



REVISED PUBLIC AGENDA
STANDING POLICY COMMITTEE
ON PLANNING, DEVELOPMENT
AND COMMUNITY SERVICES

Monday, April 4, 2016, 9:00 a.m.
Council Chamber, City Hall
Committee:

Councillor D. Hill (Chair), Councillor T. Davies (Vice-Chair), Councillor Z. Jeffries, Councillor P. Lorje,
Councillor T. Paulsen, His Worship Mayor D. Atchison (Ex-Officio)

Pages

1. CALL TO ORDER

2. **CONFIRMATION OF AGENDA**

8 - 24

Recommendation

1. That the letters from the following be added to item 7.1.4:

Submitting Comments

- Bob Sigstad, dated April 4, 2016;

Request to Speak

- Larry Koturbash, dated April 1, 2016;

2. That the letters from the following be added to item 7.2.1:

Submitting Comments

- Brent Penner, April 3, 2016;

Request to Speak

- Kent Smith-Windsor, dated March 30, 2016;

3. That the letters from the following be added to item 7.2.2:

Submitting Comments

- Trevor Jacek, dated April 1, 2016

Request to Speak

- Mike Icton, dated March 31, 2016;

- Paul Ledoux, dated March 31, 2016;

4. That the letter from Allan Gibb, dated April 1, 2016 requesting to speak be added to item 7.2.3;

5. That the letter from Harvey Peever, dated March 31, 2016 submitting comments be added to item 7.2.4; and

6. That the agenda be confirmed as amended.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

Recommendation

That the minutes of Regular Meeting of the Standing Policy Committee on Planning, Development and Community Services held on March 7, 2016 be approved.

5. UNFINISHED BUSINESS

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

6.2 Matters Requiring Direction

- 6.2.1 2015 Annual Report - Municipal Heritage Advisory Committee [File No. CK. 430-27] 25 - 33**

Recommendation

That the 2015 Annual Report of the Municipal Heritage Advisory Committee, along with the 2015 Goals and Objectives, be received as information and forwarded to City Council for information.

- 6.2.2 2015 Annual Report - Development Appeals Board [File No. CK. 430-30] 34 - 36**

Recommendation

That the 2015 Annual Report of the Development Appeals Board be received as information and forwarded to City Council for information.

6.3 Requests to Speak (new matters)

7. REPORTS FROM ADMINISTRATION

7.1 Delegated Authority Matters

- 7.1.1 **Land Use Applications Received for the Period Between February 18, 2016, to March 17, 2016 [File No. CK. 4000-5, PL. 4350-1, PL. 4132, PL. 4355-D, PL. 4115, PL. 4350, and PL. 4300]** 37 - 54
- Recommendation**
- That the information be received.
- 7.1.2 **2015 Annual Report - Saskatoon Forestry Farm Park and Zoo [File No. CK. 430-34, RS 4206-FO-12]** 55 - 80
- Recommendation**
- That the information be received.
- 7.1.3 **Approval for Advertising: Proposed Rezoning – From FUD, R1A, and B1B to B4MX – Evergreen District Village [File No. CK. 4351-016-002, PL. 4350-Z35/15; PL. 4350-Z9/16]** 81 - 90
- Recommendation**
1. That the advertising, in respect to the proposed amendment to Zoning Bylaw No. 8770, be approved;
 2. That the General Manager, Community Services Department, be requested to prepare the required notices for advertising the proposed amendment to Zoning Bylaw No. 8770; and
 3. That the City Solicitor be requested to prepare the required bylaw to amend Zoning Bylaw No. 8770.
- 7.1.4 **Multi-Unit Residential Commercial Building Inspection and Occupancy Permit Program - Service Levels [File No. CK. 530-1, and PL. 530-1]** 91 - 105
- Request to speak has been added to this item from Larry Koturbash.
- Comments have been received from Bob Sigstad, dated April 4, 2016.
- Recommendation**
1. That the information be received; and
 2. That the correspondence from Bob Sigstad be referred to the Administration for a report back to Committee at the appropriate time.
- 7.1.5 **2015 Annual Report - Municipal Golf Courses [File No. CK. 430-** 106 - 125

34 and RS. 4135-1]

Recommendation

That the information be received.

- 7.1.6 **2015 Annual Report – Development Review Section [File No. CK. 430-41 and PL. 430-1]** 126 - 135

Recommendation

1. That the information be received; and
2. That a copy of this report be forwarded to the Municipal Heritage Advisory Committee and the Municipal Planning Commission for information.

- 7.1.7 **The Business Profile - Annual Report 2015 [File No. CK. 430-76 and PL. 4005-9]** 136 - 149

Recommendation

That the information be received.

- 7.1.8 **2015 Year-End Report – Building Standards Division [File No. CK. 430-32, PL 541-6 and PL. 4240-9]** 150 - 189

Recommendation

That the information be received.

- 7.1.9 **2015 Year-End Report - Neighbourhood Planning Section [File No. CK. 430-41 and PL. 430-10]** 190 - 217

Recommendation

That the information be received.

- 7.1.10 **Park Development Guidelines Policy No. A10-017 [File No. CK. 4205-1 and RS. 4205-14-0]** 218 - 259

Recommendation

That the information be received.

7.2 Matters Requiring Direction

- 7.2.1 **Employment Areas Study [File No. CK. 4110-2 and PL. 4110-12-8]** 260 - 310

The Administration will provide a PowerPoint Presentation.

A request to speak has been added to this item from Kent Smith-Windsor.

Comments have been submitted by Brent Penner.

Recommendation

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

1. That the information be received; and
2. That the recommended policy directions for employment areas be brought forward for further consideration as part of a proposed implementation plan for the overall Growth Plan to Half a Million.

7.2.2 City-Wide Office Development Policy Review [File No. CK. 4125-1, PL. 4110-12-8-1] 311 - 348

The Administration will provide a PowerPoint Presentation.

Comments have been received from Trevor Jacek, dated April 1, 2016.

Requests to speak have been received from:

- Konrad Andre, dated March 7, 2016;
- Josh Walchuk, dated March 18, 2016;
- David Gauthier, dated March 22, 2016;
- Mike Icton, dated March 31, 2016; and
- Paul Ledoux, dated March 31, 2016.

Recommendation

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

1. That the proposed policy, incentive, and process options for city-wide office development, as outlined in the report of the General Manager, Community Services dated April 4, 2016, be supported, in principle; and
2. That the Administration be directed to bring forward the necessary bylaw, policy, and process amendments in due course.

7.2.3 Saskatoon Hilltop Football Club Inc. Clubhouse Project [File No. CK. 4205-1 and RS. 290-23] 349 - 356

A request to speak has been received from Allan Gibb, dated April 1, 2016.

Recommendation

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

1. That the request by the Saskatoon Hilltop Football Club Inc. to construct a new clubhouse at Kilburn Park be approved in principle, subject to Administrative conditions outlined in the report of the General Manager, Community Services Department dated April 4, 2016.

7.2.4 Arena Partnership – Request from University of Saskatchewan to Contribute to Proposed Twin Pad Ice Facility [File No. 5500-1, x 1702-1 and RS. 500-1] 357 - 364

A request to speak on this matter dated March 24, 2016 has been received from Greg Fowler, Vice President, Finance and Resources, University of Saskatchewan.

A letter submitting comments has been added to this item from Harvey Peever.

Recommendation

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

1. That the Administration be authorized to negotiate a contribution agreement wherein the City of Saskatoon would provide a \$1.0 million capital contribution to a twin pad ice facility on the University of Saskatchewan property, based on the contribution agreement recognizing ongoing community access to the facility; and
2. That upon conclusion of the negotiations, the Administration bring forward the proposed agreement for the Committee's consideration.

7.2.5 Update on Infill Development Standards for Primary Dwellings and Basement Replacement Policy [File No. CK. 4350-63 and PL. 4350-1] 365 - 368

Recommendation

That the report of the General Manager, Community Services Department, dated April 4, 2016, be forwarded to City Council for information.

7.2.6 Hosting Block Parties [File No. CK. 6295-1, RS. 6295-1, RS. 1870-12-3] 369 - 373

Recommendation

That the report of the General Manager, Community Services Department, dated April 4, 2016, be forwarded to City Council for information.

8. **MOTIONS (notice previously given)**
9. **GIVING NOTICE**
10. **URGENT BUSINESS**
11. **IN CAMERA SESSION (If Required)**
12. **ADJOURNMENT**

530-1

RECEIVED

From: Robert Sigstad <rsigstad@hotmail.com>
Sent: April 04, 2016 6:56 AM
To: Medrano, Alda (Clerks); Web E-mail - City Clerks
Cc: Larry & Helen Koturbash
Subject: Urgent Request
Attachments: April 4th Response to BSB MURC Building Inspection and Occupancy Permit Program.pdf

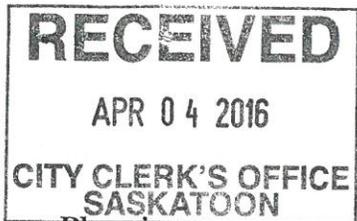
APR 04 2016
CITY CLERK'S OFFICE
SASKATOON

Good Morning

Please could you run off the attachment for this morning's committee meeting? I just finished the report to be presented and can't attend the meeting because I am a DRO for the election. Larry Koturbash of our Board of Directors will make the presentation. I am in your debt,

Bob Sigstad

530-1



Condominium Corporation No. 101186274
Reactions to Recommendations to the Standing Policy Committee on Planning,
Development and Community Services.
APRIL 4, 2016

A. Introduction:

We are pleased that City of Saskatoon did review our September 8th report and has suggested improvements to the Standing Policy Committee on Planning, Development and Community Services.

Thank you for the review and allowing us to respond.

B. Originally we asked City Council to re-examine BSB inspection limitations.

We wanted your committee to extend the areas Building Standards Branch (BSB) is allowed to inspect, change inspection protocol and use enforcement to eliminate construction problems before condominium boards assume responsibility for their building.

We pointed out eight areas of concern and offered what we thought were practical changes which would address not only health and safety issues but also expand inspection services which ultimately protect each owner's investment.

The overall theme today is accountability at many levels: from your Committee, down to Building Services Branch, developers and their design professionals, and contractors, down to Condominium Boards which are responsible to each owner.

C. Comments about Report Recommendations

Congratulations to COS staff for presenting these improvements which address some of our original concerns. The summary seems to concentrate on really three areas: two dealing with the partial/ permanent occupancy, with some overlap with the second topic involving design specialists having more technical knowledge. The last point has to do with improving internal and external communication. A more detailed commentary of these suggestions comes at the last part of the report.. ***Much progress has been made!***

Acknowledgement: 1. We understand and accept that the City uses UBASA's country-wide standard as a base level.

2. We feel the frequency of building inspections has been adequate.

STILL MORE TO DO

In September we asked for wider range of inspection services, for verification that vital systems were functioning as hoped, that enforcement procedures be used to correct errors as detected, to establish a better way of tracking trades and subtrades, to follow the most current codes, and that we have enhancements

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APRIL 4, 2016

to the sharing of information with affected owners.

SOME ITEMS NOT ADDRESSED

D. Use of Independent Inspectors for Areas BSB Provides No Services.

It is unclear of the implication of, "Owners seeking quality assurance related to building construction are encouraged to engage the services of a third party."

Right now BSP does not inspect stucco and certain types of roofing installation.

At the very outset it should be the developer's responsibility to engage third party inspectors to prove to BSB and future purchasers that the installation is done to a proper industry standard. If it reaches the point where unit owners have to do this, it probably indicates some disaster which they not the developer will have to pay to repair.

Inspections should be a safeguard to the individuals who purchase a condominium unit.

For example our four adjacent condominiums and us **all have serious stucco problems** requiring stucco reinstallation. Casa Bella, the oldest, was started in 2004 and reportedly residents may have to pay around \$35,000 towards stucco and some concrete replacement. One Milano Point building is undergoing stucco reinstallation now and Mr. Sigstad was told each owner had to put up \$15,000 each.

Each of these projects requires an expensive permit: Heritage Point paid \$3261 for a permit but for this fee no inspection services are offered. A cash grab?

Condo purchasers may not even suspect that they may become vulnerable for remediation costs on relatively recently-built projects.

In September we quoted from The Community Service Department-Building Standards recommendation, "If the municipality does not provide building official services, the owner should engage the services of an independent licensed building inspector to ensure the building meets requirements."

E. Builder Changes and Inspection Oversight:

Our September report mentioned that our Board paid \$50,000 to correct the faulty installation of our heating system. Our developer authorized the original work but won't accept any responsibility for the costly deviations from the blueprint drawings.

RECOMMENDATION: The builder should seek approval for contemplated blueprint deviations by filing a "Change Notice" and the system designer should examine these alterations as well as inspect the installation at certain points.

We hope for increased involvement of design specialists to provide some degree of oversight and fewer costly fixes.

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Reactions to Recommendations to the Standing Policy Committee on Planning,
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F. “Grandfathering” of Permits:

Permits for Phased projects allow for grandfathering, meaning that whatever code was in place when the permit was issued is applicable when the next phase begins construction. For example two separate but adjacent condominiums could start construction on the identical day but the phased one could use a different, older code than its neighbour.

RECOMMENDATION: *Do not allow “Grandfathering”. Purchasers should have the assurance that when construction commences, it will be done following the most recent codes.*

G COMMUNICATION PLAN-BSB and SHARING of INFORMATION: Page 73 3b)

Improved communication is another desirable goal if it includes ALL the stakeholders not just BSB and the architects, engineers, contractors or developers.

It is unclear what is involved with “the improved communication with the partial occupancy permit program”.

We hope that the situation is gone where some reports and other findings related to inspections would only be shared with the developer since there is an open permit.yet at some future date the Board could be compelled to correct those identified deficiencies. Victims being further victimized!

RECOMMENDATION: *Safety related reports should go to the builder who is responsible to correct the observed deficiencies but a courtesy copy should also go to the Board, the residents' representatives. Also Boards of Directors should receive information on investigations about the state of some of the systems even though the building is not completed.*

H. Two Desired Outcomes from the Automated Systems, and Sharing of Inspection Service Information.

1. RECOMMENDATION

We hope that the improvements to automated systems will include a database where developers need to submit information on the trades employed, indicating that their area of work follows an approved plan, was inspected and given final approval. This database would be able to trace the progress of a project.

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Reactions to Recommendations to the Standing Policy Committee on Planning,
Development and Community Services.
APRIL 4, 2016

2. RECOMMENDATION: *Perhaps more onus on the developer/general contractor to have a check list that he or his agent has done a walk through as each unit is completed and that noted flaws would be corrected by the accountable sub trade by a specific date.*

Unit owners need consumer protection. Not all developers treat the purchasers fairly.

I. Remediating Safety Deficiencies- BSB and Independent Inspectors

Our condominium is a good example where some incorrect or non-operational items were discovered but the repairs passed several BSB deadlines, over several months.

We have discovered faulty installation which the builder had acknowledged and these repairs have been delayed for years, well after any warranty has expired probably leaving the Condominium Board to fix substandard work or installation something which should have corrected much earlier.

RECOMMENDATION: *If a developer does not promptly correct safety deficiencies, stop further construction and deny further sales until those identified items are repaired. For those areas where BSB has not the expertise the builder should bring in independent outside experts to test and verify that installations are done correctly.*

We know that the cost of the independent inspection will eventually become part of each units selling price.

This may result in builders being more vigilant that relevant codes and best practices are being followed.

J. OCCUPANCY PERMITS: Full and Partial Occupancy (Page 73 Point 2 and Page 80 Point 3) & 5)

RECOMMENDATION: *It must be mandatory to apply for partial occupancy permission and also enforce the stipulations stated on the permit application form.*

Rationale: Residents must know that the safety systems are installed and operational when moving into a building under construction. Shouldn't they have the same assurance for safe living conditions as is required for care homes and hotels?

The safety of full time occupants should be equal to the level of protection as workers who may only be in the same building for part of a day.

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Reactions to Recommendations to the Standing Policy Committee on Planning,
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APRIL 4, 2016

The Inspection safety/security checklist requirements on page 3 of the application form provides this assurance before their building is first occupied. We applaud the changes in the requirement for CO systems in the 2015 edition of the Partial Occupancy Application.

K. Enhancements/Design Specialists (Page 73 Point 3 a), Page 75 bullet 4, and Page 80 Point 5)

Comment: This is a good proposal. It is desirable to make the system designers accountable to ensure that the installation actually operates effectively.

Further Enhancement: We recognize that BSB relies on “Certificates of Completion” or “Commitment for Field Review & Compliance”.

We still hope for some method to confirm that licensed installers would have a similar verification process to show that their installation complies to their relevant codes and works correctly.

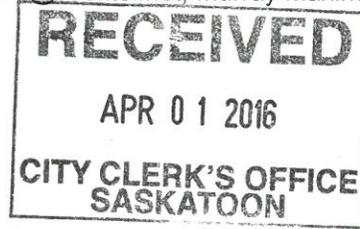
RECOMMENDATION: *In September we suggested “..more onus on the developer/general contractor to have a check list that he or his agent has done a walk through as each unit is completed and that noted flaws would be corrected by the accountable sub trade by a specific date.”*

L. Final Comment:

RECOMMENDATION: *We sincerely wish for continued program enhancements and suggest that council reach out to representatives of the condominium Boards of Directors whose experiences can provide advice on the strengths and weaknesses of COS inspection services.*

More consumer protection is needed to ensure that work that was already paid for doesn't have to be paid again by the ultimate end-user the condominium purchaser.

From: Robert Sigstad <rsigstad@hotmail.com>
Sent: April 01, 2016 9:19 AM
To: Medrano, Alda (Clerks); Web E-mail - City Clerks
Cc: Vic Karwacki; Len Erickson; Terry; stillstone@sasktel.net; Murray Maximuk; Ken Jan; (jl.fast@sasktel.net)
Subject: Monday's Agenda



Shellie Bryant
Alda Medrano

Condominium Corporation No. 101186274 (aka Aqua Terra West) will have our Board member, Larry Koturbash, prepared to comment at Monday's meeting. Other interested observers have been invited.

RECEIVED

APR 04 2016 4/10-2

**CITY CLERK'S OFFICE
SASKATOON**

From: Brent Penner <brentpenner@sasktel.net>
Sent: April 03, 2016 9:45 PM
To: Web E-mail - City Clerks; Sproule, Joanne (Clerks)
Cc: Davies, Troy (City Councillor); Paulsen, Tiffany (City Councillor); Hill, Darren (City Councillor); Jeffries, Zach (City Councillor); Lorje, Pat (City Councillor); Wallace, Alan (CY - Planning & Development); Grauer, Randy (Community Services); Donauer, Randy (City Councillor); Clark, Charlie (City Councillor); Iwanchuk, Ann (City Councillor); Atchison, Don (Mayor's Office); Loewen, Mairin (City Councillor)
Subject: Employment Areas Study
Attachments: Letter to PD&CS - from Downtown BID - re Employment Areas Study - 16april03.pdf

Dear City Clerk,

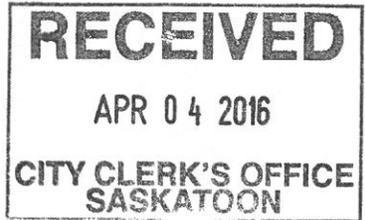
Please ensure this letter is part of the package for PD&CS meeting for Monday, April 4. I apologize but due to a prior commitment, I am unable to attend the meeting tomorrow.

Brent Penner
Executive Director
Downtown BID



THE PARTNERSHIP

Saskatoon Downtown Business Improvement District



April 3, 2016

His Worship the Mayor and Members of City Council
SPC on Planning, Development & Community Services
City of Saskatoon
222 3rd Avenue North
Saskatoon, SK S7K 0J5

Your Worship and Councillors:

Re: Employment Area Study Report

Downtowns are powerful symbols for a city – they contain landmarks, distinctive features, historic places, and provide a unique sense of place. TV newscasts, including our own local stations, often feature a backdrop of downtown as part of their sets – a nod to just how important downtown is to the fabric of a city. It is for this reason that cities around the world pay attention to the health of their City Centers or Downtown Districts because they know the vital role they play in building the brand of a city.

The decisions made by City Council on issues that impact downtown need to ensure the district remains an attractive destination for businesses to locate and people to visit. The Downtown BID agrees with a listed goal in the Employment Areas Study Report that the City Centre should be designated as the primary destination for corporate head offices, store-front retail, and cultural amenities for the City and region.

The City of Saskatoon plays a large role in determining where businesses locate through zoning regulations and decisions it makes on land availability in one area versus another. As a result, there has been significant office development in suburban areas and positive absorption in that space as tenants have moved into these locations. While downtown remains the largest area for office space in the city, the percentage of space as it relates to the city as a whole has started to decline.

As the report indicates, over 40% of new office construction has occurred in industrial and business park areas, compared to 16% in the Central Business District (CBD) in the last ten years. We know that this has occurred because developers find it significantly less expensive to build in suburban areas as compared to downtown. We believe development incentives are needed to ensure downtown remains a viable choice for developers.

Investment in downtown will help the City achieve some of its other goals including creating a more pedestrian friendly city. This is something the City of Saskatoon is supporting in other reports and

planning documents. In addition, adding density to the City Centre will help support an enhanced transit system by easily moving people to and from a major employment area rather than multiple business parks located around the city.

The City of Saskatoon released the City Centre Plan in 2013 and it was adopted by City Council. The document addresses the growth of Saskatoon and states that:

While the City Centre area is anticipated to experience a portion of the overall City's growth, it will take several measures to ensure more growth is directed to the centre and promote a strong Downtown area. Policies that encourage growth of the City Centre and also manage the pattern of suburban growth will allow the City to develop important resources, including business, cultural, social, and educational resources that will benefit the entire region.¹

The development of south downtown, increased opportunities for development in the warehouse district, and bringing residential and commercial development to the north downtown in the near term will be positive steps for downtown. The Downtown BID is supportive of recommendations in the report to encourage City Centre office development. Decisions you make today should ensure that growth is balanced between downtown and suburban centres. The right decisions will keep downtown as a vibrant destination for citizens, businesses, and visitors for generations to come.

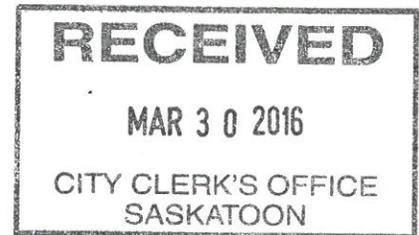
Sincerely,

A handwritten signature in black ink, appearing to read 'B Penner', written in a cursive style.

Brent Penner
Executive Director

¹ City Centre Plan, City of Saskatoon, p. 9

From: Kent Smith-Windsor <assistant@saskatoonchamber.com> on behalf of Kent Smith-Windsor <assistant@saskatoonchamber.com>
Sent: Wednesday, March 30, 2016 10:56 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



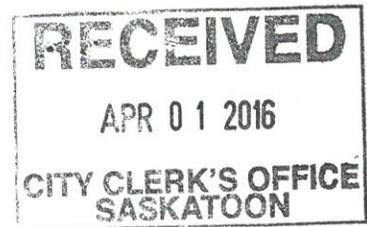
Submitted on Wednesday, March 30, 2016 - 10:55
Submitted by anonymous user: 207.47.161.163
Submitted values are:

Date: Wednesday, March 30, 2016
To: His Worship the Mayor and Members of City Council
First Name: Kent
Last Name: Smith-Windsor
Address: 104-202 4th Avenue North
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 0K1
Email: assistant@saskatoonchamber.com
Comments: Request to address the Planning Development & Community Services Committee on Monday, April 4th at 9 a.m. re: City of Saskatoon - Employment Areas Study

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/80624>

4215-1

From: Trevor Jacek <trevor.jacek@mwdc.ca>
Sent: April 01, 2016 10:42 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Friday, April 1, 2016 - 10:42
Submitted by anonymous user: 206.163.230.230
Submitted values are:

Date: Friday, April 01, 2016
To: His Worship the Mayor and Members of City Council
First Name: Trevor
Last Name: Jacek
Address: 100-450 2nd Avenue North
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 2C3
Email: trevor.jacek@mwdc.ca

Comments:

We applaud the City for considering actions to protect the downtown core by invoking changes to regulations regarding office development in areas outside of the downtown.

We believe that a fully occupied downtown is one of the keys to a great city.

We are not fully familiar with the proposed changes to floor limits in the industrial zoned areas however we do strongly caution against any changes that would be retro-active to buildings that have already been built as, converted to or purchased as office buildings in areas of Saskatoon that are zoned for industrial use.

Regards,

Trevor Jacek
Chief Financial Officer
Mid-West Group of Companies
306.933.4838
trevor.jacek@mwdc.ca
100-450 2nd Avenue North, Saskatoon SK S7K 2C3 | www.midwestgroup.ca

The results of this submission may be viewed at:

From: Mike Icton <micton@muskeglake.com>
Sent: Thursday, March 31, 2016 8:51 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Thursday, March 31, 2016 - 08:51
Submitted by anonymous user: 216.174.137.109
Submitted values are:

Date: Thursday, March 31, 2016
To: His Worship the Mayor and Members of City Council
First Name: Mike
Last Name: Icton
Address: 112 - 335 Packham Ave
City: Saskatoon
Province: Saskatchewan
Postal Code: S7N 4S1
Email: micton@muskeglake.com
Comments:
Attention: Long Range Planning Committee and Council – City of Saskatoon

Dear Committee & Council

It has been brought to my attention that there is new recommendations being brought forward to City Council regarding light Industrial zoning (IL1). My understanding is that the long term planning group is considering limiting the size of office space to 21,528 sq/ft for all light industrial zoning for existing and future development. Currently Muskeg Lake Cree Nation owns and operates 119,000 sq/ft of light industrial zoned office space and is working towards development of an additional 13 acres of land in the same zoning.

Presently identified opportunities for Muskeg Lake Cree Nation include new developments for some of our current Tenants, which would require more than 25,000sq/ft of stand-alone office space. We have been approached by several interested parties for both partnerships and investment opportunities in the development of this property, so you can understand how this could be very damaging to our short and long term plans.

I do agree that it is important to further strengthen the downtown core of the City of Saskatoon and Muskeg Lake Cree Nation hopes to be a part of that in the future, but not at the expense of Muskeg Lake Cree Nations current assets. As this proposed bylaw will significantly decrease our current land values.

At this time I would like to suggest that consideration of such changes be reconsidered and further open dialog is allowed to continue. As the implementation of such a bylaw will hinder all opportunities for future development of our current interests. I would also be willing to address the Committee and Council on April 4 & 25th.

Sincerely,

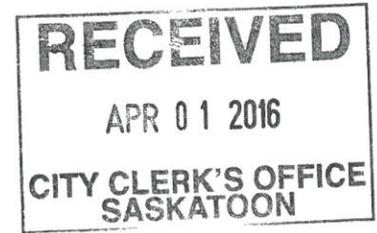
Mike Icton
President/CEO
MLCN Investment Management Corp.

112 - 335 Packham Ave
Saskatoon SK S7N 4S1
Office 306-955-8835

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/81523>

4125-1

From: Paul Ledoux <pledoux@muskeglake.com>
Sent: March 31, 2016 2:53 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Thursday, March 31, 2016 - 14:52
Submitted by anonymous user: 207.195.120.158
Submitted values are:

Date: Thursday, March 31, 2016
To: His Worship the Mayor and Members of City Council
First Name: Paul
Last Name: Ledoux
Address: 314 25th St. West
City: Prince Albert
Province: Saskatchewan
Postal Code: S6V 4P9
Email: pledoux@muskeglake.com

Comments: I'm a council member of the Muskeg Lake Cree Nation (MLCN). MLCN has an urban reserve in Sutherland. I would like the opportunity to speak at the Standing Policy Committee on Planning and Development Community Services on April 4, 2016. The proposed bylaw limiting the size of allowable office space to 2000 m² |(21,528 f²) has an impact on our future developments. A letter from MLCN Investment Management Corp has been sent to City Hall. Another letter will be forthcoming from MLCN sign by Chief Gilbert Ledoux.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/81830>

From: Allan Gibb <Gibballan@gmail.com>
Sent: April 01, 2016 9:35 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Friday, April 1, 2016 - 21:34
Submitted by anonymous user: 174.2.221.170
Submitted values are:

Date: Friday, April 01, 2016
To: His Worship the Mayor and Members of City Council
First Name: Allan
Last Name: Gibb
Address: 622 Brabant place
City: Saskatoon
Province: Saskatchewan
Postal Code: S7j 4z8
Email: Gibballan@gmail.com

Comments:

I would like to speak on behalf of the Saskatoon Hilltops regarding the proposed new Hilltop Clubhouse on Kilburn Ave. I would ask to speak at both the Planning Development & Community Services (PDCS) Committee of Council on Monday, April 4 and also at the City Council agenda for Monday, April 25th.

Allan Gibb
Past President
Saskatoon Hilltop Football Club

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/82450>

From: Harvey Peever <jnycnuk1@mail.com>
Sent: March 31, 2016 9:59 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Thursday, March 31, 2016 - 21:58
Submitted by anonymous user: 207.195.86.53
Submitted values are:

Date: Thursday, March 31, 2016
To: His Worship the Mayor and Members of City Council
First Name: Harvey
Last Name: Peever
Address: 1125 east centre
City: Saskatoon
Province: Saskatchewan
Postal Code: S7h3a4
Email: jnycnuk1@mail.com

Comments: I would think a new twin arena at the university would serve the community much better than building a new arena downtown when the Sask tel centre will be fine for many years yet.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/82046>



Office of the City Clerk
222 3rd Avenue North
Saskatoon SK S7K 0J5

www.saskatoon.ca
tel (306) 975.3240
fax (306) 975.2784

March 2, 2016

Secretary, SPC on Planning, Development
and Community Services

**Re: 2015 Annual Report - Municipal Heritage Advisory Committee
(File No. CK. 430-27)**

The 2015 membership of the Municipal Heritage Advisory Committee was as follows:

Ms. Carla Duval-Tyler, Chair, Riversdale Business Improvement District
Ms. Maggie Schwab, Vice-Chair, Public appointment
Councillor Charlie Clark
Mr. Stefan Deprez, Tourism Saskatoon
Ms. Dorothea Funk, Local History Room, Saskatoon Public Library
Mr. Don Greer, Saskatchewan Association of Architects
Ms. Jennifer Lawrence, Public appointment
Ms. Sarah Marchildon, Broadway Business Improvement District
Ms. Patti McGillivray, Public appointment
Mr. Robert McPherson, Public appointment
Mr. Lloyd Minion, Saskatoon Region Association of Realtors
Mr. Lloyd Moker, Sutherland Business Improvement District
Mr. Brent Penner, The Partnership (Downtown BID)
Mr. James Scott, 33rd Street Business Improvement District
Ms. Lenore Swystun, Saskatoon Heritage Society
Mr. Mike Velonas, Meewasin Valley Authority
Mr. Michael Williams, Saskatoon Archaeological Society

In 2015 the Municipal Heritage Advisory Committee (MHAC) was involved in several activities. Some of the noteworthy activities that occurred in 2015 included:

1. Perhaps one of the most important things to happen in 2014 was the continuation of the roll-out of the new Heritage Policy and Program Review. As a part of the implementation of the new Civic Heritage Policy and Plan, the City conducted an in-depth evaluation of the estimated 1,500 historic places documented to have heritage value in Saskatoon. The refined list of heritage properties considered to have significant heritage value has formed the new Saskatoon Register of Historic Places (The Register). The Register was submitted to members of MHAC in June, 2015. The intent of the Register was to serve as a promotional educational tool for heritage resources in Saskatoon. It is a non-statutory listing (ie: no legal restrictions or development implications on properties as a result of being on the register) and its primary purpose is to promote public awareness,

education and appreciation of heritage in Saskatoon. A Statement of Significance (SOS) was prepared for each property and describes what the historic place is, why it is of heritage value, and what character-defining elements should be retained in order to preserve its heritage value. The register consists of 37 designated Municipal Heritage Properties, Provincial Heritage Properties and/or National Historic Sites; 34 properties listed on Bylaw No. 6770 (Holding Bylaw); and, 121 historic places that met the criteria to become eligible for municipal heritage designation. All property owners, with the exception of those who own designated heritage properties, were notified by mail, of the intent to include their property on the Register. Only one property owner requested not to have their property included in the Register. It is anticipated that the Register will be online and accessible by the public by March, 2016.

2. Following the finalization of the Register, it was presented and received by the Standing Policy Committee on Planning, Development and Community Services on October 5, 2015. The report then went before City Council on October 26, 2015 for approval. In November, 2015 the finalized Register was submitted to the Committee and members were asked to identify their top 40 properties from the Register that they would like to see become Designated Municipal Heritage Properties. It is the hope that a "Top 10" list of properties can be developed in 2016 and the Committee, along with the Heritage and Design Coordinator, can work with the owners of these buildings to work towards designation.
3. In 2015, a total of 3 properties were sent to City Council and subsequently approved for Municipal Heritage Designation. The properties included:
 - a. 803 9th Avenue North
 - b. 1040 University Drive (Mann House)
 - c. 1919 St. Henry Avenue (Pendencygrasse House)

In addition, the MHAC moved that the Montgomery Community Association receive support from City Council in their effort to receive a National Historic Site designation for the Montgomery Neighbourhood.

The Committee also moved to support \$337.50 for maintenance work on the Trounce House.

4. In January, 2015 a presentation was given to MHAC by Ms. Nola Stein, Mr. Alan Otterbein and Mr. Mike Velonas concerning the Northeast Swale Master Plan. The delegation provided information on the cultural and heritage elements of the Northeast Swale and noted that it is a significant asset in terms of biodiversity and rare plant and animal species. Since the presentation, the Master Plan was presented to City Council in October, 2015 and was ultimately approved by Council and the MVA Board of Directors. The Committee has subsequently voiced concern over the protection of the Swale, particularly as it applies to the Perimeter Highway and the Commuter Parkway. It is anticipated that additional information will be presented to the MHAC at the February, 2016 meeting.

5. The Heritage Festival of Saskatoon took place on February 1, 2015. The theme for this year's event was "Young Saskatoon" and the Committee featured a display of the "Ghost Signs" / Exterior Wall Signs that were documented in 2014. The festival was extremely well attended and several copies of the book entitled "Exploring the Wonder City" were sold at the event. Mr. Robert McPherson, Ms. Maggie Schwab, Ms. Paula Kotasek-Toth and Ms. Catherine Kambeitz volunteered at the event and Ms. Carla Duval-Tyler helped with the organization of the MHAC booth.
6. Likely the most unfortunate event to happen in 2015 was the demolition of the Farnam Block. Although members of MHAC met with the new owners of the building to discuss potential options, including tax incentives and grants that may be available, subject to heritage designation, the building was demolished. The building was demolished in March, 2015 and the site is currently being used as a surface parking lot. Since the demolition of the Farnam Block, there have been continued discussions between MHAC members on how to raise the public's awareness and interest around the topic of heritage and to provide a greater awareness of the Heritage Registry.
7. In April 2015, the Committee was presented with a report regarding proposed alterations to 715 Broadway Avenue (The Broadway Theatre). The report was accompanied by a presentation by Mr. Kirby Wirchenko, Executive Director of the Broadway Theatre and Ms. Victoria Yong-Hing of Kindrachuk Agrey Architecture. Renovations were being proposed for the building and the Committee moved that the proposed alterations be approved under the Heritage Property Bylaw No. 8356 (Approval of Alterations Bylaw).
8. The Committee provided feedback to Ms. Catherine Kambeitz regarding a proposed amendment to the Heritage Property (Approval of Alterations) Bylaw, 2004, No. 8536. This bylaw was amended to clarify what minor alterations and repairs would include. The bylaw amendment was prepared in April, 2015 and subsequently passed by City Council.
9. Conferences were well-attended in 2015. Ms. Patti McGillivray attended the 2015 Heritage Forum in Regina on February 20 and 21, 2015. Additionally, Ms. Maggie Schwab attended the Canadian Society of Landscape Architects conference in Mexico City, of which one of the sub-themes was Cultural and Heritage Preservation. Ms. Schwab presented a summary of some of the key take-home points from the conference to the Committee. One of the more interesting presentations attended concerned Calgary's Cultural Landscape Strategic Plan and the "lessons learned" by that municipality. Some discussion followed the presentation at the MHAC meeting indicating that bringing that specific knowledge back to the committee is invaluable.
10. In April, 2015 MHAC resolved that the Committee issue a Request for Proposals for the position of Heritage Awards Administrator to commence planning for the

2015-2016 Heritage Awards Program. On Purpose Leadership was selected as the Heritage Awards Administrator.

11. In November, 2014 the Committee received notification that an application for Municipal Heritage Designation and Tax Abatement Funding was received for 1102 Spadina Crescent East. The property owners attended the meeting in November, 2014 to answer questions from the Committee. The Committee ultimately adopted the recommendations contained in the report of the General Manager, Community Services Department and resolved that the City Solicitor be requested to prepare and bring forward a bylaw to designate the exterior property. It was further recommended that the owners receive a tax abatement, to a maximum of \$84,400 and a refund of the building permit fee of \$289.11 commencing in the year following satisfactory completion of the rehabilitation project. Subsequently, in June, 2015 the Committee was presented with additional information concerning the designation of 1102 Spadina Crescent East. The building had received extensive renovations in the 1960s, which was not known at the time of the original application. The proposed designated building was sent to the Province for review by the Heritage Property Review Board. The Heritage Property Review Board reviewed the proposed designation, had a public hearing, and subsequently determined that the property not be designated due to renovations that had been undertaken. Further to that, a report prepared by the Property Review Board recommended that the City of Saskatoon undertake a review of its municipal heritage property designation process and its work approval process. The report also recommended that the City of Saskatoon review all redevelopment plans for Municipal Heritage Properties against the Standards and Guidelines for the Conservation of Historic Places in Canada to ensure that the highest principles of heritage conservation are being observed. City Council withdrew the proposed designation Bylaw on June 22, 2015.
12. Doors Open was held on June 7, 2015. Ms. Kim Ali of On Purpose Leadership was in attendance at the September meeting to provide a report to the Committee. Ms. Ali indicated that they had a total of 6,000 visits to the properties and the event was considered a success. A total of 27 buildings of architectural, historic and cultural significance were open for the public to tour. Participating buildings, some of which offered tours and refreshments, welcomed visitors into their building free of charge. The City of Saskatoon provided free rides on the City transit system for the day. Buttons were provided for free to promote the free transit and were available at Tourism Saskatoon, City Hall and the Transit office.
13. Several discussions were held throughout the year regarding the publication entitled "Exploring the Wonder City". The Committee eventually resolved in October that there are opportunities that exist to partner with the new Heritage Register to update some of the information in the original publication. It was resolved that the Committee look at rolling out a hard copy of this publication sometime in 2016.

14. The Capitol Theatre Artefact Inventory Project was undertaken in 2014. The three stewards of the artefacts consist of the Saskatoon Heritage Society, Twenty-Fifth Street Theatre and Persephone Theatre. The groups met and chose a successful contractor to undertake the project in March, 2014. The Capitol Theatre Artefact Inventory was launched in April of 2015.

The inventory can be found online here:

<http://saskhistoryonline.ca/islandora/object/cityofsaskatoon%3Acapitol>

15. In 2014, the City also rolled out a new Façade Conservation & Enhancement Grant. This program was circulated to the Committee in April, 2014. A total of 11 applications were approved and processed under the Façade Conservation and Enhancement Program. Four of those applications received funding through the Heritage Conservation Program including the Saskatchewan Craft Council building on Broadway Avenue.
16. The sale of the Third Avenue United Church that occurred in October, 2013 is still being monitored by the Committee. This building is still listed on the Saskatoon Holding Bylaw and is considered to be among Saskatoon's most precious heritage buildings because of its exterior, the interior ceiling, and the important social historical role the building filled in the city for the last 100 years. The Request for Proposals which the congregation issued in July 2013 required, among other things, that the winner provide heritage designation to the building. However, in October, 2013 Mr. John Orr requested the congregation's permission to defer heritage designation until late 2015 to enable renovations and development. While this issue was not brought forth before the Committee, the Committee continues to wish to pursue a working relationship with the Developer, and with the help of the Heritage and Design Coordinator, to help the Developer obtain Municipal Heritage Designation.
17. One of the most recent areas in which MHAC is wishing to improve is in the incorporation of indigenous history within the broader mandate of the Committee. This was spearheaded by Mr. James Scott through a presentation and associated article written and presented to the Committee in September, 2015.

2016 Goals

Going forward in 2016, there are several exciting heritage events to look forward to. Attached to this document are the Municipal Heritage Advisory Committee 2016 Goals and Objectives, which clearly outline important items that the Committee believes should be undertaken on an annual basis.

The Municipal Heritage Advisory Committee is looking forward to working with City Council and helping the City of Saskatoon with the continued roll out of new policies, procedures and incentives surrounding heritage conservation, preservation and awareness. As a continued effort to promote the City's new Heritage Policy and

March 2, 2016
Page 6

Program Review and associated Heritage Plan, the Committee is looking forward to the roll-out of the new Heritage Registry online and the distribution of new marketing material.

Planning has been underway for the Heritage Awards for a number of months. It is anticipated that a total of 20 awards will be presented on February 29, 2016 following the Regular Business Meeting of City Council. A full summary of this event will be undertaken in the 2016 Municipal Heritage Advisory Committee report. It is noted that there may be some suggested revisions to the criteria for the Heritage Awards going forward, as recommended in 2014 by the Heritage Awards sub-committee.

One of the main goals for 2016 will be to investigate how to appropriately incorporate the First Nations and Métis narrative into the scope and mandate of the MHAC. Discussions concerning the best methods to approach this issue commenced in 2015, as spearheaded by Mr. James Scott. In January, 2016 the Committee welcomed Mr. Gilles Dorval, Director of Aboriginal Relations and Mr. Kevin Kitchen, Community Initiatives Manager, from the City of Saskatoon to the meeting, along with Ms. Melody Wood, Saskatchewan Indian Cultural Centre (SICC). It is apparent that there are many ways in which MHAC can benefit from the direction of Mr. Dorval, Mr. Kitchen and others and vice versa, in the pursuit of incorporating the narrative of Indigenous Peoples into the mandate of MHAC. Based on the goals and objectives for 2014/2015 there may also be some opportunities to connect Keith Carlson's work with Mr. Dorval and Mr. Kitchen involving cultural mapping of Indigenous interests.

The Municipal Heritage Advisory Committee welcomed a new Heritage and Design Coordinator, Catherine Kambeitz, to the Committee in October, 2014. The Committee wishes to thank Ms. Kambeitz for her continued efforts in working with MHAC, as much was accomplished in 2015 and we look forward to working with her in 2016.

Yours truly,



for **Carla Duval-Tyler, 2015 Chair**
Municipal Heritage Advisory Committee

:jf

Attachment - Municipal Heritage Advisory Committee 2016 Goals and Objectives

Municipal Heritage Advisory Committee 2016 Goals and Objectives

As a follow up to the goals and objectives that were developed for 2014/2015, The Municipal Heritage Advisory Committee (MHAC) has undertaken a revised series of goals and objectives for the upcoming year.

The 2016 Goals and Objectives are stated below:

Goal 1. To continue with the promotion of Heritage in the City of Saskatoon.

- Objective 1.1 Encourage the designation of new Municipal Heritage Properties in the City of Saskatoon.
- Objective 1.2 Encourage property owners to register residential and commercial properties on the Registry of Historic Places.
- Objective 1.3 Support and help with the designation of Municipal Heritage Properties and areas of cultural significance in the City of Saskatoon.
- Objective 1.4 Ensure regular publications of heritage articles.
- Objective 1.5 Encourage citizens in Saskatoon to participate in Heritage-related events, including Doors Open, the Saskatoon Heritage Festival, and the Heritage Awards.
- Objective 1.6 In conjunction with the MHAC Heritage and Design Coordinator, coordinate the bi-annual Heritage Awards Program.
- Objective 1.7 Pursue any opportunity to undertake cultural mapping session(s) with Dr. Keith Carlson, Program Coordinator, Cultural Mapping Class at the University of Saskatchewan in Saskatoon.
- Objective 1.8 Develop a program for installing Historic identification and work with Mr. Kevin Kitchen, Community Initiatives Manager, in providing feedback in terms of future opportunities for the installation of commemorative statues and plaques.
- Objective 1.9 Refine the prioritized subset of properties of particular heritage interest based on the prioritization exercise undertaken in November, 2015 to include 10-20 properties.
- Objective 1.10 Communicate with property owners of the above-identified properties, through the Heritage and Design Coordinator to determine whether any owners are interested in the option of designating their property as Municipal Heritage Property.
- Objective 1.11 Investigate and pursue the potential to re-publish a hard copy of "The Wonder City" following the official rollout of the Heritage Register online.
- Objective 1.12 Investigate and pursue potential grant applications and other funding opportunities associated with the 150th Anniversary of Canadian Federation in 2017.

Goal 2. To continue to work with the City and Administration in the implementation of the new Heritage Program and Policy Review and associated Heritage Plan.

- Objective 2.1 Work with City Administration in any and all aspects (including implementation) associated with the new Heritage Program and Policy Review and Heritage Plan.
- Objective 2.2 Provide feedback to the Heritage and Design Coordinator on a monthly basis in terms of the oversight of action items, as outlined in the new Heritage Program and Policy Review and Heritage Plan.
- Objective 2.3 Pursue the option of being able to bring heritage matters forward to City Council/Planning Development and Community Services (PD&SC), as outlined in the Heritage Policy and Program Review and Heritage Plan.
- Objective 2.4 Have designated MHAC members attend and provide feedback when heritage issues are brought forward at PD&CS meetings.

Goal 3. To engage the community at large and help educate citizens about the new Heritage Program and Policy Review and Heritage Plan.

- Objective 3.1 Continue to provide feedback to the City regarding the new website, as it pertains to heritage, with particular reference paid to the heritage programs available to home owners and businesses alike
- Objective 3.2 Support and promote the rollout of the Registry of Historic Places.
- Objective 3.3 Educate citizens and inform them of the heritage programs available to home owners through marketing material, as well as during community outreach programs (e.g. Saskatoon Heritage Festival 2016).
- Objective 3.4 Promote the new heritage programs available to business owners, through marketing material (e.g. brochures), the new Heritage Plan, as well as through the rollout of the new website.
- Objective 3.5 Engage one neighbourhood community association with the intent of educating their community members about the heritage value of their respective neighbourhood.

Goal 4. To provide the City of Saskatoon with critical feedback and advice as it pertains to planning documents that address heritage matters.

- Objective 4.1 Provide feedback to all planning documents including Local Area Plans (LAPs), Official Community Plans, Culture Plans, Strategic Plans, larger infrastructure projects and other documents, including plan amendments, to help ensure that these documents are consistent in their approach to heritage matters.

Goal 5. To investigate the incorporation of indigenous history within the broader mandate of the committee.

Objective 5.1 Investigate the opportunities to tie-in indigenous history into the MHAC's mandate by communicating directly with the Aboriginal Relations Department at the City of Saskatoon.

Objective 5.2 Invite representatives from Indigenous groups to regularly provide feedback in the pursuit of incorporating Indigenous history into the MHAC's mandate.

Objective 5.3 Pursue any opportunity to undertake cultural mapping session(s) with Dr. Keith Carlson, Program Coordinator, Cultural Mapping Class at the University of Saskatchewan in Saskatoon specifically in the interest of connecting Dr. Carlson's work with Mr. Dorval, Ms. Wood, and Mr. Kitchen in the cultural mapping of Indigenous interests.

Goal 6. To continue with the education of MHAC members by sending the Chair or other designate to attend conferences throughout the year.

Objective 6.1 Create a list of conferences that the MHAC Chair, or other designate, should be attending throughout the year.

Objective 6.2 Provide financial assistance to the Chair, or other designate, to ensure regular attendance at conferences.

February 17, 2016

Secretary, Standing Policy Committee on
Planning, Development & Community Services

Re: **2015 Annual Report**
Saskatoon Development Appeals Board (DAB)

The Development Appeals Board is appointed by resolution of City Council and receives its authority from *The Planning and Development Act, 2007*. The Board operates as a quasi-judicial body which acts independently of City Council and its Administration.

The Board adjudicates appeals under the provisions of Sections 67, 86, 219, 228 and 242 of *The Planning and Development Act, 2007*. These sections of the *Act* provide a process for dealing with appeals related to minor variances, demolition control districts, architectural control districts, misapplication of the Zoning Bylaw in issuing a development permit, refusal to issue a development permit because it would contravene the Zoning Bylaw, refusal of subdivision applications and any of the conditions of a zoning order issued for a property.

2015 MEMBERSHIP

The Development Appeals Board consists of 5 members appointed by City Council. Members are appointed for two-year terms which are renewable up to six years. In the event that a member fails to complete his/her term, a replacement may be named to complete that term. New appointments are made by City Council upon resignation of a member and on expiration of the term of public appointments.

The following were Board members in 2015:

Ms. Christine Ruys, Chair
Ms. Lois Lamon
Ms. Susan Nazarenko (resignation in June)
Ms. Leanne DeLong
Mr. Asit Sarkar
Mr. Fred Sutter (appointment in September)

In addition to the members, the Board received information from Ms. Paula Kotasek-Toth, Senior Planner, Planning & Development Division, Community Services

Department and from Ms. Jo-Anne Richter, Manager, Business License & Bylaw Compliance, Community Standards Division, Community Services Department.

Administrative and City of Saskatoon staff support was provided by Ms. Penny Walter, Secretary (August 2014 – August 2015), Ms. Debby Sackmann, Secretary (September 2015 – Present), and Ms. Katherine Smytaniuk, City Clerk's Office.

MEETINGS

The Development Appeals Board meets approximately every two weeks, dependent upon appeals received.

REPORT

In 2015, 46 appeals were filed with the Development Appeals Board, an increase over 2014, when 40 appeals were received. The scope of appeals in 2015 focused on development or building permit refusals, with no real trend in issues emerging. The following is a breakdown of the 2015 appeals:

Order to Remedy Contravention (Total 11)

Granted:	4
Denied:	0
Time Extension:	5
Withdrawn:	0
Rescinded:	1
Complied:	1

Refusal to Approve Subdivision Application (Total 2)

Granted:	1
Denied:	1
Time Extension:	0
Withdrawn:	0
Rescinded:	0

Refusal to Issue Sign Permit (Total 2)

Granted:	1
Denied:	1
Time Extension:	0
Withdrawn:	0
Rescinded:	0

Refusal to Issue Development/Building Permit (Total 31)

Granted:	17
Denied:	12
Withdrawn:	2

Of the 46 appeals filed with the Development Appeals Board, 5 have been appealed further to the Saskatchewan Municipal Board (SMB), Planning Appeals Committee, by the applicants or by persons affected by the DAB decision. One appeal has subsequently been withdrawn from the SMB. The Planning Appeals Committee overturned the DAB decision for DAB-4352-015-020 and upheld the City's Order to Remedy Contravention for DAB-4352-015-18. The SMB upheld the DAB decision for DAB-4352-015-011. DAB-4352-015-029 has not yet been heard by the Committee.

The Development Appeals Board would like to express its appreciation to the Planning & Development Division, Community Services Department, for the thoroughness and comprehensive manner in which appeals are presented to the Board; and to the staff of the City Clerk's Office for the administrative support. Throughout the year, the Board has attempted to work within the confines of the rules and statutes by which it is governed, and at the same time hear Appellants with objectivity and provide the parties to the appeal with a written record, which includes the facts of the appeal and a decision, with clear and specific reasons for the decision.

The DAB wishes to thank the Mayor and members of City Council for the privilege of serving on the Board and the opportunity to provide a service to the community.

Yours truly,



Asit Sarkar
Board Chair, 2016

Land Use Applications Received for the Period Between February 18, 2016, to March 17, 2016

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to provide detailed information on land use applications received by the Community Services Department for the period between February 18, 2016, to March 17, 2016.

Report

Each month, land use applications are received and processed by the Community Services Department; see Attachment 1 for a detailed description of these applications.

Public Notice

Public notice, pursuant to Section 3 of Public Notice Policy No. C01-02, is not required.

Attachment

1. Land Use Applications

Report Approval

Reviewed by: Alan Wallace, Director of Planning and Development

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

S/Reports/2016/PD/Land Use Apps/PDCS – Land Use Apps – April 4, 2016/ks

Land Use Applications Received by the Community Services Department For the Period Between February 18, 2016, to March 17, 2016

The following applications have been received and are being processed:

Condominium

- | | |
|-------------------------|------------------------------------------------------|
| • Application No. 3/16: | 223 Evergreen Square (72 Units) |
| Applicant: | Webb Surveys for
Sequoia Square Development Corp. |
| Legal Description: | Parcel V, Plan No. 102064294 |
| Proposed Use: | Residential Condominium |
| Current Zoning: | RM3 |
| Neighbourhood: | Evergreen |
| Date Received: | March 2, 2016 |

- | | |
|-------------------------|-------------------------------------------------------|
| • Application No. 4/16: | 123 Avenue B South (13 Units) |
| Applicant: | Altus Geomatics for
123 Avenue B Developments Ltd. |
| Legal Description: | Lots 45 and 46, Block 2, Plan No. 00SA15145 |
| Proposed Use: | Commercial Condominium Units |
| Current Zoning: | B5C |
| Neighbourhood: | Riversdale |
| Date Received: | March 9, 2016 |

- | | |
|-------------------------|--------------------------------------------------------------|
| • Application No. 5/16: | 770 Childers Crescent (84 Units) |
| Applicant: | Webb Surveys for
Dream 360 Kensington Ventures Group Inc. |
| Legal Description: | Parcel CC, Plan No. 102164475 |
| Proposed Use: | Residential Condominium Units |
| Current Zoning: | RM3 |
| Neighbourhood: | Kensington |
| Date Received: | March 14, 2016 |

Discretionary Use

- | | |
|--------------------------|--------------------------------------|
| • Application No. D4/16: | 614 Pezer Crescent |
| Applicant: | Strata Development Corporation |
| Legal Description: | Lot 61, Block 369, Plan No. 97S32469 |
| Proposed Use: | Bed and Breakfast |
| Current Zoning: | R1A |
| Neighbourhood: | Silverspring |
| Date Received: | February 23, 2016 |

Discretionary Use

- Application No. D5/16: 202 Stromberg Court
Applicant: Thuu Nguyen
Legal Description: Lot 1, Block 111, Plan No. 102141032
Proposed Use: Type II Care Home
Current Zoning: R1A
Neighbourhood: Kensington
Date Received: March 3, 2016
- Application No. D6/16: 2223 Coy Avenue
Applicant: Garnet Lindsay
Legal Description: Lot 45, Block 18, Plan No. 101495097, Ext. 37
Proposed Use: Garden Suite
Current Zoning: R2
Neighbourhood: Exhibition
Date Received: March 10, 2016

Official Community Plan

- Amendment No. OCP 7/16: 2702 Lorne Avenue
Applicant: Saskatoon Land
Legal Description: Parcel E in Plan Showing Parcel C, Plan No. 72S03709; Part Parcel A, Plan No. 101325620; Parcel B, Plan No. 101411200 and Part NE and NW ¼ 17-36-5 W3M
Proposed Use: To provide for development opportunities under the light industrial zoning district, consistent with the zoning pattern in the area
Current Land Use Designation: Agricultural
Proposed Land Use Designation: Industrial
Neighbourhood: Exhibition
Date Received: January 22, 2016

Rezoning

- Application No. Z8/16: 2702 Lorne Avenue
Applicant: Saskatoon Land
Legal Description: Parcel E in plan showing Parcel C, Plan No. 72S03709; Part Parcel A, Plan No. 101325620; Parcel B, Plan No. 101411200 and Part NE and NW ¼ 17-36-5 W3M
Proposed Use: To provide for development opportunities under the light industrial zoning district, consistent with the zoning pattern in the area
Current Zoning: AG
Proposed Zoning: IL1
Neighbourhood: Exhibition
Date Received: January 22, 2016

Subdivision

- Application No. 17/16-1, 17/16-2: Jasper Avenue/Portage Avenue/Circle Drive
Applicant: George, Nicholson, Franko & Associates for Saskatoon Land and the Crown
Legal Description: Lot 1, Block 532, Plan No. 66S18566; Parcel XXX, Plan No. 101940375; Lot 1, Block 533, Plan No. 66S18566; Part of Jasper Avenue, Plan No. 66S18566; Part of Portage Avenue, Plan No. 66S18566, Part of New Road (Circle Drive), Plan No. 65S24296; Part of MB3, Plan No.101876283
Proposed Use: To dedicate right-of-way in accordance with the Circle Drive South project and create saleable industrial land from residual parcels
Current Zoning: IL1
Neighbourhood: CN Industrial
Date Received: February 28, 2016
- Application No. 18/16: Evergreen District Village – Phase II
Applicant: Altus Geomatics for City of Saskatoon
Legal Description: Parcel A, Plan No. 68S18392; Part of Road Allowance North of NE ¼ Sec. 7; Part NE ¼ Sec. 7 and SE ¼ 18-37-4 W3M
Proposed Use: To create parcels for commercial and residential development in accordance with the Evergreen Neighborhood Concept Plan
Current Zoning: FUD
Neighbourhood: Evergreen
Date Received: March 7, 2016
- Application No. 19/16: 1534 Alexandra Avenue
Applicant: Larson Surveys Ltd. for Tim Kelleher
Legal Description: Lot 11, Block 6, Plan No. I196
Proposed Use: To create lots for residential infill development
Current Zoning: R2
Neighbourhood: North Park
Date Received: March 7, 2016
- Application No. 20 /16: 3134 8th Street East
Applicant: Webster Surveys for Westfield Circle 8 Centre Ltd.
Legal Description: Parcel CC, Plan No. 101861063
Proposed Use: To obtain municipal consent to the registration of a leasehold interest for an existing commercial business
Current Zoning: B4
Neighbourhood: Brevoort Park
Date Received: March 7, 2016

Attachments

1. Plan of Proposed Condominium No. 3/16
2. Plan of Proposed Condominium No. 4/16
3. Plan of Proposed Condominium No. 5/16
4. Plan of Proposed Discretionary Use No. D4/16
5. Plan of Proposed Discretionary Use No. D5/16
6. Plan of Proposed Discretionary Use No. D6/16
7. Plan of Proposed Official Community Plan Amendment No. OCP 7/16
8. Plan of Proposed Rezoning No. Z8/16
9. Plan of Proposed Subdivision No. 17/16-1, 17/16-2
10. Plan of Proposed Subdivision No. 18/16
11. Plan of Proposed Subdivision No. 19/16
12. Plan of Proposed Subdivision No. 20/16

PLAN OF SURVEY SHOWING SURFACE BUILDING CONDOMINIUM FOR PARCEL V
 PLAN NO. 102064294
 W. 1/2 OF SEC. 7
 TWP. 37, RGE. 4, W. 3rd MER.
 SASKATOON, SASKATCHEWAN
 BY: T.R. WEBB, S.L.S.
 DATE: OCTOBER - NOVEMBER 2015
 SCALE: AS SHOWN

RECEIVED
 MAR 03 2015
 Planning Department

- LEGEND:**
- Measurements are in metres and decimals thereof.
 - Measurements indicating the position of the building in relation to the outer boundaries of the parcel are taken to the concrete foundation at ground level.
 - Residential unit numbers are shown as 1, 2, 3, etc. on sheets 3, 4 & 5.
 - Regular residential unit boundaries are shown on Sheets 3, 4 & 5 by a heavy solid line and are defined as follows:
 - the exterior surface of any interior finishing material that forms the surface of any common and exterior wall, floor, or ceiling.
 - The doors and windows form part of the regular residential units.
 - All exterior surfaces are common property.
 - The owner of each regular residential unit shall have exclusive use of that balcony to which that unit has sole access.
 - Parking spaces are in accordance with Section 11(1)(c) of The Condominium Property Act.
 - Parking spaces shown on Sheets 1 & 2 are designated P1, P2, P3, etc.
 - Visitor parking spaces shown on Sheet 1 are designated as V1, V2, V3 etc.
 - All areas not designated with a unit number are common property.
 - Area to be approved is outlined by a heavy dashed line.
 - The parcel within the line of approval has an Extension 0.
 - Standards from posts found are shown, thus unless otherwise shown.....
 - Reference Points are shown thus...○ RP1 ○ RP2
 - The Datum used: NAD83 (GRS98)
 - The Projection used: UTM Zone 13N extended
 - Geo-referenced points were derived from GNSS and post processed from the Prec Positioning Service from Natural Resources Canada
 - RP Coordinates are derived as of February 28, 2015

Prepared by

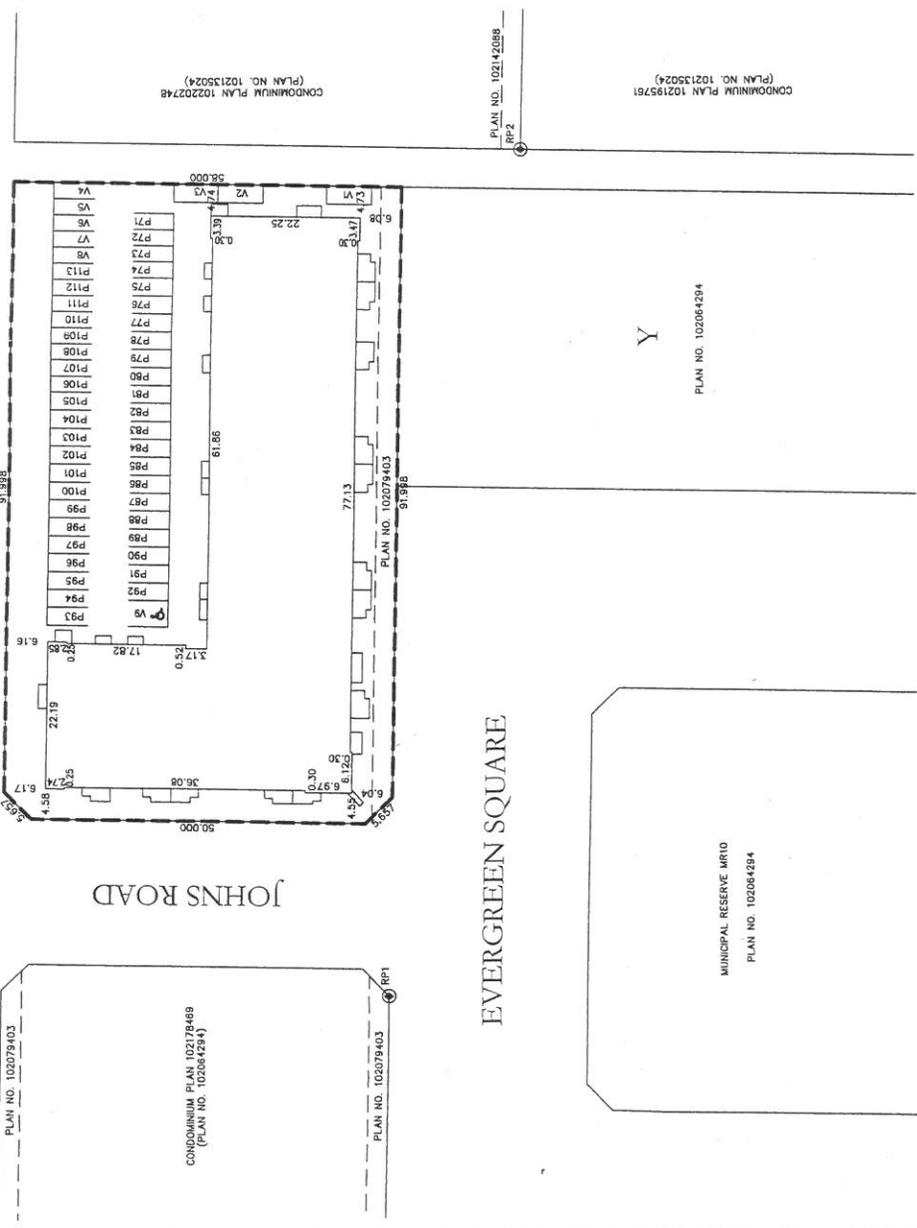
 15-2833mm B.F.

SITE PLAN
 SCALE 1:500

MANINGAS BEND

JOHNS ROAD

EVERGREEN SQUARE



U
 PLAN NO. 102135024

CONDOMINIUM PLAN 102152438
 (PLAN NO. 102135024)

CONDOMINIUM PLAN 102079403
 (PLAN NO. 102064294)

CONDOMINIUM PLAN 102178469
 (PLAN NO. 102064294)

CONDOMINIUM PLAN 102079403
 (PLAN NO. 102064294)

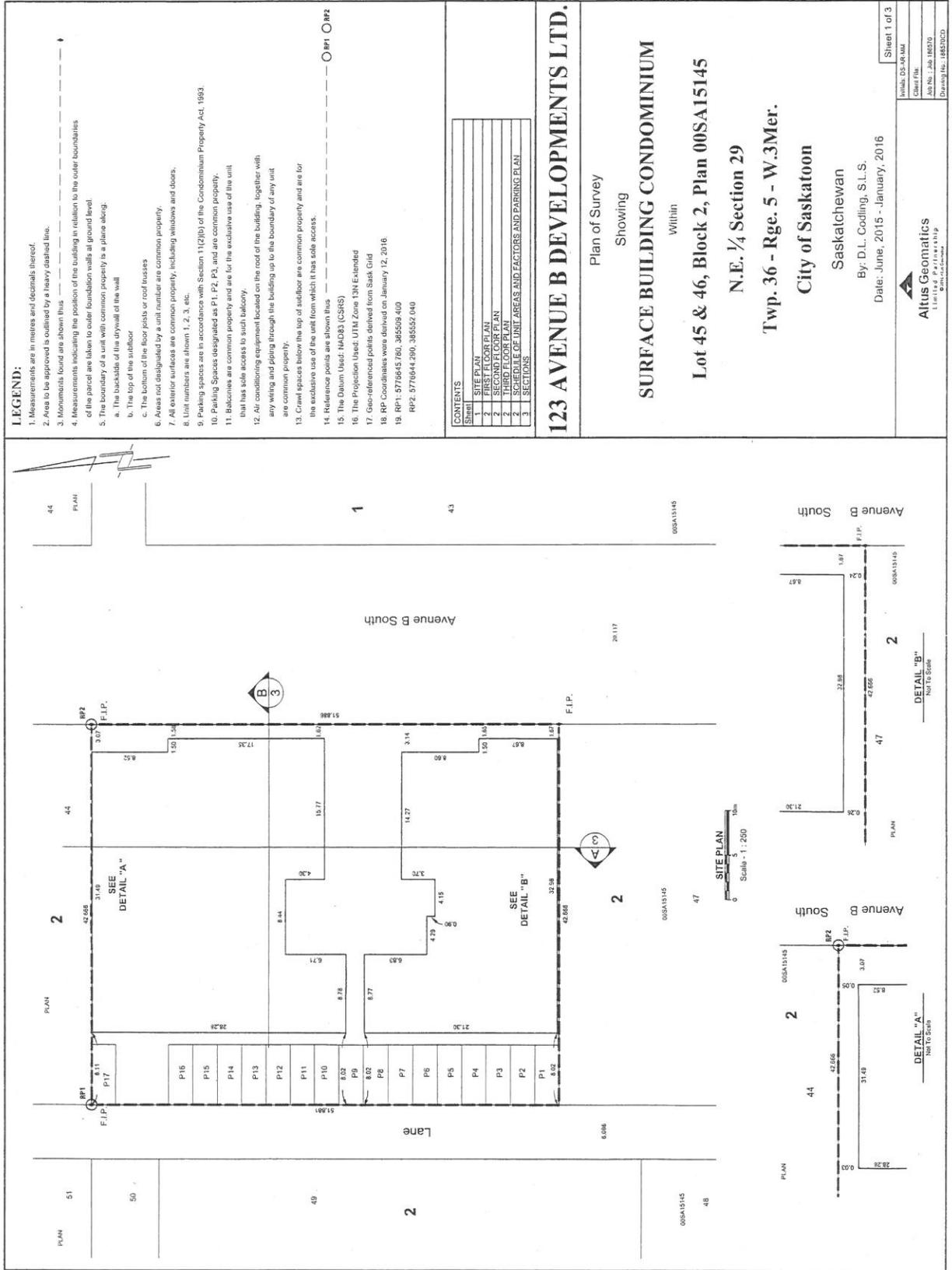
PLAN NO. 102064294

MUNICIPAL RESERVE M110
 PLAN NO. 102064294

CONDOMINIUM PLAN 102135024
 (PLAN NO. 102135024)

CONDOMINIUM PLAN 102142088
 (PLAN NO. 102142088)

CONDOMINIUM PLAN 102195761
 (PLAN NO. 102135024)



LEGEND:

1. Measurements are in metres and decimals thereof.
2. Area to be approved is outlined by a heavy dashed line.
3. Monuments found are shown thus: ---
4. Measurements indicating the position of the building in relation to the outer boundaries of the parcel are taken to outer foundation walls at ground level.
5. The boundary of a unit with common property is a plane along:
 - a. The backside of the utility wall of the wall
 - b. The top of the subfloor
 - c. The bottom of the floor joists or roof trusses
6. Areas not designated by a unit number are common property.
7. All exterior surfaces are common property, including windows and doors.
8. Unit numbers are shown 1, 2, 3, etc.
9. Parking spaces are in accordance with Section 11(2)(D) of the Condominium Property Act, 1993.
10. Parking Spaces designated as P1, P2, P3, and are common property.
11. Balconies are common property and are for the exclusive use of the unit that has sole access to such balcony.
12. Air conditioning equipment located on the roof of the building, together with any wiring and piping through the building up to the boundary of any unit are common property.
13. Crawls spaces below the top of subfloor are common property and are for the exclusive use of the unit from which it has sole access.
14. Reference points are shown thus: ○ RP1 ○ RP2
15. The Datum Used: NAD83 (CSRS)
16. The Projection Used: UTM Zone 13N Extended
17. Geo-referenced points derived from Sask Grid
18. RP Coordinates were derived on January 12, 2016
19. RP1: 5778645.750, 365509.400
20. RP2: 5778644.200, 365552.040

CONTENTS	
Sheet	Description
1	SITE PLAN
2	FIRST FLOOR PLAN
3	SECOND FLOOR PLAN
4	THIRD FLOOR PLAN
5	SCHEDULE OF UNIT AREAS AND FACTORS AND PARKING PLAN
6	SECTIONS

123 AVENUE B DEVELOPMENTS LTD.

Plan of Survey
Showing
Within

SURFACE BUILDING CONDOMINIUM

Lot 45 & 46, Block 2, Plan 00SA15145
N.E. 1/4 Section 29
Twp. 36 - Rge. 5 - W.3Mer.
City of Saskatoon

Saskatchewan
By: D.L. Cudling, S.L.S.
Date: June, 2015 - January, 2016

Altus Geomatics
Limited Partnership
Saskatoon, Saskatchewan
Sask. Reg. No. 18892CD
Sheet 1 of 3



SHEET NUMBER 1 OF 5
SITE PLAN & LEGEND

PLAN OF SURVEY SHOWING SURFACE BUILDING CONDOMINIUM FOR PARCEL CC,
PLAN NO. 102164475
S.W. 1/4 OF SEC. 35
TWP. 36, RGE. 6, W. 3rd MER.
SASKATOON, SASKATCHEWAN
BY: T.R. WEBB, S.L.S.
DATE: JANUARY - FEBRUARY 2016
SCALE: AS SHOWN

- LEGEND:**
- Measurements are in metres and decimals thereof.
 - Measurements indicating the position of the building in relation to the outer boundaries of the parcel are taken to the concrete foundation at ground level.
 - Residential unit numbers are shown as 1, 2, 3, etc. on sheets 2 - 5
 - Regular residential unit boundaries are shown on Sheets 2 - 5 by a heavy solid line and are defined as follows:
 - the exterior surfaces of any exterior finishing material that forms the surface of any common and exterior wall, floor, or ceiling.
 - The doors and windows form part of the regular residential units.
 - All exterior surfaces are common property.
 - The owner of each regular residential unit shall have exclusive use of that balcony in that unit has sole access.
 - Parking spaces are in accordance with Section 11(1)(c) of The Condominium Property Act.
 - Parking spaces shown on Sheets 1, 2 & 4 are designated P1, P2, P3, etc.
 - Visitor parking spaces shown on Sheet 1 are designated as V1, V2, V3 etc.
 - All areas not designated with a unit number are common property.
 - Areas to be approved is outlined by a heavy dashed line.
 - The parcel within the line of approval has an Extension 0.
 - Standard form posts found are shown thus: \bigcirc RP1 \bigcirc RP2
 - Reference Points are shown thus: \blacklozenge
 - The Datum used: NAD83 (CGRS99)
 - The Projection used: UTM Zone13N extended
 - Geo-referenced points were derived from GNSS and post processed from the Precise Positioning Service from Natural Resources Canada
 - RP Coordinates are derived as of January 27, 2016



SITE PLAN
SCALE 1:500

208
Plan No. 102149445

208
Plan No. 102149445

203
Plan No. 102149467

217
Plan No. 102175804

216
Plan No. 102175804

MUNICIPAL RESERVE MR10
Plan No. 102149445

KENSINGTON BOULEVARD

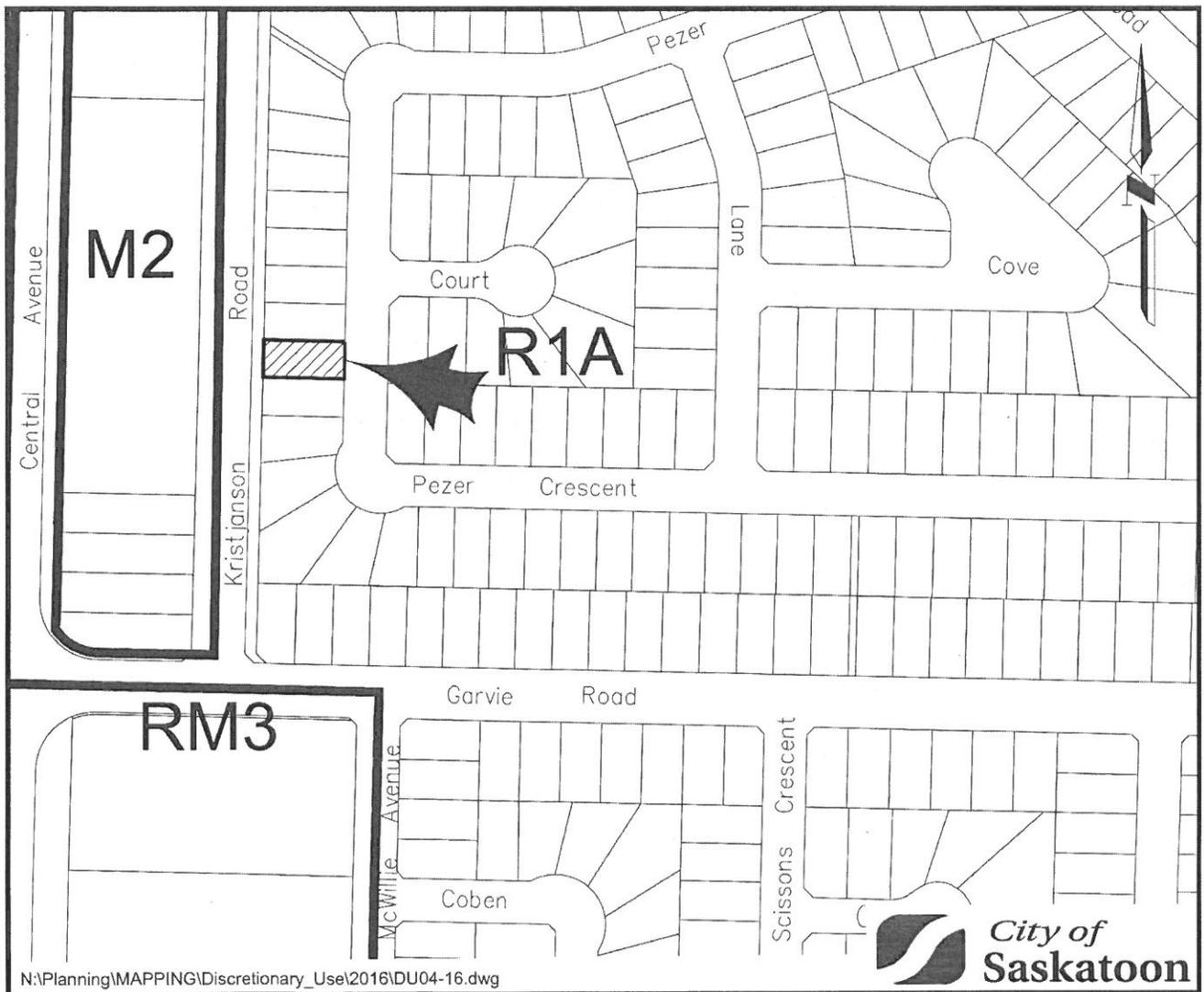
CHILDERS CRESCENT

CENTENNIAL DRIVE

DD
Plan No. 102164475

EE
Plan No. 102164475

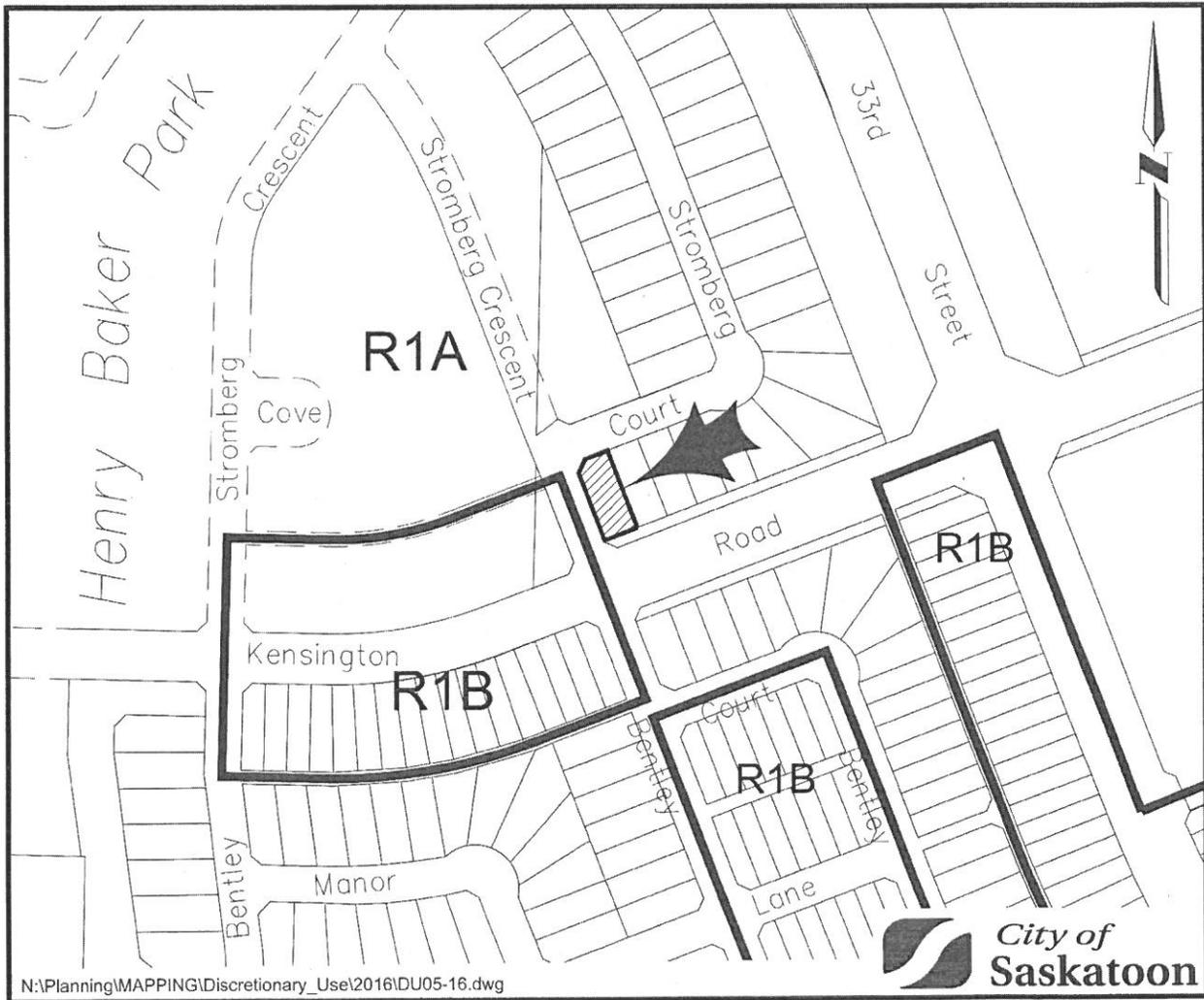
Proposed Discretionary Use No. D4/16



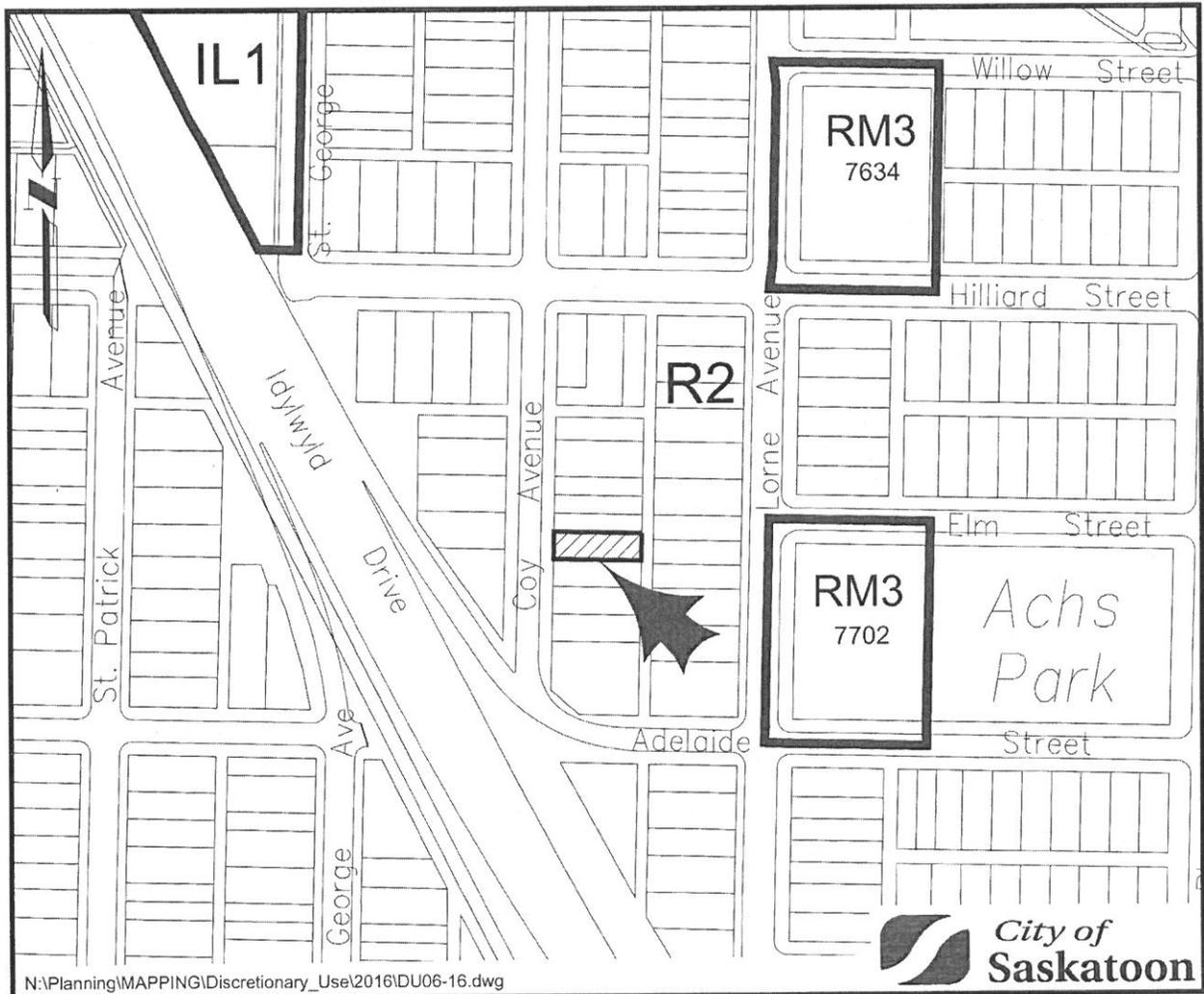
N:\Planning\MAPPING\Discretionary_Use\2016\DU04-16.dwg



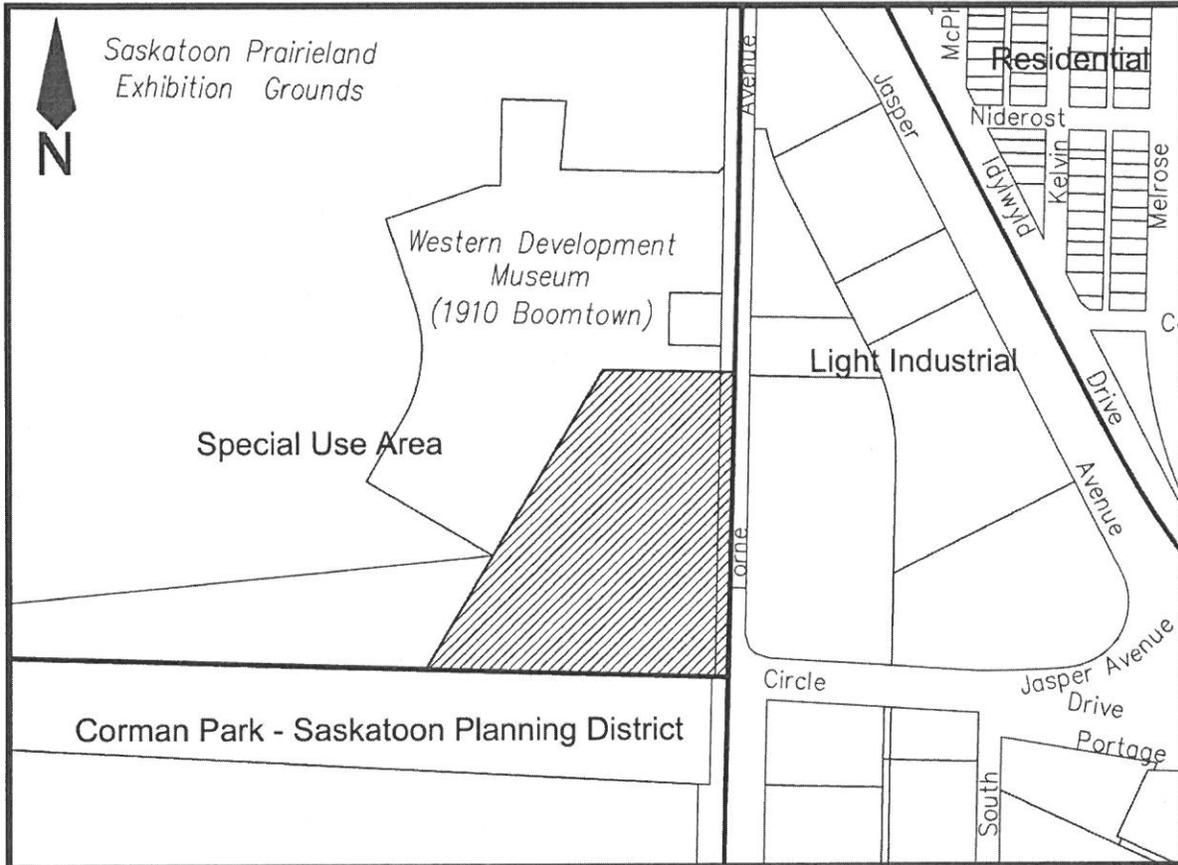
Proposed Discretionary Use No. D5/16



Proposed Discretionary Use No. D6/16



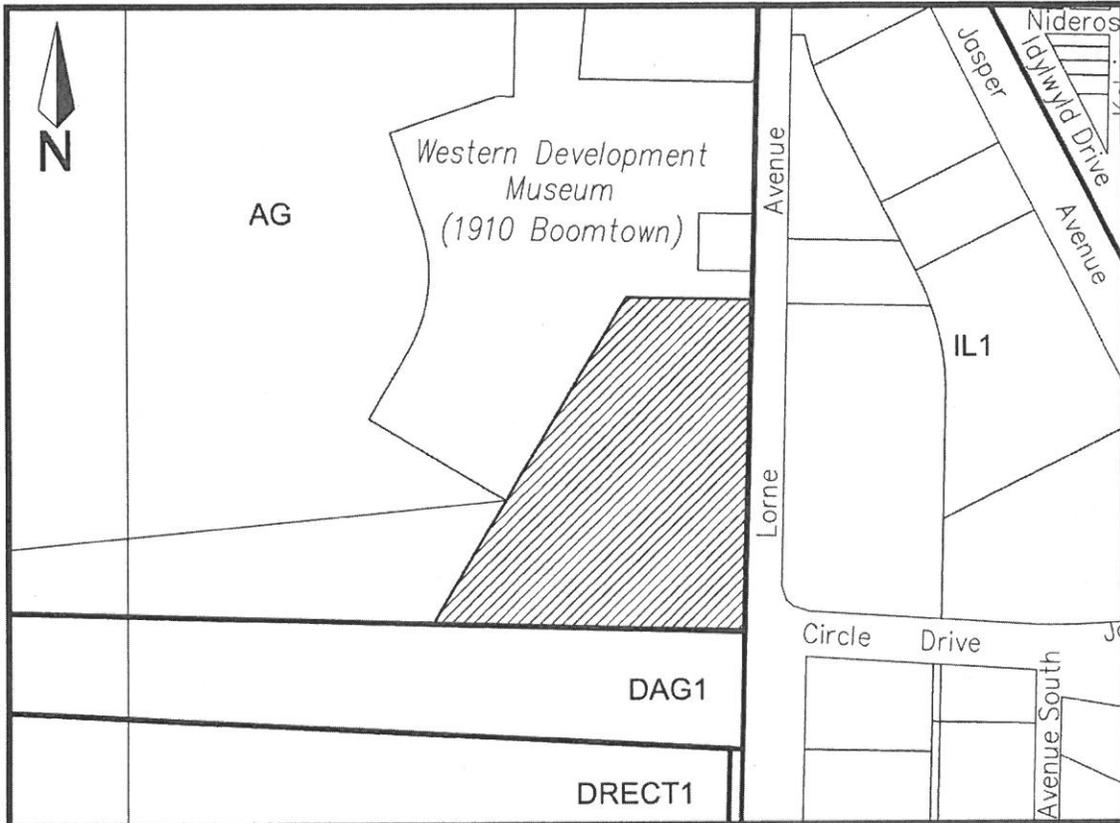
Proposed Official Community Plan Amendment No.OCP7/16



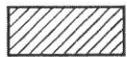
PROPOSED OFFICIAL COMMUNITY PLAN AMENDMENT
LAND USE MAP

 From Special Use Area to Light Industrial

File No. OCP07-2016



PROPOSED ZONING AMENDMENT

 From AG to IL1

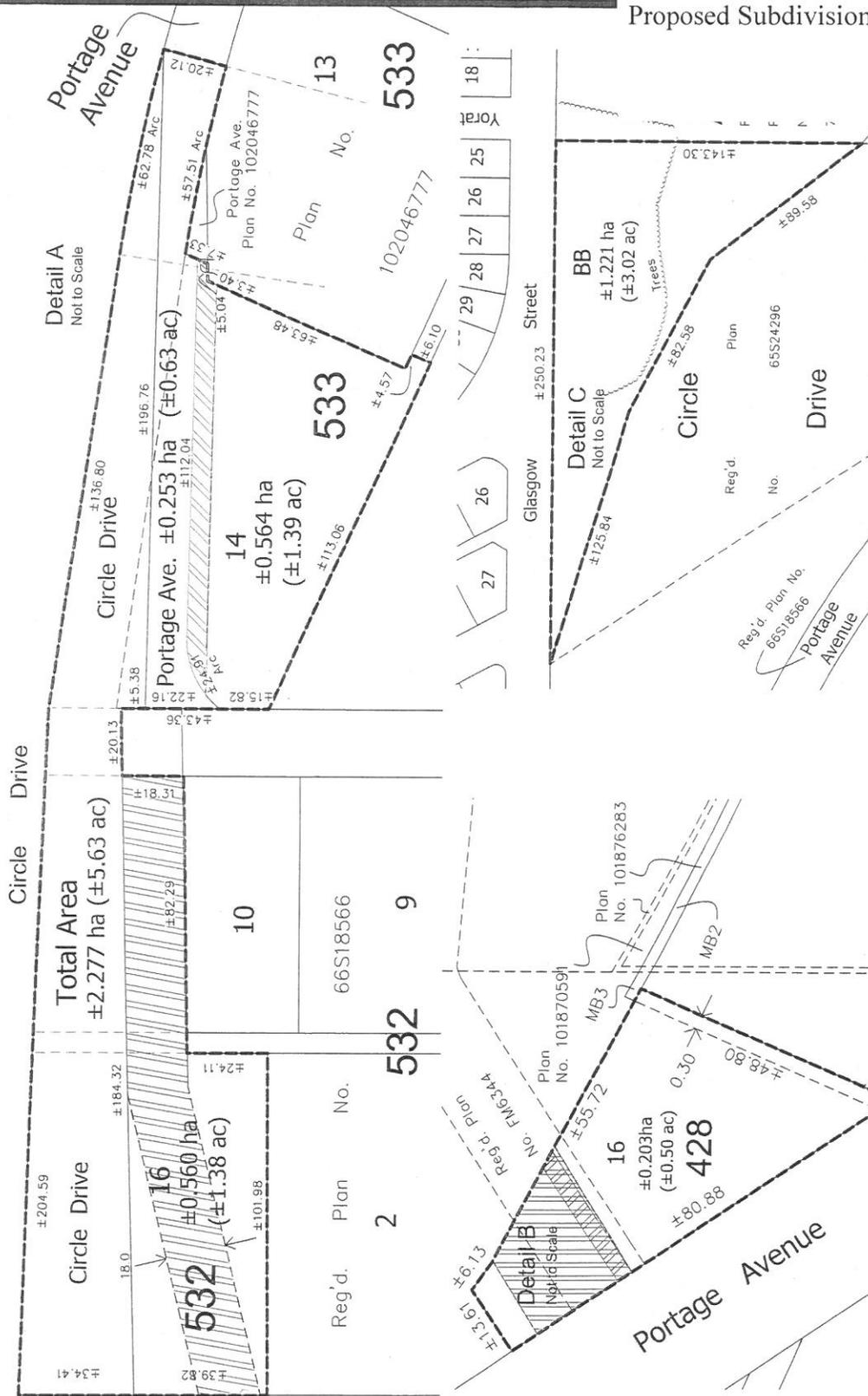
File No. RZ08-2016

Area 9
Circle Drive South
Plan Showing
Proposed Surface
Subdivision
 of all of
Lot 1 Blk. 532 Reg'd
Plan No. 66S18566;
 all of Parcel XXX
Plan No. 101940375;
 all of Lot 1 Blk. 533
Reg'd Plan No.
66S18566;
 part of Jasper Ave Reg'd
Plan No. 66S18566;
 part of Portage Ave Reg'd
Plan No. 66S18566;
 part of New Road
(Circle Drive) Reg'd
Plan No. 65S24296;
 and part of Municipal Buffer
Strip MB3 Plan
No. 101876283
 all in S.W. 1/4 Sec. 16
 Twp. 36 Rge. 5 W3Mer.
Saskatoon,
Saskatchewan
 By: D.V. Franko S.L.S.
 January 2013 - May 2015



D.V. Franko

Saskatchewan Land Surveyor



- Measurements are in metres and decimals thereof.
 - Area to be subdivided is outlined in a bold dashed line and contains ±3.676 ha. (±9.08 acres)
 - Measurements on this Plan may vary by ± 5.0m
- Required Easements:
- 6m Joint use to SaskEnergy, S'loon Light & Power,
 - 0.5m Transportation & Utilities Dept. & Show Cable.
 - 3m Easement for SaskEnergy
 - 18m Irons Gas Easement

City of Saskatoon
 Approved under the provisions of Bylaw No. 6537
 of the City of Saskatoon

General Manager of Community Services or Designate

George
Nichols
Franko
& ASSO.
 Registered Land Surveyors

drawing No. AREA 9 CODE LOTS
 date 05/25/2013
 drawn by TC
 checked by DVP
 in chg. AREA 9 CODE LOTS

Saskatoon
 Plan of Proposed Subdivision
 of Part of Lot 11, Block 6,
 Reg'd Plan No. 1196
 in the S.W. 1/4 Sec. 3,
 Twp. 37, Rge. 5, W.3 Mer.
 Saskatchewan
 by Howard A. Larson, S.L.S.
 2015

Scale 1:1000

Measurements are in metres
 Area to be subdivided is outlined thus - - - - -

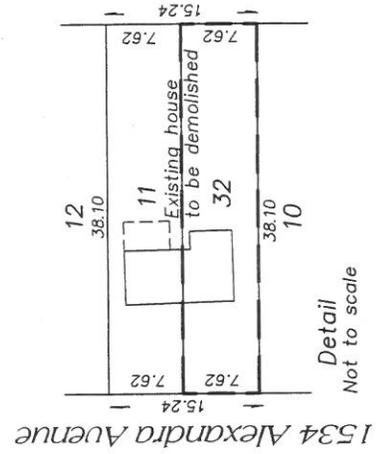
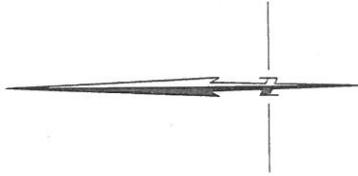
November 26, 2015

Howard A. Larson
 Saskatchewan Land Surveyor

Approved under the provisions of Bylaw
 number 6537 of the City of Saskatoon.

Community Services Department

Larson Surveys Ltd., Saskat



Windsor Street

Prince of Wales Avenue

Reg'd 14	15	Plan
13	16	
12 38.10	17	
11	30	Plan
32 38.10	31	102201512
10	19	
9	20	
8	28	Plan
7	29	102168020
6	22	
5	23	
No. 5	24	
Reg'd A Plan	25	
B	26	1196
Plan Q 101328409	27	
No. C G704		

Balmoral Street

2015 Annual Report - Saskatoon Forestry Farm Park and Zoo

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to provide an overview of the 2015 operating year at the Saskatoon Forestry Farm Park and Zoo.

Report Highlights

1. The Saskatoon Forestry Farm Park and Zoo (SFFP&Z) admissions to the zoo set a record with 145,420. Annual overall facility usage number of guests of 285,162 is also an increase from 2014.
2. The SFFP&Z continues to receive excellent community support from four volunteer organizations.
3. The SFFP&Z has five reserves established for future expenditures. These reserves are well positioned for the 2016 operating year.
4. The SFFP&Z has several opportunities and challenges in providing cost-effective family entertainment and educational programs.

Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life by providing opportunity for citizens to have access to programs that promote education and learning at the SFFP&Z. Furthermore, the SFFP&Z provides citizens and visitors to Saskatoon a unique opportunity to enjoy the natural beauty of the site.

Background

The SFFP&Z is a 58.27 hectare site, owned and operated by the City. It contains a variety of native Saskatchewan mammals, birds, trees, and shrubs.

The 2015 SFFP&Z Annual Report highlights the successful year in 2015, and the many programs and initiatives undertaken by the facility and partner organizations.

Report

Zoo Attendance

Between April 1 and October 31, 2015, the SFFP&Z had a total of 145,420 admissions to the zoo. This represents an increase of 3,167 visitors to the zoo compared to 2014. From January 1 to December 31, 2015, approximately 285,162 people visited the SFFP&Z to participate in a variety of programs and activities. The main contributing factors to the zoo admissions are as follows:

- 1) partnership with Tourism Saskatoon and Potash Corporation of Saskatchewan (PotashCorp), which enabled the SFFP&Z to continue a province-wide billboard campaign;

2015 Annual Report - Saskatoon Forestry Farm Park and Zoo

- 2) the popularity of Phoenix, the red panda; and
- 3) the excellent relationship between the SFFP&Z and local media to help promote the facility.

Below, Table 1 summarizes the total facility attendance over the past three years:

Table 1	2013	2014	2015
Zoo Attendance April 1 through October 31 (including preschool attendance at no charge)	142,440	142,253	145,420
Zoo Attendance (January 1 to March 31 and November 1 to December 31)	18,045*	22,215	26,538
Total Zoo Attendance for Year	160,485	164,468	171,958
Enchanted Forest	60,000	66,000	72,269
Zoogala	500	500	500
Winter Zoo Society Programs (January 1 to March 31 and November 1 to December 31)	2,083	2,056	4,527
Perennial Society Programs	250*	250*	250*
Park Usage and Rentals for Year	49,785	41,746	35,658
Total Attendance	273,103	275,020	285,162

* Estimate only

Community Support

The SFFP&Z receives support from four volunteer organizations interested in improving the facilities, programs, and services. These organizations provide a variety of educational programs and services to raise awareness about facility heritage and people interested in learning about animals, wildlife, and environmental conservation.

Some of the initiatives provided by these organizations are as follows:

- 1) The Saskatoon Zoo Society hosted 506 educational programs with 28,346 participants;
- 2) The Friends of the Forestry Farm House offered heritage-based education programs and attracted approximately 570 students and adults;
- 3) The Enchanted Forest Holiday Light Tour, presented by BHP Billiton, attracted 72,269 people; and
- 4) The Saskatchewan Perennial Society maintains two gardens at the Saskatoon Forestry Farm Park and hosts spring and fall plant exchange events as a way to increase diversity in gardens using plants proven hardy for Saskatoon.

SFFP&Z Reserves

The SFFP&Z has five reserves established for future expenditures. All reserves have a healthy balance going into 2016, as outlined on pages 9 through 11 of Attachment 1. The funds accruing in the Forestry Farm Capital Reserve will be dedicated to completing the major infrastructure project of refurbishing the SFFP&Z entrance road planned for 2017 and 2018.

2015 Annual Report - Saskatoon Forestry Farm Park and Zoo

Opportunities and Challenges

The SFFP&Z remains committed to providing cost-effective family entertainment and educational programs through a variety of initiatives. The key initiatives for the 2015 operating year included the following:

- 1) installation of a remote viewing system for our guests to see the red panda;
- 2) opening the new gift shop and zoo admission building; and
- 3) continued planning for construction of the North American Carnivore Trail Exhibit, which will include a new home for the wolves, cougars, and possibly arctic fox and wolverines. This is to be funded through the initiatives of the Saskatoon Zoo Foundation.

Some of the key challenges facing the SFFP&Z in 2016 include the following:

- 1) addressing aging infrastructure and the need for additional infrastructure, such as:
 - a) upgrading the existing road network;
 - b) adding and maintaining pedestrian pathways;
 - c) developing a secondary exit to the site;
 - d) new water and waste water distribution network to animal displays; and
 - e) the need for both new features and upgrades to existing washrooms.

The SFFP&Z Master Plan identified many of these projects, and the Administration is working to address them with funding through the Forestry Farm Capital Reserve and replacements through existing facility maintenance programs; and

- 2) succession planning to replace senior staff.

Attachment 1 provides further detail on facility revenue, operating expenses, zoo attendance, special events, and plans by the Administration to maintain this increased level of use in 2016, weather permitting.

Communication Plan

The 2015 SFFP&Z annual report will be shared with stakeholder organizations, potential funding partners, and other facilities across the country.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The 2016 annual report will be prepared for Committee in March/April of 2016.

2015 Annual Report - Saskatoon Forestry Farm Park and Zoo

Public Notice

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

Attachment

1. Saskatoon Forestry Farm Park and Zoo - 2015 Annual Report

Report Approval

Written by: John Moran, Zoo Manager, SFFP&Z

Reviewed and

Approved by: Lynne Lacroix, Acting General Manager, Community Services Department

S/Reports/2016/RCD/PDCS – 2015 Annual Report – SFFP&Z/ks

Saskatoon Forestry Farm Park and Zoo 2015 Annual Report

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Photos taken at the Saskatoon Forestry Farm Park and Zoo courtesy of Ernie Husulak and the Saskatoon Zoo Society.

MISSION STATEMENT

To provide diversified recreational and educational programs to the citizens of Saskatoon and Saskatchewan by means of a zoological, horticultural, and heritage park that focuses on Western Canadian animals, Saskatoon and Saskatchewan's horticultural heritage, and the history of the Sutherland Forest Nursery Station National Historic Site.

FACILITY AND PROGRAM OBJECTIVES

1. To provide educational, recreational, and conservational horticultural programming focusing on living plant displays and artifacts in cooperation with other organizations such as the Saskatchewan Perennial Society, Saskatoon Heritage Society, and Friends of the Forestry Farm House.
2. To provide educational, recreational, and conservational zoological programming focusing on live animal displays and artifacts in cooperation with the Saskatoon Zoo Society.
3. To provide educational, recreational, and conservational heritage programming focusing on preserving and interpreting the historical landscape and structures of the Sutherland Forest Nursery Station in cooperation with the Saskatchewan Perennial Society, Saskatoon Heritage Society, and Friends of the Forestry Farm House.
4. To give visitors the opportunity to learn about the interdependency of plants and animals, and the effects humans have on them, by ensuring that displays of horticultural and zoological species demonstrate the interdependency of species.
5. To serve present and future generations of Saskatchewan citizens by interpreting and preserving their heritage.
6. To preserve the heritage of the Sutherland Forest Nursery Station by continuing to provide horticultural research on hardy plant species.
7. To enable individuals, families, and organizations to passively enjoy the natural environment and to enjoy active recreational and cultural pursuits in a natural setting.
8. To enhance visitors' enjoyment and comfort by providing appropriate support services and amenities.
9. To increase awareness among potential visitors and encourage them to both visit and more fully experience the site.

MANAGER'S REPORT

OVERVIEW

The Saskatoon Forestry Farm Park and Zoo (SFFP&Z) is a 58.27 hectare site owned and operated by the City of Saskatoon, which provides an annual budget to cover operating costs and infrastructure maintenance. The SFFP&Z contains a variety of native Saskatchewan mammals, birds, trees and shrubs as well as non-native ornamentals and fruit trees. It also provides a setting for recreational activities such as picnics, fishing, walking, and other unstructured recreational activities. Rental facilities include a hall; booth with ball diamond and cricket pitch; gazebo (semi-private picnic site); wedding garden; outdoor stage; Lions Event Pavilion and the Forestry Farm House.

The partnership with Tourism Saskatoon and Potash Corporation of Saskatchewan Inc. (PotashCorp), which enabled the SFFP&Z to promote the zoo with a billboard campaign throughout the province in 2015, was an important factor in attracting out of town visitors to the facility and had a positive impact on the attendance.

Traditionally, approximately 60% of annual attendance lives in Saskatoon, 36% of attendance lives in other municipalities in Saskatchewan, and the remaining 4% of attendance lives in other Canadian provinces, the United States, and other regions of the world. The percentages remain the same when we look at the attendance numbers for the Enchanted Forest. These percentages have remained fairly consistent over the last five years.

Continuing to brand the SFFP&Z as a tourist attraction in Saskatchewan is proving to be successful as attendance numbers have remained consistent over the last three years.

The new zoo entrance and gift shop opened May 29th. This facility improved the customer service by reducing wait time to enter the zoo on busy days from forty-five minutes to less than seven. This facility also gave the Saskatoon Zoo Society an improved ability to offer souvenir items to guests.

These are just a few of the many reasons why the 2015 zoo attendance between April 1 and October 31 was 145,420 visitors to the Zoo.



2015 HIGHLIGHTS

Our facility is extremely proud of the following accomplishments:

- April 1 through October 31, 2015 zoo, attendance was 145,420 people, an increase of 3,167 visitors from 2014 and a new record attendance.
- Two Zookeepers, the Zoo Supervisor, and the Zoo Manager attended Canada's Accredited Zoos and Aquariums (CAZA/AZAC) Annual Conference, which was hosted by the Assiniboine Park Zoo in Winnipeg, Manitoba, September 30 through October 3, 2015. Conferences are a great learning experience and an opportunity for the keeper staff to share their experiences and learn different methods of animal care from their peers in the profession.
- The SFFPZ was accredited by CAZA/AZAC in 2015. Accreditation is valid for a five-year period.
- The banners along Attridge Drive were replaced this year and continue to promote the facility.
- The SFFP&Z participated in the Tourism Saskatoon Summer Experience promotion. We redeemed 99 passes over the summer, an increase of 39 passes compared to 2014. The Enchanted Forest also participated in this promotion and redeemed 68 Saskatoon Tourism Winter Experience passes, also a substantial increase over 2014.
- A new zoo entrance and gift shop was opened in 2015, which greatly improved customer service levels.
- A public address system was installed and operated from the gift shop. This improves public safety capabilities.
- Four remote viewing cameras were installed at the PotashCorp Ark exhibit, which was financed by the Saskatoon Zoo Foundation. This initiative improved our guests' ability to view the red panda on hot days during the summer. This initiative could evolve into a live webcam for the educational initiatives here at the SFFP&Z.
- A project was started to improve all information and interpretive signage throughout the zoo with a planned completion date in late 2016.
- Development of species-specific husbandry manuals was started, which included diet sheets and environmental enrichment practices with a planned completion date in late 2016.
- Zoonosis training for staff in collaboration with the veterinarians from the Western College of Veterinary Medicine. Zoonosis are diseases that can be transmitted from animals to humans or humans to animals.



- Various safety drills were conducted with staff, including a dangerous animal escape and a visitor in an animal enclosure drill.
- Material containing asbestos was removed from two historical buildings, the Blacksmith Shop and the Bunkhouse.
- Five meters of caragana bush was removed from the west side of the entrance road improving visibility and safety for our guests.

2016 OPPORTUNITIES AND CHALLENGES

The SFFP&Z remains committed to providing cost-effective family entertainment and educational opportunities through a variety of initiatives, including the following:

Opportunities:

- Develop a program that will allow all visitors to the zoo the opportunity to actively participate in conservation initiatives from around the globe.
- Develop and implement a modern preventative animal health program, in association with the veterinary doctors at the Western College of Veterinary Medicine.
- Start to rebuild the park entrance road in 2017. This project would include milling the existing pavement, improving the road base, improving drainage along the road, and repaving.
- Continue planning for the construction of the North American Carnivore Trail Exhibit that will include a new home for our wolves, cougars and potential arctic fox and wolverines. A fundraising campaign by the Saskatoon Zoo Foundation will finance this project.

Challenges:

- Addressing the current aging infrastructure, as well as the necessity for additional facilities and related infrastructure. Examples include: upgrading the existing road network, adding and maintaining pedestrian pathways, developing a secondary exit to the site, investing in new water and waste water distribution network to the animal displays, and maintaining the lawns and trees. The SFFP&Z Master Plan has identified many of these projects and the Administration plans to address many of these issues with funding through the Forestry Farm Capital Reserve, with emergency replacements funded through existing facility maintenance programs.
- Building new and innovative animal exhibits, increasing space for many of the current exhibits, and diversifying our educational programs are issues placed on the facility by public demand. The Saskatoon Zoo Foundation continues to develop partnerships with businesses, individuals, and all levels of government to help fund capital projects at the SFFP&Z, and to address some of these issues. (see Community Support, page 15).

CAZA/AZAC MEMBERSHIP

The SFFPZ has been a member of Canada's Accredited Zoos and Aquariums (CAZA/AZAC) since 1991 and manages its animal collection according to an established code of ethics and recognized industry husbandry standards. The 2015 membership fee was \$3,559.

Through CAZA/AZAC, the SFFP&Z has fostered relationships with other CAZA/AZAC Institutional members, including zoos in Toronto, Calgary, and Winnipeg. This has given the SFFP&Z access to educational materials, operational information, animals, and shared ideas it could not otherwise afford. These inter-zoo relationships will continue to be a valuable asset as the Zoo portion of the facility expands and improves its exhibits.



STAFF PROFESSIONAL DEVELOPMENT AND SAFETY TRAINING

Many of our staff members were recertified in Standard First Aid, Automated External Defibrillators (AED), and Cardiopulmonary Resuscitation (CPR) in 2015.

We continued firearms shooting practice for the zookeepers at the Wildlife Federation shooting range this year. Training for the safe handling and firing of firearms is a prerequisite for an urban zoo as we are virtually surrounded by homes. In the event of an animal injury or escape, all staff must be familiar with the safe operation of firearms to ensure both staff and public safety.

With the help of our veterinarians, we initiated formal zoonosis training for all staff. This training will improve staff understanding of potential disease transmission from animals to humans or vice versa.

Zookeepers participated in a number of safety drills on site, including a dangerous animal escape, mock zoo evacuation, and a patron in a dangerous animal exhibit.

Various safety talks were held with staff throughout the year.

Three staff and the Zoo Manager attended the CAZA/AZAC National Conference in Winnipeg, Manitoba, September 30 through October 3, 2015.

FISCAL RESPONSIBILITY

OVERVIEW

The SFFP&Z's operating expenditures for 2015 were \$2,571,000.

FOUR-YEAR OPERATING EXPENDITURE COMPARISON

	2015	2014	2013	2012
Salary & Payroll	\$1,120,000	\$1,075,800	\$1,062,800	\$1,050,800
Infrastructure Services Maintenance	\$407,200	\$389,800	\$384,200	\$366,100
Utility Costs	\$354,300	\$288,500	\$257,800	\$214,900
Transfer to Reserve	\$201,400	\$201,700	\$202,400	\$198,800
Other Operating Costs	\$488,100	\$439,500	\$425,300	\$475,700
TOTAL ACTUAL OPERATING COSTS	\$2,571,000	\$2,395,300	\$2,332,500	\$2,306,300

BUDGET TRENDS

Admissions: Our 2015 admissions success can be attributed to the joint marketing initiatives that promoted our site throughout the province. A special thanks to our partners, Tourism Saskatoon and PotashCorp, for helping to fund a provincial billboard advertising campaign.

Staffing: 2015 zoo keeper staff was consistent; we added one available part-time person to fill in as needed and hired a seasonal keeper to replace a keeper who was on a parenting leave.

Utilities: The SFFP&Z continues to explore ways to lower its utilities consumption. Many lights throughout the facility have been changed to LED lighting.

Water usage this year spiked due to early season drought conditions.

REVENUES

The SFFP&Z generated \$946,800 in total revenue in 2015. Zoo admissions accounted for approximately 75.4% of this figure, with the remaining revenue coming from front gate admissions to the Forestry Farm Park and facility rentals.

FOUR-YEAR REVENUE COMPARISON (ACTUAL)

2015	2014	2013	2012
\$946,800	\$896,200	\$857,800	\$799,300

ADMISSIONS

2015 zoo attendance, April 1 to October 31, was 145,420 guests (including 35,048 pre-school children). Admission rates increased from \$10.50 to \$11.00 adults; from \$6.25 to \$6.50 youth; from \$21.00 to \$22.00 family; free for preschool children (5-years and under).

FOUR-YEAR ZOO ADMISSIONS REVENUE COMPARISON

2015	2014	2013	2012
\$713,900	\$673,200	\$646,900	\$594,400

- 2015 admissions recovered 27.8% of gross operating costs, which is down slightly from 28.1% in 2014.

FOUR-YEAR COMPARISON OF OTHER SOURCES OF SFFP&Z REVENUE

	2015	2014	2013	2012
Front Gate	\$100,489	\$98,491	\$98,973	\$91,164
Train	Included in zoo admissions	Included in zoo admissions	Included in zoo admissions	Included in zoo admission
Fishing Permits	\$4,215	\$4,107	\$4,292	\$4,447
Rentals	\$87,352	\$84,444	\$72,416	\$76,947
Stroller Rentals	\$12,045	\$11,309	\$11,686	\$11,325
Feed Machines	\$11,133	\$11,986	\$11,067	\$10,450
Leases	\$17,666	\$12,666	\$12,566	\$10,600
TOTAL	\$232,900	\$223,003	\$211,000	\$204,933

COST COMPARISON

The following table provides a four-year comparison of zoo attendance figures, admission revenues, and costs.

FOUR-YEAR COST COMPARISON

	2015	2014	2013	2012
Zoo Attendance <i>(not including special events, Zoo Society programs or Enchanted Forest) April 1 to October 31 only</i> <i>(includes pre-school children entering free)</i>	145,420	142,253	142,440	130,012
Admission Revenue <i>Collected April 1 – October 31</i>	\$713,900	\$673,200	\$646,900	\$594,400
Gross Operating Costs <i>(Actual)</i>	\$2,571,000	\$2,395,300	\$2,332,500	\$2,306,300
Revenues (all)	\$946,800	\$896,200	\$857,800	\$799,300
Net Operating Costs	\$1,624,200	\$1,499,100	\$1,474,700	\$1,507,000
Net cost per Resident <i>(Est. Population 262,900 at December 31, 2015)</i>	\$6.18	\$5.83	\$5.93	\$6.31

SASKATOON FORESTRY FARM PARK AND ZOO FACILITY USE

We keep track of winter zoo attendance by using a voluntary sign-in sheet. Although not 100% accurate, we are able to conservatively estimate our winter attendance by multiplying the number of people who signed in by three. This represented 26,538 zoo visits during the winter season as 8,846 people indicated their winter visit. Combining all attendance figures for the various events held at the facility during 2015 gives us an estimated total facility usage of 285,162 people.

2015 Facility Usage	Attendance
Zoo Attendance - April 1 to October 31	145,420
Zoo Winter Attendance - January 1 to March 31 & November 1 to December 31	est. 26,538
Enchanted Forest	72,269
Zoogala	500
Zoo Society Programs - January 1 to March 31 & November 1 to December 31	4,527
Perennial Society Programs	est. 250
Front Gate - May 1 to September 2 (park and rental guests only)	30,658
Rentals and Park Guests - January 1 to April 30 & September 1 to December 31	est. 5,000
TOTAL FACILITY USAGE	285,162

SASKATOON FORESTRY FARM PARK AND ZOO RESERVES

The SFFP&Z has five reserves for future expenditures, approved by City Council to address specific issues: the Animal Trading Reserve, Auditorium Reserve, Forestry Farm Development Reserve, Forestry Farm Capital Reserve, and Superintendent's Residence Reserve.

Animal Trading Reserve

The principle behind the Animal Trading Reserve is to self-insure the zoo's largest animal population (hoofed stock), to use the reserve for animal acquisitions, and to accept funds from the sale of surplus animals. With the recent concerns over West Nile Virus, Chronic Wasting Disease and Hoof and Mouth Disease, the value of the zoo's indigenous hoof stock has decreased dramatically. In 1992, the complement of hoofed stock was valued at \$135,000 for self-insurance purposes; today, the same animals would be valued at \$25,000 for replacement purposes.

ANIMAL TRADING RESERVE

2015	2014	2013	2012
\$64,155	\$64,835	\$ 62,158	\$63,438

Auditorium Reserve

Funds generated by the \$20 per hour levy on auditorium rentals go into the Auditorium Reserve, where they are used to make program improvements to the auditorium.

- Auditorium rentals generated \$7,670 for the reserve in 2015.
- No expenditures for this reserve in 2015.

AUDITORIUM RESERVE (BALANCE AS OF DECEMBER 31)

2015	2014	2013	2012
\$35,959	\$28,290	\$24,780	\$25,697



Forestry Farm Development Reserve

Front gate revenues of 60%, after expenses, are directed to the Forestry Farm Development Reserve and used for improvements to the zoo and park. These revenues are derived primarily from the \$2 parking fee collected from May 1 through the September long weekend at the SFFP&Z park gate. The sale of Zoo Poo and winter donations at the zoo admissions gate also account for modest contributions.

In 2015, the Forestry Farm Development Reserve allocated \$31,169 for various projects including the purchase of butterflies, purchase of ten picnic tables, Park entrance road repairs, installation of a public address system, purchase of benches and installation costs, upholstery repairs to the train, and contribution to the installation of the remote viewing camera system at the red panda exhibit.

FORESTRY FARM PARK DEVELOPMENT RESERVE

	2015	2014	2013	2012
Opening Balance	\$80,869	\$82,484	\$61,624	\$89,458
Net to Reserve includes 60% of parking revenue, SaskTel cell tower rental, donations, and Zoo Poo sales	61,618	\$63,756	\$57,481	\$46,416
Project Expenditures	(\$31,169)	(\$65,371)	(\$36,621)	(\$74,250)
Year-End Balance	\$111,318	\$80,869	\$82,484	\$61,624

Forestry Farm Capital Reserve

City Council approved the creation of the Forestry Farm Capital Reserve on January 9, 2006. This reserve is funded through an annual provision in the facility operating budget with the aim of funding future capital projects at the site as identified in the Master Plan.

City Council approved an additional \$12,000 annual contribution to the reserve during the 2016 budget process. These funds are dedicated to an equipment replacement reserve for the SFFP&Z.

In 2015, the Forestry Farm Capital Reserve allocated \$200,000 to fund the design and preliminary work for the re-building of the Park entrance road. This project is being deferred until 2017 to accrue additional funds to financially support the project. Final estimates are over double the projected budget forecast. Also, up to \$100,000 from this project has been reallocated to fund a budgetary deficit to complete an emergency sewer line repair scheduled for early 2016.

The table below identifies the current status of the Forestry Farm Capital Reserve, along with the proposed Capital Projects, which will be funded from this reserve, as well as the proposed time frame to implement the projects.

FORESTRY FARM CAPITAL RESERVE

	Estimates					
	2015	2016	2017	2018	2019	2020
Opening Balance	\$59,770	\$9,770	\$13,770	\$25,770	\$37,770	\$49,770
Operating Budget Funding	\$150,000	\$162,000	\$162,000	\$162,000	\$162,000	\$162,000
Sewer Line Repair		(\$150,000)				
Fund Gift Shop Over Expenditure		(\$8,000)				
Park Entrance Road Rebuild	(\$200,000)		(\$150,000)	(\$150,000)		
New Washrooms in the Zoo					(\$150,000)	
Kinsmen Express Overhaul						(\$80,000)
Pathway Improvements						(\$40,000)
Year-End Balance	\$9,770	\$13,770	\$25,770	\$37,770	\$49,770	\$91,770

Superintendents Residence Reserve

This reserve was approved by City Council on March 21, 2005, and was created to distribute, over several years, the cost of expanding, improving, leasing, or developing heritage-based program opportunities that directly service the public. Source of funds for this reserve are derived from 30% of all funds generated by special events, retreats and rentals of the first floor of the Superintendents Residence. The 2015 contribution to this reserve totalled \$2,178, and we have a balance of \$6,468 as of December 31, 2015. There were no expenditures funded from this reserve in 2015.

ANIMAL CARE

ANIMAL COLLECTION

The SFFP&Z is home to 78 species of mammals, birds, reptiles, and fish. The animal collection includes several exotic species, such as the popular Capuchin monkeys, but is largely comprised of indigenous Canadian species, including black-tailed prairie dogs, badgers, elk, antelope, lynx, swift fox, and wolf.

TWO-YEAR COMPARISON OF ANIMAL COLLECTION

Number of:	Mammals		Birds		Reptiles/ Amphibians		Fish	
	2015	2014	2015	2014	2015	2014	2015	2014
Species	36	36	27	27	14	14	1	2
Specimens	166	178	96	123	37	29	5	4
Orphans Received	1	0	3	4	0	0	0	0
Births	36	46	0	8	0	0	0	0
Deaths	12	22	5	6	5	5	4	4

VETERINARY SERVICES

In 2015, the SFFP&Z contract for veterinary services with the Western College of Veterinary Medicine (WCVN) was extended for a five-year term at an annual base cost of \$21,900, which includes salary, hospital, post mortem, and some laboratory charges. Drugs, hospital stays, and testing are done at a pay for service fee. The alliance gives the SFFP&Z access to the expertise and resources of a modern veterinary hospital and specialists, without the capital costs. The WCVN benefits by being able to offer staff and students first-hand experience with a variety of wild animals.



ANIMAL INVENTORY

CLASS - AVES

Common Name	Number	Common Name	Number
Bald Eagle	2	Long-eared Owl	4
Grey Parrot	1	Red-tailed Hawk	3
Canada Goose	4	Mute Swans	1
Domestic Chickens	some	Blue-fronted Amazon	1
Ferruginous Hawk	2	Short-eared Owl	6
Great Horned Owl	4	Snow Goose	2
Java Sparrow	4	Snowy Owl	3
Barn Owl	2	Zebra Finch	4
Indian Blue Peafowl	25	Trumpeter Swan	1
Kestrel	2	Ring-necked Pheasant	2
Ring-necked Doves	7	Star Finch	1
Muscovy Duck	3	Guinea Fowl	5
Great Grey Owl	3	Wild Turkey	4
Domestic Duck	1		

CLASS - AMPHIBIA

Common Name	Number	Common Name	Number
Tiger Salamander	3	Fire-bellied Toad	3
Leopard Frog	1	Poison Dart Frog	17

CLASS – ARTHROPODS

Common Name	Number	Common Name	Number
Costa Rica Chestnut Zebra Tarantula	1	Pink-toed Tarantula	1
Caribbean Giant Cockroach	some	Walking Sticks	Some
Emperor Scorpion	1		

CLASS – OSTEICHTHYES (FISH)

Common Name	Number
Sturgeon	5

CLASS – REPTILIA

Common Name	Number	Common Name	Number
Eastern Corn Snake	1	Herman's Tortoise	1
Tokay Gecko	2	Green Pricklenape	1
Green Anole	1	Blue-tongued Skink	2
Schneider's Skink	1	Common Garter Snake	1
Bearded Dragon	2	Royal Ball Python	1

CLASS - MAMMALIA

Common Name	Number	Common Name	Number
Badger	1	Mouflon Sheep	6
Bighorn Sheep	4	Plains Bison	3
Black-tailed Prairie Dogs	some	Pronghorn	9
Capuchin Monkey	2	Pygmy Goats	5
Cougar	2	Red Fox	3
Dall's Sheep	3	Rocky Mountain Goats	4
Domestic Rabbit	some	Sika Deer	3
Fallow Deer	10	Stone Sheep	7
Lynx	2	Swift Fox	2
Miniature Horse	3	Timber Wolf	2
Pere David Deer	3	Wapiti	5
Suri Alpaca	4	Woodland Caribou	3
Seba's Bats	50	White beefalo	1
Black-footed Ferret	1	Domestic Ferret	3
North American Porcupine	1	Grizzly Bear	2
Hedgehog	1	Mule Deer	1
Goeldi's Monkey	3	White-tailed Deer	3
Red Panda	1	Egyptian Spiny Mice	2



Community Support

The SSFP&Z is fortunate to have the support of four volunteer organizations interested in improving both park and zoo facilities and services.

SASKATOON ZOO FOUNDATION



The Saskatoon Zoo Foundation (SZF) is a non-profit organization operated by a volunteer Board of Directors. Its mission is to raise capital funds for new animal exhibits and improvements at the SFFP&Z. The SZF bases its fundraising goals on needs identified by the Administration and requests for capital support from the Saskatoon Zoo Society (SZS) Board. The Manager of the SFFP&Z is the spokesperson for the facility.

Between 2002 and 2015, through the generosity of the community, business, and government, the SZF has raised close to \$3 million for capital improvements at the SFFP&Z. The funds were directed to the construction of the Affinity Learning Centre, McDonald's Natural Place to Play, Kinsmen Bear Exhibit, phase 2 of the PotashCorp Ark Exhibit, and the Lions Special Event Pavilion.

In 2013, the SZF kicked off a new fundraising initiative with a goal of \$5 million dollars for the design and construction of a new Carnivore Trail Exhibit, a new home for our wolves and cougars, which could include a unique glass viewing tunnel and potentially new wolverine and arctic fox exhibit areas. To date, the SZF has received numerous commitments from local businesses to contribute to this project. Hamm Construction Ltd. also donated a generous gift, in kind, in 2015.

The SZF's administration office is located in the Superintendent's Residence (Forestry Farm House) and can be contacted by calling 306-975-2250 or email admin@saskatoonzoofoundation.ca. For more information on the SZF, please see their website, www.saskatoonzoofoundation.ca.

Enchanted Forest Holiday Light Tour Presented by BHP Billiton

The SZF's major fundraising initiative is its partnership with Saskatoon City Hospital Foundation in the annual Enchanted Forest Holiday Light Tour presented by BHP Billiton, which is held at the SFFP&Z.

The 17th Annual Enchanted Forest Holiday Light Tour was held at the Saskatoon Forestry Farm Park from November 20, 2015, to January 10, 2016. The Enchanted Forest hosted 72,269 visitors who enjoyed the bright lights. The Enchanted Forest was also open for two walking nights that attracted 2,067 people, despite cold weather for one of the nights. Back by popular demand was the Enchanted 50/50

with a guaranteed \$25,000 winning prize. Net proceeds will be shared by both foundations.

Major capital improvements this year was the addition of the Enchanted Express display and the change of all rope lighting to LED lights, which were more vibrant and economical to operate and reduced the greenhouse gas emissions associated with this initiative.

Also of note was an initiative to incorporate the Rotary Club at the Enchanted Forest. The Rotary Club staffed the admission window and all proceeds will be used by the Club in Saskatoon.

Zoogala 2015 Sponsored by Moore, Sun Life Financial Services

Zoogala continues to be a popular fundraising event particularly with the addition of the Lion's Event Pavilion in the zoo. Eight of Saskatoon's finest chefs, all members of the Saskatoon Chefs of the Canadian Culinary Federation, showcased their specialties during this event. Martin Janovsky Duo and Wayne Barga provided the entertainment for the evening, which was well appreciated by everyone in attendance. The fundraising auction was once again a success due to the generosity of both sponsors and guests who purchased items.

2015 saw 500 people in attendance at Zoogala which generated over \$37,000 for the SZF.

A huge thank you goes out to our donors and sponsors led by Christopher Moore of Financial/Sun Life Financial Services, the event's title sponsor helping to make 2015 a memorable year.

Zoogala 2016 will be held on Friday, June 17. Guests are encouraged to purchase tickets early as the event will fill up quickly. Call the SZF office at 306-975-2250 or visit on line at www.saskatoonzoofoundation.ca to order your tickets.



SASKATOON ZOO SOCIETY



Founded in 1976, the Saskatoon Zoo Society (SZS) is a non-profit organization dedicated to fostering respect for nature through environmental education. Through a long-term partnership with the SFFP&Z, the SZS provides quality educational, interpretive, environmental, and zoological programs, as well as other visitor services.

The SZS coordinates and delivers educational programs at the SFFP&Z, along with outreach programs around Saskatoon. These programs include:

- Zoo Tours
- Investigation Stations
- Biofact Boxes
- Wild Weekend Programs in the summer
- Summer and Winter Camps
- Family Day at the Zoo Fundraiser
- Zoo Run
- Young Naturalists' Programs (in conjunction with the Saskatoon Nature Society)
- Zoo School
- Professional Development Day Camps
- Adopt-a-Critter Program
- Animal Antics Pre-School Program

Support for the SZS programs and projects depend on public donations, membership fees, and grants from outside agencies. The success of many of these programs is attributed to a very dedicated group of volunteers guided by dedicated staff.

2015 Highlights

- In 2015, the SZS was paid a contract fee of \$49,000 for the delivery of educational programs on behalf of the Zoo, and another \$15,600 for the collection of admissions at the Zoo gate.
- In 2015 the SZS had three full-time programming/education staff and a full-time office support person.
- Various grants and sponsorship helped to cover seasonal staff for the summer Zoo Camp Programs.
- Many education programs were delivered throughout the year utilizing the Affinity Learning Centre.
- Professional Development Day Camp is a full-day program for students who have the day off from school. This program was consistently sold out.
- Education continues to be the focus of SZS efforts. During the year, the SZS invested over 10,200 hours of staff and volunteer time in organizing and

delivering 407 educational programs and special events to 19,467 children and adults on site at the SFFP&Z.

- When you combine on-and off-site programming in the community, the SZS programmers directly interacted with 28,346 people during 506 equivalent days of programming.

Forestry Farm Gate and Kinsmen Express

The SZS is paid an administrative fee for managing the SFFP&Z park gate booth and Kinsmen Express Zoo Train. Park gate costs are paid out of revenues generated by the \$2 parking fee, while facility operations cover costs for the Kinsmen Express. The SZS staffed the Zoo Train with six drivers in 2015. We did lose a number of days' use of the Kinsmen Express due to mechanical issues.

KINSMEN EXPRESS ZOO TRAIN (MONTHLY RIDERS, ANNUAL TOTALS)

	2015	2014	2013	2012
May	1532	2,403	2,933	2,735
June	10,345	10,970	12,296	11,606
July	9,335	11,747	10,563	11,265
August	8,340	11,126	12,190	10,572
September	926	1,998	2,303	2,131
Zoo tour TOTAL	30,478	38,244	40,285	38,309

Concession and Gift Shop

The SFFP&Z contracts with the SZS to provide concession and gift shop services for an annual rental fee of \$10,100, plus GST, for the use of both buildings. This essentially pays for utility and maintenance costs.

The SZS retains profits from the concession (Buckeye Café) and gift shop (Paws Inn) to offset their costs of delivering programming and special events, both at the SFFP&Z and throughout the community. 2015 was a difficult start-up year for the SZS to generate profits from these units due to changes in personnel in Buckeye Café and the opening of a standalone gift shop, Paws Inn. The addition of the gift shop helped to improve sales numbers but start-up costs and increased staffing requirements reduced the overall profitability of both units. It is anticipated that 2016 will return both Buckeye Café and Paws Inn to a level of profitability and once again contribute funds to help offset the educational program costs.

To improve customer service, two beverage vending machines are on site and a satellite ice cream cart is utilised on summer weekends, weather permitting. With the opening of the new gift shop and admission building, any new exhibits and continued increase in attendance will help contribute to increased sales for both units and improve profitability.

FRIENDS OF THE FORESTRY FARM HOUSE



The Friends of the Forestry Farm House (FFFH) is a non-profit corporation established in 1996 to increase awareness of the park's history as the Sutherland Forest Nursery Station, which played a significant role in the settlement of the prairie provinces, and by preserving the Superintendent's Residence and encouraging interpretation of the site. The 1913 residence was declared a site of National Significance in 1991.

The Superintendent's Residence is now maintained and operated by the SFFP&Z Administration and continues to be offered for rent as a retreat for special events and workshops. The building was rented 30 times in 2015, and groups appreciate the location, history, and self-catering options available.

The FFFH continues to provide heritage-based educational programs on site; usually to a grade 3 level. There were 16 school classes from 11 different schools representing 570 students and adults who participated in this program during 2015. Many of these educational events were all-day events as the SZS and FFFH would switch students during the lunch break.

On the last Sunday of each summer month, the Superintendent's Residence was open to the public, and a walking tour was provided. This year, there were 4 walking tours and open houses resulting in 34 walking tour participants and 45 people who toured the house. The general public is very appreciative of being able to tour the house and learn more about the site.

The FFFH participated in the Doors Open Saskatoon event held Sunday, June 8, 2015, where 102 people were toured through the house.

The FFFH hosted a very successful fundraising event during 2015, the Fall Supper. This event was sold out as usual. The money raised from this event is being used for interpretation at the Forestry Farm House.



SASKATCHEWAN PERENNIAL SOCIETY

The Saskatchewan Perennial Society has had another very successful year and this is in large part due to the enthusiasm and dedication of its Board Members. The Board's initiative for this year was to create a Facebook page to complement the SFFP&Z existing webpage. Thank you to Jodi Francoeur for suggesting this and for making it happen.



At the end of December 2015, we had 211 members.

The **SPRING AND FALL PLANT EXCHANGES** held at the SFFP&Z are perhaps our most popular events. Members exchange divisions of perennials that have proven hardy to the region. Thanks to Helen Osback for coordinating the selection of plants and bulbs for sale. Thank you to Sandra Rose who provided the overall coordination of both exchanges this year.

The summer **GARDEN TOURS** in June and July were well-attended. Thank you to Anne Hildebrand and Kathleen Chipperfeld for organizing the June tour, and to Sandra Rose and Pat Wilson for the July tour. Of course, this event depends on those avid gardeners who generously agree to show their yards, and toil long hours to create the beauty we enjoy. Thank you!

At the **LABOUR AND LEARN** program, members can learn gardening tips while contributing to the upkeep of the beautiful Heritage Rose and Meditation Gardens at the SFFP&Z. Bernadette Vangool coordinates these events, which are scheduled every three weeks during spring and summer. If you miss us on Saturday morning, we are usually there the following Tuesday evening. We are always looking for more people to join us.

For the past three years, Erl Svendsen has been volunteering his time and editing skills to write and coordinate others to write our weekly **GARDENING COLUMN**. The column is published in Bridges and other small community newspapers in the province, and now on our Facebook page.

The Saskatoon Perennial Society again offered respite from the long, cold winter months through its monthly **PUBLIC EDUCATIONAL PRESENTATIONS**. In January, Barb Côté shared her story of leaving traditional farming to travel abroad with her family and eventually settle just outside Saskatoon to establish the vast, colourful cutting gardens at Tierra del Sol. In February, a video showed the creation of Butchart Gardens in Victoria, which rose from a barren gravel pit to become a world class attraction. In March, Carolyn and Jeff Bondy, from Sylvan Lake, Alberta, taught us about the many, many beautiful varieties of daylilies available and provided a daylily for everyone who attended their talk. In October, Lyndon Penner

entertained us with his commentary about favorite perennials. And in November, Sara Williams enlightened us with “An Irreverent History of Our Gardens – From the Romans, Brits, and the French to the Prairies.” Thanks to all of the presenters!

The Saskatchewan Perennial Society has a **LENDING LIBRARY!** Margot Hawke has been the volunteer librarian now for over five years. The holdings are available for borrowing at the monthly public education meetings at Emmanuel Anglican Church.

Many of us look to **GARDENSCAPE** to herald the arrival of spring. Each year, Bernadette Vangool organizes volunteers to help publicize the benefits and activities of the Society and memberships. Volunteers obtain a free one-day pass to the event.

Please check out our **WEBSITE** at www.saskperennial.ca or visit our **FACEBOOK** page at www.facebook.com/saskperennial for regular updates about the calendar of events, membership and its benefits, list of Board Member contacts, garden column articles, and more. The website and Facebook page are maintained and regularly updated by a committee of three Board members: Kathleen Chipperfeld, Jodi Francoeur and Bernadette Vangool.

Submitted by: Bernadette Vangool
Treasurer
Saskatchewan Perennial Society



2015 DONOR SUPPORT

SASKATOON ZOO FOUNDATION

The SZF and the SFFP&Z benefit from the generous support of the following businesses and corporate community, individuals and families:

Defenders Category - \$25,000 to \$99,999 (Bison)

- Hamm Construction Ltd.

Providers Category - \$5,000 to \$24,999 (Cougar)

- PotashCorp Billboard Sponsorship
- Gerald and Tina Grandey
- PotashCorp Matching Gift Donation

Partners Category - \$1,000 to 4,999 (Wolf)

- June Hill

Supporters - \$100 to \$999

- Jean and Grant Currie
- Mary Donlevy-Konkin
- Rodney Katchorek
- Saskatoon Truck Centre
- Barbara Morrison
- Betty Reynolds
- William Thon

Exhibit Sponsorship Program

Each sponsor pays \$3,000. A sign recognizing the family/business is displayed at the exhibit for five years. Funds are used to support projects at the SFFP&Z.

In 2015, the following companies sponsored an exhibit:

- Saskatoon Fastprint Ltd.
- Star Egg Company Ltd.
- Heather Ryan and L. David Dube Foundation Inc.
- Hy-Grade Millwork Ltd.
- Early's Farm & Garden Centre
- Christopher Moore Financial Services Ltd.
- JNE Welding
- LaRoche McDonald Agencies Ltd.
- Cherry Insurance Ltd.
- Nordic Industries (1979) Ltd.
- Bill Peterson and Paul Lavoie
- Mary Donlevy-Konkin
- A1 Lo-Cost Income Tax & Accounting Services Ltd.

SASKATOON ZOO SOCIETY

Donors contributed over \$7,560 to the SZS in 2015. The funds were used to support the many programs offered by the SZS.

Approval for Advertising: Proposed Rezoning – From FUD, R1A, and B1B to B4MX – Evergreen District Village

Recommendation

1. That the advertising, in respect to the proposed amendment to Zoning Bylaw No. 8770, be approved;
2. That the General Manager, Community Services Department, be requested to prepare the required notices for advertising the proposed amendment to Zoning Bylaw No. 8770; and
3. That the City Solicitor be requested to prepare the required bylaw to amend Zoning Bylaw No. 8770.

Topic and Purpose

The purpose of this report is to request approval to advertise an application from Saskatoon Land to amend the zoning of land in the District Village area of the Evergreen neighbourhood from FUD – Future Urban Development District, R1A – One-Unit Residential District, and B1B – Neighbourhood Commercial – Mixed-Use District to B4MX – Integrated Commercial Mixed-Use District.

This amendment to Zoning Bylaw No. 8770 is necessary to implement the Evergreen Neighbourhood Concept Plan for the area outlined in this report.

Report

Saskatoon Land has applied to amend Zoning Bylaw No. 8770 (Zoning Bylaw) with respect to land in Evergreen.

Approval is required from the Standing Policy Committee (SPC) on Planning, Development and Community Services (PDCS) to advertise these amendments, as required by Public Notice Policy No. C01-021, prior to a public hearing at City Council.

These amendments were considered by the Municipal Planning Commission (MPC) on March 29, 2016. See Attachment 1 for the report that was considered by MPC, which provides further detail on the amendments requested for the land in question.

Option to the Recommendation

The SPC on PDCS could decline to approve the required advertising for the proposed amendments. Further direction would be required.

Approval for Advertising: Proposed Rezoning – From FUD, R1A, and B1B to B4MX – Evergreen District Village

Public Notice

Public notice is required for consideration of this matter, pursuant to Section 11(a) of Public Notice Policy No. C01-021. If the recommendations of this report are approved, a notice will be placed in The StarPhoenix two weeks prior to the public hearing date.

Attachment

1. Report Considered by MPC on March 29, 2016: Proposed Rezoning – From FUD, R1A, and B1B to B4MX – Evergreen District Village

Report Approval

Written by: Brent McAdam, Planner, Planning and Development
Reviewed by: Alan Wallace, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

S:/Reports/2016/PD/PDCS – Approval for Advertising – Proposed Rezoning – From FUD, R1A, and B1B to B4MX – Evergreen District Village/kb

Report Considered by MPC on March 29, 2016: Proposed Rezoning – From FUD, R1A, and B1B to B4MX – Evergreen District Village

Proposed Rezoning – From FUD, R1A, and B1B to B4MX – Evergreen District Village

Recommendation

That a report be submitted to City Council recommending that at the time of the public hearing, City Council consider the Administration's recommendation that the proposed amendment to Zoning Bylaw No. 8770, respecting land in the Evergreen neighbourhood, as outlined in this report, be approved.

Topic and Purpose

An application has been submitted by Saskatoon Land proposing to amend the zoning designations of land in the District Village area of the Evergreen neighbourhood from FUD – Future Urban Development District, R1A – One-Unit Residential District, and B1B – Neighbourhood Commercial – Mixed-Use District to B4MX – Integrated Commercial Mixed-Use District.

This application applies zoning that is necessary to implement the Evergreen Neighbourhood Concept Plan for the area outlined in this report.

Report Highlights

1. The Evergreen Neighbourhood Concept Plan (Concept Plan) identifies the Evergreen District Village as a high-density, mixed-use area accommodating commercial, institutional, and residential uses.
2. The proposed zoning amendments provide for pedestrian-oriented, street-fronting, mixed-use development on Baltzan Boulevard and McOrmond Drive.
3. This application represents the first application of the new B4MX – Integrated Commercial Mixed-Use (B4MX) District to land in Saskatoon.

Strategic Goal

This zoning amendment supports the Strategic Goal of Sustainable Growth. Evergreen was designed as a “complete community” neighbourhood that includes a District Village area accommodating commercial, institutional, and medium- to high-density residential uses.

Background

The Concept Plan was originally approved by City Council in June 2009 (see Attachment 1). Included in the Concept Plan was a District Village area in the northeast

Report Considered by MPC on March 29, 2016: Proposed Rezoning – From FUD, R1A, and B1B to B4MX – Evergreen District Village

corner of the neighbourhood, adjacent to McOrmond Drive and centered on Baltzan Boulevard, accommodating commercial, institutional, and residential uses.

In June 2014, an amendment to the Concept Plan was approved respecting changes to the District Village, including a realignment of McOrmond Drive through the area to align with the confirmed route of the North Commuter Parkway, additional roadway connectivity between Evergreen and adjacent Aspen Ridge, and a reconfiguration of the land uses envisaged for the area.

A corresponding zoning amendment was also approved at that time to apply zoning designations that are consistent with the Concept Plan to some, but not all, of the land in the District Village.

Report

Concept Plan

The Concept Plan identifies the subject parcels for mixed-use development accommodating commercial, institutional, and residential uses (see Attachment 2).

The vision for the Evergreen District Village includes street-fronting, mixed-use development that fronts and interfaces with streets in the area to create a pleasant and pedestrian-oriented streetscape.

As part of this vision, McOrmond Drive has been designed to transition to a “complete street” design as it travels northeast from Baltzan Boulevard into the adjacent Aspen Ridge neighbourhood. A complete street design appropriately accommodates multiple users – pedestrians, cyclists, transit, and vehicles – in a safe and comfortable environment that is also designed to foster a sense of place. Laybys to and from the main roadway provide nose-in parking and separation for local traffic accessing the street fronting commercial in the District Village.

This roadway design and adjacent land use will be seamlessly maintained as one travels on McOrmond Drive into the Aspen Ridge portion of the District Village. A conceptual example of a complete street is provided in Attachment 3.

Official Community Plan Bylaw No. 8769

This area is designated as District Village Commercial (DVC) on the Official Community Plan Bylaw No. 8769 (OCP) – Land Use Map. DVC is a type of district commercial designation intended for commercial areas large enough to serve the needs of two to five neighbourhoods, but differ in that site and building configurations are intended to be significantly oriented to pedestrians. As per the OCP:

“District Village Commercial Areas may have development standards for building setbacks, off-street parking, site coverage and density which are more flexible than standard District Commercial Areas. The intent is to encourage development adjacent to the sidewalk, provide a stimulating

Report Considered by MPC on March 29, 2016: Proposed Rezoning – From FUD, R1A, and B1B to B4MX – Evergreen District Village

pedestrian environment, and create a form of commercial development that encourages alternative forms of transportation.”

Zoning Bylaw No. 8770 Amendment

The zoning designations of the subject lands are proposed to be amended from FUD – Future Urban Development District (FUD), R1A – One-Unit Residential District (R1A), and B1B – Neighbourhood Commercial – Mixed-Use District (B1B) to B4MX – Integrated Commercial Mixed-Use (B4MX) District.

See Attachment 4 for a map showing the proposed amendment, which is consistent with the land use identified by the Concept Plan, as well as the OCP – Land Use Map.

B4MX District

The purpose of the B4MX District is to facilitate mixed-use development on principal streets in this district. It provides for a range of medium- to high-density residential, commercial, and institutional uses in a manner that encourages retail and service-based uses at grade level. The B4MX District promotes a compact, pedestrian-oriented built form that supports transportation options, street-oriented buildings, and active uses at grade level.

The B4MX District was adopted into Zoning Bylaw No. 8770 (Zoning Bylaw) by City Council as Saskatoon’s newest zoning district in December 2015. This zoning amendment represents the first application of the B4MX District to land in the city.

One of the sites proposed to be zoned B4MX, located on the southwest side of Baltzan Boulevard, has been zoned B1B since 2014. The B1B District similarly provides for mixed-use development and active uses at grade, albeit with a more limited range of commercial uses as it is intended for commercial/mixed-use sites at a smaller neighbourhood scale. Rezoning of this parcel to B4MX to provide for a wider range of permitted uses is appropriate due to its location in the District Village, intended to serve several neighbourhoods in the area, and its location adjacent to McOrmond Drive.

Comments from Other Divisions

No concerns were identified through the administrative referral process that would preclude this application from proceeding to a public hearing.

The Transportation Division, Transportation and Utilities Department, noted that Traffic Impact Assessments may be required for the development of each site at the building permit stage.

Options to the Recommendation

City Council could choose to deny this application. This option is not recommended as this application is consistent with the Concept Plan.

Report Considered by MPC on March 29, 2016: Proposed Rezoning – From FUD, R1A, and B1B to B4MX – Evergreen District Village

Public and/or Stakeholder Involvement

Extensive public consultation was undertaken during the development of the Concept Plan and subsequent amendment. As this application is consistent with the Concept Plan, no further consultation was conducted.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

No follow-up is required.

Public Notice

Public notice is required for consideration of this matter, pursuant to Section 11(a) of Public Notice Policy No. C01-021.

Once this application has been considered by the Municipal Planning Commission, it will be advertised in accordance with Public Notice Policy No. C01-021, and a date for a public hearing will be set. A notice will be placed in The StarPhoenix two weeks prior to the public hearing.

Attachments

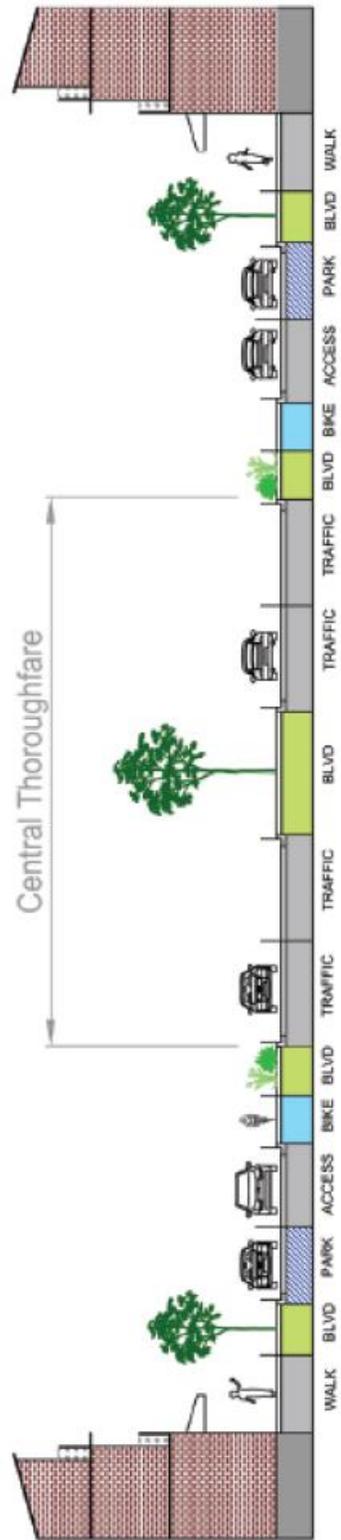
1. Evergreen Concept Plan
2. Evergreen District Village
3. Conceptual Example of Complete Street
4. Location Map

Report Approval

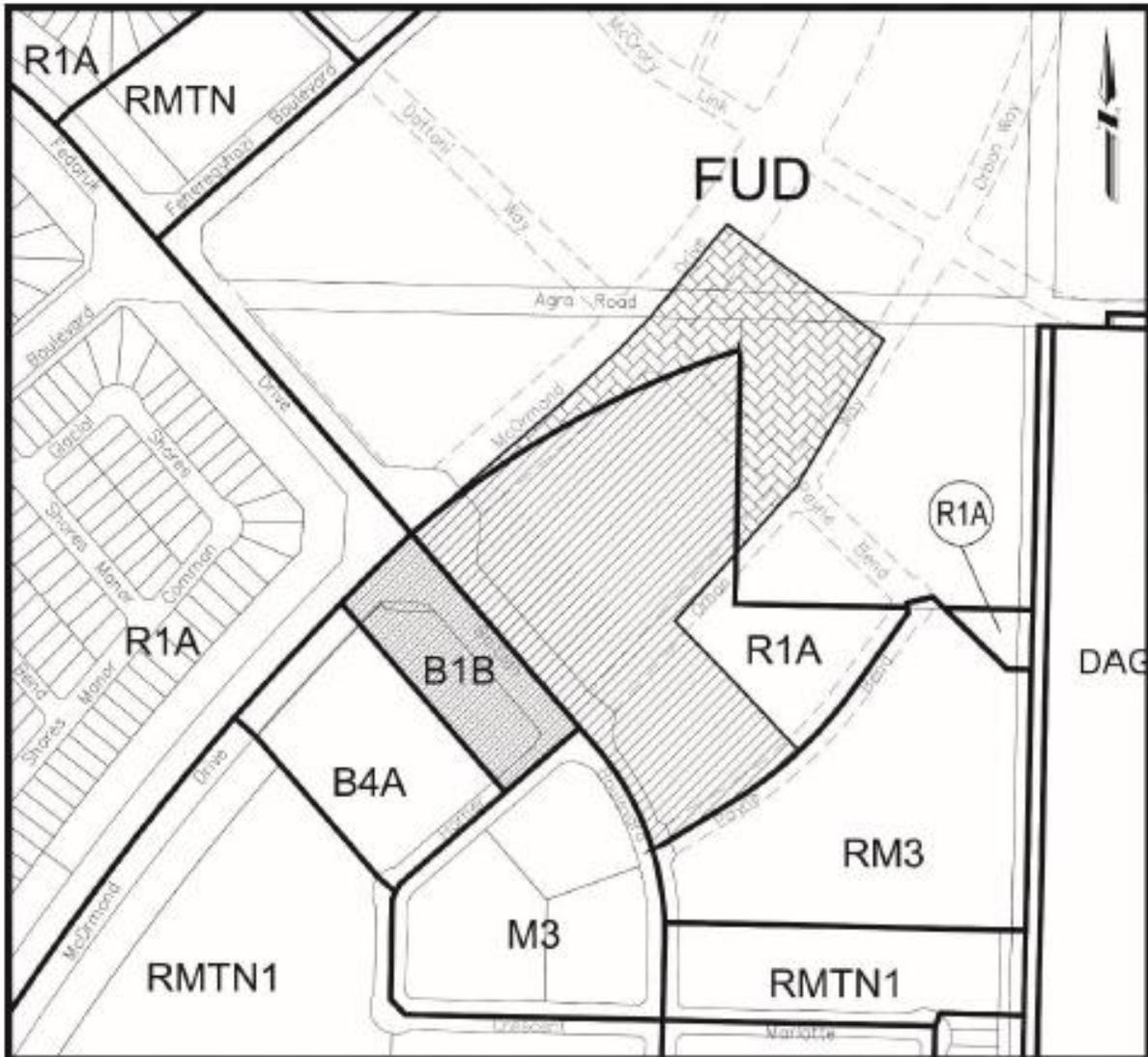
Written by: Brent McAdam, Planner, Planning and Development
Reviewed by: Alan Wallace, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

S:/Reports/2016/PD/MPC – Proposed Rezoning – From FUD, R1A, and B1B to B4MX – Evergreen District Village/kb

Conceptual Example of Complete Street



Location Map



ZONING AMENDMENT

-  From R1A to B4MX
-  From FUD to B4MX
-  From B1B to B4MX



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Multi-Unit Residential Commercial Building Inspection and Occupancy Permit Program - Service Levels

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to outline the current service level related to commercial building inspections for multi-unit residential buildings and related occupancy permit programs, and to provide information on program enhancements.

Report Highlights

1. Building inspections relating to multi-residential buildings occur every three to five weeks to audit construction for general compliance with approved building permit plans and the requirements of the National Building Code of Canada (NBC).
2. The City of Saskatoon (City) provides full (final) and partial (interim) occupancy permit programs. The programs are not mandatory and are intended to assist building owners in meeting their obligations under *The Uniform Building and Accessibility Standards Act (UBASA)*.
3. Potential program enhancements could include:
 - a) increased involvement of the building (or subsystem) designer in the inspection of engineered life safety systems;
 - b) improved communication within the partial occupancy permit program; and
 - c) improvements to automated systems to support the inspection process.

Strategic Goals

This report supports Strategic Goals related to Continuous Improvement and Quality of Life through the administration and continual enhancement of the building permit inspection program and occupancy permit program to ensure programs are delivered effectively for individuals to have safe and healthy places to live and work.

Background

At its September 8, 2015 meeting, the Standing Policy Committee on Planning, Development and Community Services considered a letter and presentation from Mr. Robert Sigstad, Aqua Terra Condominium Corporation #101186274, regarding concerns related to the building permit inspection process for multi-unit residential buildings in relation to their building, and to offer practical solutions to the issue. The Committee resolved:

“that the matter be referred to the Administration for a report.”

Report

Current Service Level for Multi-Unit Residential Building Inspections

Building permits are issued and inspections performed to reasonably ensure individuals have safe and healthy places to live and work. The current service level for commercial building inspections provides for inspections on a cyclic basis approximately every three to five weeks, dependant on the scope of the project. The commercial inspection program audits the construction progress and provides for spot check inspections to examine general compliance with approved building permit plans and with respect to the minimum requirements of the NBC. Attachment 1 provides an overview of the commercial inspection process and NBC-related items that are inspected for general compliance.

Operation of the commercial inspection program is supported by:

- the involvement of qualified design professionals (architects and engineers licensed to practice in the province of Saskatchewan) and experienced builders and developers;
- a comprehensive commercial plan review process;
- experienced building inspectors who are provincially licensed building officials; and
- the evaluation of risks associated with performing inspections with the safety of employees, and with the risks to the public safety.

Under the *UBASA*, the City is responsible for administration and enforcement of the minimum requirements of the NBC. As such, poor quality construction or poor design that meets the minimum requirements of the NBC is not enforceable under the building inspection program. Owners seeking quality assurance related to building construction are encouraged to engage in the services of a third party.

Current Service Level Related to Occupancy Permit Programs

Under the *UBASA*, building owners are responsible for ensuring that no occupant is exposed to an unsafe condition resulting from construction being carried out within a building.

The City provides full (final) and partial (interim) occupancy permit programs. The programs are not mandatory and are intended to assist building owners in meeting their obligations under the *UBASA*.

Through the course of building inspections, should it be determined that an unsafe condition exists in an occupied building, enforcement action will be taken. Enforcement action may include an order to immediately remedy the unsafe condition, to restricting occupancy of the building.

Proposed Commercial Inspection Program Enhancements

A high-level review of the commercial inspection and partial occupancy programs were initiated in 2014 and identified opportunities to improve or redesign processes in

program delivery. Outlined in Attachment 2 are the key findings and the status of identified program enhancements.

A summary of identified program enhancements are as follows:

- increased involvement of the architect or engineer, who designed the system, through the inspection of engineered life safety systems, such as sprinkler, fire alarm, emergency lighting, emergency power, and specialized ventilation systems to ensure systems function in accordance with engineered design;
- improvements to automated systems to support the inspection process and to assist in providing consistent internal and external communication throughout the inspection process;
- improvements to the partial occupancy permit process, clearly identifying minimum life safety requirements that need to be established to support occupancy of a building that is still under construction; and
- increased involvement of the architect or engineer, who designed the system, in the partial occupancy permit process.

Public and/or Stakeholder Involvement

Customers who applied for building permits within the past two years, such as architects, engineers, and contractors in the Saskatoon area, were consulted to obtain feedback on current programs and customer needs in a survey conducted by Insightrix Research, Inc. Public feedback was considered in the proposed program enhancements outlined in Attachment 2.

Communication Plan

Building Standards staff will be trained on internal process enhancements. Current and future customers, along with industry stakeholders, will be advised, as appropriate, on process enhancements relevant to their needs through various communication methods, particularly when applying for building permits.

Policy Implications

An amendment to Building Bylaw No. 7306 is required to implement increased design professional involvement for inspections of engineered life safety systems. On January 25, 2016, City Council approved the recommendation that the City Solicitor's Office prepare amendments to Building Bylaw No. 7306, in which the proposed change is included.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

No follow-up report is required at this time.

Multi-Unit Residential Commercial Building Inspection and Occupancy Permit Program - Service Levels

Public Notice

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

Attachments

1. Overview of the Commercial Inspection Program for Multi-Unit Residential Buildings
2. Summary of Key Findings

Report Approval

Written and

Reviewed by: Kara Fagnou, Director of Building Standards

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

S/Reports/2016/BS/PDCS – Multi-Unit Residential Commercial Building Inspection and Occupancy Permit Program – Service Levels/ks

Overview of the Commercial Inspection Program for Multi-Unit Residential Buildings

The commercial inspection program uses the following process in the administration of the building permit applications:

1. Applicant engages professional engineers and architects involved in the design of mechanical, electrical, structural, and architectural component systems, and in the inspection of structural systems.
2. City of Saskatoon (City) building code engineers review applications to ensure the proposed construction meets the intent of the National Building Code (NBC).
3. City building code engineers identify areas to be inspected for general compliance from a pre-determined list of NBC items that corresponds to the list below. The building code engineer, through written correspondence to the applicant and building inspector, identifies non-compliant items that are required to be addressed by the applicant through the construction process of the building.

Code items inspected for general compliance with the approved building permit plans:

Addressing	Ensuring a building/unit address is on each building and or tenant space.
Firefighting access route	Providing a public or private street for firefighting equipment to access the primary entrance.
Fire hydrant	Providing a fire hydrant within 90 m of primary entrance or 45 m of fire department connection.
Site security	Protecting the public by means of security fencing and covered walkways. This may also include temporary exit facilities for alterations.
Foundation	Comparing the building size, location on site, and foundation type to the approved plans.
Structure	Comparing building construction to approved plans (combustible/non-combustible). Performing observational inspection for standard construction practices when a combustible building is under construction. Checking for submission of structural letter of assurance when applicable.
Spatial separations	Comparing exterior wall construction to approved plans.
Fire separations	Comparing fire separation construction to approved plans. This includes proper closures installation.
Fire stopping	Checking for fire stopping of penetrations through fire separations when visible.
Floor plans	Comparing the floor layout to the approved plans.
Egress	Comparing egress paths, widths, heights, and doors to approved plans.
Exits	Comparing exit locations, stairways, door swing, width, height, and closures to approved plans.
Stairs/ramps	Checking slope, rise, run, and landings for code compliance.

Guard/handrail	Checking height, openings, size, and location for code compliance.
Washrooms	Comparing quantity and configurations to the approved plans.
Barrier free	Comparing the building access, path of travel, and washroom requirements to the approved plans.
NFPA 96	Checking hood listing and duct material for code compliance.
Mechanical	Comparing supply locations to pressurized corridors and exits. Checking the provision of ventilation requirements associated with parking garages and ventilation requirements associated with high-rise requirements.
Electrical	Checking egress/exit signs for location, emergency lights for operation under test limitations, and provision of emergency generators (if applicable).
Sprinklers	Checking for placement, type of piping, hose stations, fire department connection locations, and sprinkler test report submissions.
Fire alarm	Checking for placement of pull stations, audibility devices, control panels, smoke alarms/detectors, and submission of fire alarm certificates.

The above list varies depending on the complexity of the project.

4. The building inspector makes cyclic inspections to audit the construction progress. A number of items included in the above list may not be accessible or visible at the time of inspection or follow-up inspection as the result of normal construction practice. Primary inspection of these items will be limited to what is visible and accessible.

If, in the course of inspection, the inspector notes an apparent code or bylaw contravention that is not on this list, items will be inspected where the inspector observes an obvious, significant contravention. Items falling in this category would be obvious to the inspector and would not normally require the inspector to do any investigative work to verify the contravention. The building inspector may request the building owner to provide evidence to provide assurance that the construction meets the requirement of the NBC, including, but not limited to, letters from the architect or engineer associated with the project, CSA labels, or testing reports.

5. Poor quality construction or poor design that meets the minimum requirements of the NBC is not enforceable under the building inspection program.
6. Certain construction requires that drawings be designed and sealed by an engineer or an architect licensed to practice in Saskatchewan. If the engineer or architect is required to inspect the installation, the building inspector will not inspect items covered by the engineer or architect's "Commitment for Field Review and Compliance" letter unless the building inspector has a concern with, or observes construction that is not in accordance with the approved plans, NBC, or bylaws, notwithstanding the "Commitment for Field Review and Compliance" letter.
7. The building inspector may issue orders in accordance with *The Uniform Building and Accessibility Standards Act (UBASA)* to obtain compliance with the *UBASA* regulations, Building Bylaw No. 7306, or the NBC, when deemed necessary.

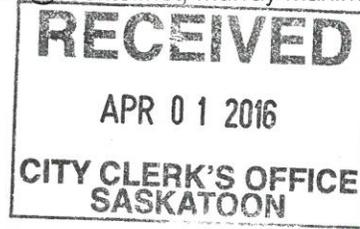
Summary of Key Findings

	Key Finding	Rationale/Comments	Process Improvement	Status
1	<p>The minimum requirements of the National Building Code (NBC) require engineered life safety systems to be installed and verified in accordance with applicable CSA standards, which does not ensure the system will function in accordance with the engineer's design.</p> <p><i>Uniform Building and Accessibility Act (UBASA)</i> requires building structures to be designed and inspected by a design professional.</p> <p><i>UBASA</i> only requires engineered life safety systems designed by a design professional. Inspections by a design professional are not required.</p> <p>Engineered life safety systems include sprinkler systems, fire alarm systems, emergency lighting, emergency power, and specialized ventilation systems.</p>	<p>Technical knowledge required to determine if engineered systems function and perform in accordance with the engineer's design is beyond the scope of the commercial inspection program.</p>	<p>An amendment to Building Bylaw No. 7306 (Building Bylaw) or the <i>UBASA</i> to administer and enforce the inspection of engineered life safety systems by a design professional is required.</p>	<p>Proposed amendment included in the Building Bylaw rewrite. January 25, 2016, City Council approved recommendation that the City Solicitor's Office prepare amendments to the Building Bylaw.</p>
2	<p>Improvements to automated systems that support the inspection process are required:</p> <ul style="list-style-type: none"> • to improve communication; and • to create efficiency gains in the inspection process. 	<p>Automated systems more aligned with the inspection process will:</p> <ul style="list-style-type: none"> • improve internal and external communication throughout the inspection process; and • build capacity in the industry by providing consistent messaging. 	<p>Development of a new inspection job in POSSE to enhance current inspection processes.</p>	<p>On track to implement in Summer 2016.</p>

	Key Finding	Rationale/Comments	Process Improvement	Status
3	Investigation/evaluation of mandatory full/partial occupancy permit program related multi-residential program is needed in addition to enhancements to existing voluntary occupancy program needs.	Investigation shall include an analysis of: <ul style="list-style-type: none"> • anticipated program volumes; • resourcing needs of divisions/departments involved; • phased-in implementation options; and • industry best practices. 	Dependant on outcome of investigation.	To be reviewed in 2016/2017.
4	Improvements to existing voluntary partial occupancy program are needed: <ul style="list-style-type: none"> • application form; • internal circulation process; and • occupancy inspection process. 	For either a mandatory or voluntary occupancy permit program, process improvement is needed in regards to application, circulation, and associated inspections.	Application forms updated to accurately reflect customer process and to identify key building components that must be constructed prior to application and occupancy. Internal circulation process reviewed with internal stakeholders to streamline review process. Inspection items provided to applicant prior to application: <ul style="list-style-type: none"> • assists building owners in meeting obligations under <i>UBASA</i>; and • reduces repeat call-out inspections and revenue loss. 	Implemented January 2015.
5	Similar to Item No. 1, design professional involvement during the partial occupancy process to assist in determining if building systems are sufficiently installed to support occupancy is needed.	Technical knowledge required to determine if engineered systems function and perform in accordance with the engineer's design is beyond the scope of the commercial inspection program. Assessment of technical systems under construction requires a higher level of expertise.	Review legislation to determine if bylaw amendment or process change is needed.	Under review.

From: Robert Sigstad <rsigstad@hotmail.com>
Sent: April 01, 2016 9:19 AM
To: Medrano, Alda (Clerks); Web E-mail - City Clerks
Cc: Vic Karwacki; Len Erickson; Terry; stillstone@sasktel.net; Murray Maximuk; Ken Jan; (jl.fast@sasktel.net)
Subject: Monday's Agenda

Shellie Bryant
Alda Medrano



Condominium Corporation No. 101186274 (aka Aqua Terra West) will have our Board member, Larry Koturbash, prepared to comment at Monday's meeting. Other interested observers have been invited.

RECEIVED

From: Robert Sigstad <rsigstad@hotmail.com>
Sent: April 04, 2016 6:56 AM
To: Medrano, Alda (Clerks); Web E-mail - City Clerks
Cc: Larry & Helen Koturbash
Subject: Urgent Request
Attachments: April 4th Response to BSB MURC Building Inspection and Occupancy Permit Program.pdf

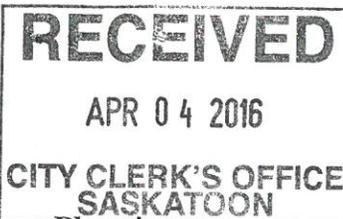
APR 04 2016
CITY CLERK'S OFFICE
SASKATOON

Good Morning

Please could you run off the attachment for this morning's committee meeting? I just finished the report to be presented and can't attend the meeting because I am a DRO for the election. Larry Koturbash of our Board of Directors will make the presentation. I am in your debt,

Bob Sigstad

530-1



Condominium Corporation No. 101186274
Reactions to Recommendations to the Standing Policy Committee on Planning,
Development and Community Services.
APRIL 4, 2016

A. Introduction:

We are pleased that City of Saskatoon did review our September 8th report and has suggested improvements to the Standing Policy Committee on Planning, Development and Community Services.

Thank you for the review and allowing us to respond.

B. Originally we asked City Council to re-examine BSB inspection limitations.

We wanted your committee to extend the areas Building Standards Branch (BSB) is allowed to inspect, change inspection protocol and use enforcement to eliminate construction problems before condominium boards assume responsibility for their building.

We pointed out eight areas of concern and offered what we thought were practical changes which would address not only health and safety issues but also expand inspection services which ultimately protect each owner's investment.

The overall theme today is accountability at many levels: from your Committee, down to Building Services Branch, developers and their design professionals, and contractors, down to Condominium Boards which are responsible to each owner.

C. Comments about Report Recommendations

Congratulations to COS staff for presenting these improvements which address some of our original concerns. The summary seems to concentrate on really three areas: two dealing with the partial/ permanent occupancy, with some overlap with the second topic involving design specialists having more technical knowledge. The last point has to do with improving internal and external communication. A more detailed commentary of these suggestions comes at the last part of the report.. ***Much progress has been made!***

Acknowledgement: 1. We understand and accept that the City uses UBASA's country-wide standard as a base level.

2. We feel the frequency of building inspections has been adequate.

STILL MORE TO DO

In September we asked for wider range of inspection services, for verification that vital systems were functioning as hoped, that enforcement procedures be used to correct errors as detected, to establish a better way of tracking trades and subtrades, to follow the most current codes, and that we have enhancements

Condominium Corporation No. 101186274
Reactions to Recommendations to the Standing Policy Committee on Planning,
Development and Community Services.
APRIL 4, 2016

to the sharing of information with affected owners.

SOME ITEMS NOT ADDRESSED

D. Use of Independent Inspectors for Areas BSB Provides No Services.

It is unclear of the implication of, "Owners seeking quality assurance related to building construction are encouraged to engage the services of a third party."

Right now BSP does not inspect stucco and certain types of roofing installation.

At the very outset it should be the developer's responsibility to engage third party inspectors to prove to BSB and future purchasers that the installation is done to a proper industry standard. If it reaches the point where unit owners have to do this, it probably indicates some disaster which they not the developer will have to pay to repair.

Inspections should be a safeguard to the individuals who purchase a condominium unit.

For example our four adjacent condominiums and us **all have serious stucco problems** requiring stucco reinstallation. Casa Bella, the oldest, was started in 2004 and reportedly residents may have to pay around \$35,000 towards stucco and some concrete replacement. One Milano Point building is undergoing stucco reinstallation now and Mr. Sigstad was told each owner had to put up \$15,000 each.

Each of these projects requires an expensive permit: Heritage Point paid \$3261 for a permit but for this fee no inspection services are offered. A cash grab?

Condo purchasers may not even suspect that they may become vulnerable for remediation costs on relatively recently-built projects.

In September we quoted from The Community Service Department-Building Standards recommendation, "If the municipality does not provide building official services, the owner should engage the services of an independent licensed building inspector to ensure the building meets requirements."

E. Builder Changes and Inspection Oversight:

Our September report mentioned that our Board paid \$50,000 to correct the faulty installation of our heating system. Our developer authorized the original work but won't accept any responsibility for the costly deviations from the blueprint drawings.

RECOMMENDATION: The builder should seek approval for contemplated blueprint deviations by filing a "Change Notice" and the system designer should examine these alterations as well as inspect the installation at certain points.

We hope for increased involvement of design specialists to provide some degree of oversight and fewer costly fixes.

Condominium Corporation No. 101186274
Reactions to Recommendations to the Standing Policy Committee on Planning,
Development and Community Services.
APRIL 4, 2016

F. “Grandfathering” of Permits:

Permits for Phased projects allow for grandfathering, meaning that whatever code was in place when the permit was issued is applicable when the next phase begins construction. For example two separate but adjacent condominiums could start construction on the identical day but the phased one could use a different, older code than its neighbour.

RECOMMENDATION: *Do not allow “Grandfathering”. Purchasers should have the assurance that when construction commences, it will be done following the most recent codes.*

G COMMUNICATION PLAN-BSB and SHARING of INFORMATION: Page 73 3b)

Improved communication is another desirable goal if it includes ALL the stakeholders not just BSB and the architects, engineers, contractors or developers.

It is unclear what is involved with “the improved communication with the partial occupancy permit program”.

We hope that the situation is gone where some reports and other findings related to inspections would only be shared with the developer since there is an open permit.yet at some future date the Board could be compelled to correct those identified deficiencies. Victims being further victimized!

RECOMMENDATION: *Safety related reports should go to the builder who is responsible to correct the observed deficiencies but a courtesy copy should also go to the Board, the residents' representatives. Also Boards of Directors should receive information on investigations about the state of some of the systems even though the building is not completed.*

H. Two Desired Outcomes from the Automated Systems, and Sharing of Inspection Service Information.

1. RECOMMENDATION

We hope that the improvements to automated systems will include a database where developers need to submit information on the trades employed, indicating that their area of work follows an approved plan, was inspected and given final approval. This database would be able to trace the progress of a project.

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2. RECOMMENDATION: *Perhaps more onus on the developer/general contractor to have a check list that he or his agent has done a walk through as each unit is completed and that noted flaws would be corrected by the accountable sub trade by a specific date.*

Unit owners need consumer protection. Not all developers treat the purchasers fairly.

I. Remediating Safety Deficiencies- BSB and Independent Inspectors

Our condominium is a good example where some incorrect or non-operational items were discovered but the repairs passed several BSB deadlines, over several months.

We have discovered faulty installation which the builder had acknowledged and these repairs have been delayed for years, well after any warranty has expired probably leaving the Condominium Board to fix substandard work or installation something which should have corrected much earlier.

RECOMMENDATION: *If a developer does not promptly correct safety deficiencies, stop further construction and deny further sales until those identified items are repaired. For those areas where BSB has not the expertise the builder should bring in independent outside experts to test and verify that installations are done correctly.*

We know that the cost of the independent inspection will eventually become part of each units selling price.

This may result in builders being more vigilant that relevant codes and best practices are being followed.

J. OCCUPANCY PERMITS: Full and Partial Occupancy (Page 73 Point 2 and Page 80 Point 3) & 5)

RECOMMENDATION: *It must be mandatory to apply for partial occupancy permission and also enforce the stipulations stated on the permit application form.*

Rationale: Residents must know that the safety systems are installed and operational when moving into a building under construction. Shouldn't they have the same assurance for safe living conditions as is required for care homes and hotels?

The safety of full time occupants should be equal to the level of protection as workers who may only be in the same building for part of a day.

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The Inspection safety/security checklist requirements on page 3 of the application form provides this assurance before their building is first occupied. We applaud the changes in the requirement for CO systems in the 2015 edition of the Partial Occupancy Application.

K. Enhancements/Design Specialists (Page 73 Point 3 a), Page 75 bullet 4, and Page 80 Point 5)

Comment: This is a good proposal. It is desirable to make the system designers accountable to ensure that the installation actually operates effectively.

Further Enhancement: We recognize that BSB relies on “Certificates of Completion” or “Commitment for Field Review & Compliance”.

We still hope for some method to confirm that licensed installers would have a similar verification process to show that their installation complies to their relevant codes and works correctly.

RECOMMENDATION: *In September we suggested “..more onus on the developer/general contractor to have a check list that he or his agent has done a walk through as each unit is completed and that noted flaws would be corrected by the accountable sub trade by a specific date.”*

L. Final Comment:

RECOMMENDATION: *We sincerely wish for continued program enhancements and suggest that council reach out to representatives of the condominium Boards of Directors whose experiences can provide advice on the strengths and weaknesses of COS inspection services.*

More consumer protection is needed to ensure that work that was already paid for doesn't have to be paid again by the ultimate end-user the condominium purchaser.

2015 Annual Report - Municipal Golf Courses

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to present the 2015 Annual Report for Saskatoon Municipal Golf Courses, which outlines the operations of the golf courses for 2015.

Report Highlights

1. The accomplishments of the City of Saskatoon's (City) municipal golf courses in 2015 included increased attendance from 2014 and significant generation of revenue from power carts, pull carts, the driving range, retail golf shop sales, and Club6Pack sales.
2. In 2015, transfers to reserves exceeded budgeted amounts, resulting in a transfer of an additional \$93,500 to the Golf Course Capital Reserve (GCCR).
3. The challenges in 2015 included an extended period of air quality issues, due to smoke from forest fires, and significant rainfall in September.

Strategic Goals

This report supports the long-term strategy of ensuring existing and future leisure centres, and other recreational facilities, are accessible physically and financially and meet community needs under the Strategic Goal of Quality of Life. This report also 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

The City operates three unique and affordable golf courses (Holiday Park, Silverwood, and Wildwood) that are open for play from April until the end of October, weather permitting. Each course, located conveniently throughout the city, offers a memorable golfing experience and challenge for golfers of all skill levels.

The City golf courses, while providing the citizens of Saskatoon with a variety of golfing opportunities, have a financial objective of user revenues being sufficient to fund all ongoing operating costs, capital and equipment replacements, future redevelopment and improvements, and any debt payments. The challenge for golf course operations is to balance these financial objectives with the objective of making civic golf courses affordable and accessible to the public, while maintaining a level playing field with the private golf sector.

Report

The three City-operated golf courses provide an opportunity for golfers of all ages and abilities to enjoy the benefits of this sport and recreation activity. The Annual Report will

highlight the 2015 golf course operations, accomplishments, challenges, and goals (see Attachment 1).

2015 Accomplishments

The following is a list of highlights from 2015 operations:

1. Attendance at the City's golf courses totalled 121,196 rounds; an increase of 5.31% over 2014.
2. The supply of gas-powered golf carts at Holiday Park and Wildwood Golf Courses generated \$575,500 in revenue. The supply of pull carts and rental clubs at Holiday Park and Wildwood Golf Courses generated \$25,200 in revenue. The driving range at Holiday Park Golf Course generated \$96,800 in revenue. The retail golf shop operations at Wildwood Golf Course generated an additional \$50,900 in revenue.
3. The "Club6Pack" pass, which enables patrons to purchase six rounds of golf for the price of five, continued at all three City golf courses in 2015. Total card sales were \$521,200, which equates to 19.4% of total green fee revenues.
4. Transfers to reserves exceeded budgeted amounts, resulting in a transfer of an additional \$93,500 to the GCCR. The GCCR is utilized for equipment replacement, course redevelopment, and capital projects.

2015 Challenges

The City golf courses opened in mid-April with normal spring temperatures. The golf courses emerged from the winter in good condition as a result of the insulation from excellent snow coverage, limited ice buildup, and the warm temperatures in April and May. The golf course staff put in the effort needed to provide excellent playing conditions for the majority of the season. The 2015 golf season included challenging operating conditions regarding air quality issues, due to smoke from forest fires.

2015 Initiatives

Initiatives continued in 2015 to support the long-term strategy to increase revenue sources and reduce the sole reliance on green fee revenues under the Strategic Goal of Asset and Financial Sustainability. The additional revenue sources resulted in increased contributions to the GCCR to fund golf course improvements and capital equipment purchases. Initiatives in 2015 included:

- 1) the provision of driving range services at Holiday Park Golf Course, which generated \$96,800, an increase of 27.54% from 2014, while maintaining the lowest rates in the market; and
- 2) the provision of power cart rentals at Holiday Park and Wildwood Golf Courses, which generated \$575,500, an increase of 10.95% from 2014.

The Annual Report focuses on attendance, market research, revenue generation, operating budget, and capital reserves.

Financial Implications

In 2009, the Administration began implementing changes to the operating structure of the City’s golf courses as a way to increase contributions to the GCCR. Prior to 2008, the GCCR was nearly depleted and the Golf Course Stabilization Reserve (GCSR) was at zero. At the conclusion of 2015, the GCCR balance was \$936,100 and the GCSR balance was at the capped limit of \$200,000. The changes implemented in 2015 included:

- a) approving green fee rate structures that maintained the overall position of the City’s golf courses as the most affordable in the local market, while meeting the cost recovery goal;
- b) marketing plans and initiatives designed to maintain the City’s market share, increase return visits, and attract new golfers;
- c) approving governance restructuring that increased golf course staffing levels for labourers and golf course attendants, resulting in higher on-course service and improved course conditioning;
- d) the introduction of the Club6Pack passes, which have been extremely popular with patrons and were designed for the occasional golfer identified in the marketing study;
- e) supplying power cart and pull cart services at Holiday Park and Wildwood Golf Courses; and
- f) supplying driving range services at Holiday Park Golf Course and retail golf shop services at Wildwood Golf Course.

As a result of these changes, the financial situation of the golf courses has improved dramatically. The table below displays the changes to the year-end balances of the GCSR and GCCR since 2010.

	2010	2011	2012	2013	2014	2015
GCSR	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
GCCR	\$134,600	\$280,300	\$264,200	\$461,100	\$647,400	\$936,100

Municipal Golf Courses Achieve Full Cost Recovery

The City’s municipal golf courses continue to meet the 100% cost recovery goal and have a zero mill rate impact.

Golf course operation revenues for 2015 were \$3,788,900. Golf course operation expenditures for 2015 were \$3,058,400, and transfers to reserves were \$730,500. A detailed description of revenue and expenses can be found on Page 10 of Attachment 1.

Other Considerations/Implications

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

Public Notice

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

Attachment

1. Municipal Golf Courses - 2015 Annual Report

Report Approval

Written by: Andrew Roberts, Special Use Facilities Manager, Recreation and
Community Development

Reviewed by: Lynne Lacroix, Director of Recreation and Community Development

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

S/Reports/2016/RCD/PDCS – 2015 Annual Report - Municipal Golf Courses/lc

**Recreation and Community
Development Division**

**City of Saskatoon
Municipal Golf Courses**

2015 Annual Report

Municipal Golf Courses

2015 Annual Report

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INTRODUCTION

The Recreation and Community Development Division is dedicated to providing access to a range of recreation, sports, and fitness opportunities that are affordable and responsive to community needs.

The City of Saskatoon (City) has three unique and affordable golf courses operated by the Recreation and Community Development Division. Each course, located conveniently throughout the city, offers a memorable golfing experience and challenge to golfers of all skill levels.

The municipal golf courses, while providing the citizens of Saskatoon with a variety of golfing opportunities, have a 100% cost recovery financial objective, where user revenues are sufficient to fund all ongoing operating costs, capital and equipment replacements, future redevelopment and improvements, any debt payments, and a financial return based on a calculated Return on Assets. The challenge for golf course operations is to balance these financial objectives with the social objective of making the City's public golf courses affordable and accessible to citizens, while not discouraging the private sector from being involved in the golf business.

Amenities vary by location and include practice ranges, Professional Golfers' Association of Canada qualified teaching professionals, retail golf shops, practice greens, club rentals, pull and power cart rentals, food services, and lounge services.

The golf courses are open for play from April until the end of October, weather permitting.

HOLIDAY PARK

Carved out of the South Saskatchewan River Valley, Holiday Park is a 27-hole facility that combines natural scenic beauty with great golf. The **Championship 18-Hole Course** is designed for an advanced level of play; the tree-lined fairways and manicured greens offer a variety of challenges that test all of the player's skills. The picturesque back nine contains some of the most enjoyable and demanding golf holes in Saskatchewan. The **Executive 9-Hole Course** provides an intermediate level of play for golfers who want a quick round.



SILVERWOOD



Saskatoon's only **Par Three 18-Hole Course**, Silverwood, was designed with the beginning golfer and families in mind. The course can also create a challenge for even the most advanced player, which makes it popular with anyone who wants to sharpen their short game or golf 18 holes before work or after dinner. Located on the bank of the South Saskatchewan River, this unique layout matches scenery with exceptional course conditions.

WILDWOOD

Many of Saskatchewan's best junior golfers perfected their game at Wildwood, a challenging **18-Hole Regulation Course**. Wildwood features irrigated natural fairways lined with mature trees, leading to small undulating greens surrounded by a variety of hazards. This course provides an intermediate level of play, which makes it popular with golfers of all ages and abilities. The installation of a modern irrigation system in 2004 has dramatically increased course conditions.



2015 HIGHLIGHTS

The City's golf courses had a challenging, yet successful, year in 2015. A few of the major highlights for 2015 are as follows:

1. In 2015, the Family Golf Program continued to be offered at the Silverwood Golf Course from May through September. After 4 p.m. daily, children under 14 years old were allowed to golf at no cost when accompanied by at least one paid adult or senior. This was designed to allow adults an affordable way to introduce children to both the game of golf and the City's golf facilities.

Family Golf	2011	2012	2013	2014	2015
Family Adult	312	264	254	196	127
Family Senior	16	12	15	8	9
Family Junior	421	386	401	228	206
Total Participation	749	662	670	432	342
Revenue	\$5,000	\$4,400	\$4,400	\$3,400	\$2,300

2. The Monday promotion (excluding holidays) of “Pay for 9, Play 18” continues to be popular with patrons at Holiday Park Golf Course.
3. The “Club6Pack,” enabled patrons to purchase six rounds for the price of five at all three City golf courses. Total card sales for 2015 were \$521,200. This represents 19.4% of total green fee revenue.
4. In 2015, the supply of powered golf carts at Holiday Park and Wildwood Golf Courses generated \$575,500 in revenue. The supply of pull carts and rental clubs at Holiday Park and Wildwood Golf Courses, combined, generated \$25,200 in revenue. The driving range at Holiday Park Golf Course generated \$96,800 in revenue. The retail golf shop operations at Wildwood Golf Course generated an additional \$50,900 in revenue.
5. In 2011, a new Point of Sale (POS) system and booking system was introduced at the City golf courses. The new POS system allowed the introduction of online tee time reservations. In 2015, a total of 7,700 tee times were reserved utilizing the online system. The benefits to patrons include greater access to tee time reservations and reduced wait times for phone-in reservations.
6. Transfers to reserves exceeded budgeted amounts, resulting in a transfer of an additional \$93,500 to the Golf Course Capital Reserve (GCCR). This reserve is utilized for equipment replacement, course redevelopment, and capital projects.
7. In 2015, the capital project for the replacement of the equipment was completed and funded from the GCCR, at a total budgeted cost of \$160,000. This project included the purchase of two fairway mowers, a golf course attendant cart, bunker renovations, and more efficient lighting upgrades at the Silverwood and Wildwood Golf Course maintenance buildings.
8. In the fall of 2010, City Council approved a dress code for the City golf courses that was fully implemented in 2011. The new dress code was very well received by patrons and very few incidents of dress code violations were reported in 2015. The new dress code policy was displayed on signage and was printed on the scorecards at all three golf courses.

FACILITY OPERATIONS – REVENUE

The City’s golf courses derive revenue from:

- a) the collection of green fees;
- b) the operation of a lounge at the Holiday Park Golf Course;
- c) power cart rentals and pull cart rentals at Holiday Park and Wildwood Golf Courses;
- d) club rentals at Wildwood Golf Course;

- e) driving range services at Holiday Park Golf Course;
- f) retail golf shop operations at Wildwood Golf Course;
- g) concession leases at Holiday Park and Wildwood Golf Courses; and
- h) seasonal power cart trackage and locker rentals.

In addition for 2015, the City’s golf courses maintained a rental agreement with the Saskatoon Nordic Ski Club for the rental of the Wildwood Golf Course clubhouse during the months of December through February.

The operating budget is developed to support the long-term strategy of increasing revenue sources and reducing the reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability.

GREEN FEES

The year 2015 was the second year of a three-year green fee rate plan approved by City Council in December 2013. The plan included an annual increase in the base adult green fee of \$1.50 at Holiday Park and Wildwood Golf Courses, and an annual increase in the base adult green fee of \$1.00 at Silverwood Golf Course. These rates continue to position the City’s golf courses as the most affordable in the local market.

Table 1: 2015 Local Market Base Adult Green Fee Comparisons

	Silverwood Golf Course	Wildwood Golf Course	Holiday Park Golf Course	Greenbryre Golf and Country Club	The Legends Golf Club, Warman	The Willows Golf Club	Moon Lake Golf & Country Club	Dakota Dunes Golf Links
Adult 18 Weekday	\$31.25	\$35.50	\$48.50	\$42.00	\$51.00	\$60.00	\$52.00	\$59.00
Adult 18 Weekend/Holidays	\$31.25	\$35.50	\$48.50	\$47.00	\$57.00	\$65.00	\$60.00	\$65.00

The three-year green fee rate plan, from 2014 to 2016, continues to support the long-term strategy of ensuring existing recreational facilities are accessible financially and meet community needs under the Strategic Goal of Quality of Life. The approved rates also support the long-term strategy of increasing revenue sources and reducing reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability. Highlights of the new three-year green fee rate plan are:

- The approved green fee rates will allow City golf courses to continue to meet the 100% cost recovery objective, and fund all capital and equipment replacement expenditures, future redevelopment and improvements, and debt payments.
- The City installed a new irrigation system at Wildwood Golf Course in

2004, utilizing a Capital Improvement loan to be repaid over ten years and funded by a \$2.00 levy on the adult green fee rate. The loan was fully repaid by the end of 2014. The approved adult green fee rate at Wildwood Golf Course retains the \$2.00 levy as part of its base rate in 2015 and going forward, in addition to the \$1.50 annual increase. The revenue of approximately \$50,000 annually, previously allocated to repay the irrigation loan, now funds the GCCR for golf course redevelopment and improvements.

- Silverwood Golf Course is ideally suited for the development of junior golfers that have not yet developed the skill set for a regulation-length golf course, as it has the most availability of unused tee times and is able to accommodate additional junior play. The 2014 junior green fee rate was decreased at Silverwood Golf Course in order to attract new juniors to both the game of golf and the City golf courses. The approved 2015 rate of \$12.50 for 18 holes and \$7.50 for 9 holes reduces the two main barriers to junior golf, which are cost and the time required to play a round of golf. The lower rate and the reduced time required to play (on average, 40% less time than needed to play on a regulation golf course) supports the long-term strategy that existing recreational facilities be accessible financially and meet community needs under the Strategic Goal of Quality of Life.

The approved green fee rate plan does not change the relative price position of the municipal golf courses in the current marketplace and will maintain the City golf courses as the most affordable golf facilities in Saskatoon:

- a. The adult 18-hole rate at Holiday Park Golf Course is 20% lower than the market average.
- b. The adult 18-hole rate at Wildwood Golf Course is 40% lower than the market average.
- c. The adult 18-hole rate at Silverwood, Saskatoon's only 18-hole par three golf course, is another 12% lower than Wildwood.
- d. The City golf courses do not charge a premium green fee rate on weekends or holidays; the only courses in the market to offer this pricing strategy.
- e. The City green fee rates are lower than the market average to appeal to the largest sector of the golfing market, which is currently adult occasional golfers (those golfers playing two to six rounds per year).
- f. The City green fee rates are lower than the market average to provide a quality golfing experience, while minimizing the largest statistical barrier to playing more golf - cost.

ATTENDANCE

The City's golf courses operate in a highly competitive and supplied market, and compete with other leisure activities available in the city and province. Attendance at the City's golf courses saw an overall increase of 5.31% from 2014.

The City golf courses opened in mid-April with normal spring temperatures. The golf courses emerged from the winter in good condition as a result of the insulation from

excellent snow coverage, limited ice buildup, and the warm temperatures in April and May. The golf course staff put in the effort needed provide excellent playing conditions for the majority of the season. The 2015 golf season included some challenging operating conditions regarding air quality issues, due to smoke from forest fires.

Table 2: Five-Year Attendance Comparison

Golf Course		2011	2012	2013	2014	2015
Holiday Park	April	2,075	3,251	0	233	2,011
	May	10,088	9,141	8,440	9,004	10,047
	June	10,862	9,842	10,329	9,401	10,876
	July	11,799	10,459	11,720	12,451	10,989
	August	11,583	10,761	12,267	11,456	10,688
	September	8,340	8,412	8,939	7,397	6,677
	October	2,148	1,485	2,114	2,563	2,558
Totals		56,895	53,351	53,809	52,505	53,846
Silverwood	April	847	1,340	0	33	791
	May	4,290	3,766	3,545	3213	3,988
	June	4,958	4,576	4,171	3496	4,791
	July	5,597	5,592	5,751	5632	5,413
	August	6,014	5,411	5,758	5453	4,914
	September	3,458	3,791	3,621	3263	2,866
	October	1,075	502	612	804	735
Totals		26,239	24,978	23,458	21,894	23,498
Wildwood	April	3,497	5,450	0	633	3,822
	May	8,622	7,593	8,740	7262	7,552
	June	8,861	8,146	7,888	6428	8,124
	July	9,465	9,404	9,715	9223	8,205
	August	9,783	9,081	9,410	7877	7,483
	September	7,485	7,564	7,152	6135	5,606
	October	3,787	1,781	2,490	3129	3,060
Totals		51,500	49,019	45,395	40,687	43,852

In 2015, attendance at the three municipal golf courses totalled 121,196; an increase of 5.31% over 2014. Attendance was 6.63% below projected budget levels and, as a result, green fee revenues were 6.49% below budget. Significant factors affecting attendance were air quality issues, due to forest fire smoke, and lost days to rain in September. Additionally, the local market increased by one golf course with the operations of the Greenbryre Golf and Country Club for the full 2015 season.

Table 3: Five-Year Total Attendance by Course

Golf Course	2011 Attendance	2012 Attendance	2013 Attendance	2014 Attendance	2015 Budget	2015 Attendance
Holiday Park	56,895	53,351	53,780	52,505	55,390	53,846
Silverwood	26,239	24,978	23,443	21,894	24,765	23,498
Wildwood	51,500	49,019	45,341	40,687	49,160	43,852

Overall in 2015, the City's golf course revenues increased by \$264,100 (7.49%) compared to 2014, due to increased attendance, tournament revenue, power cart revenue, lounge revenue, and driving range operations.

Table 4: Total Revenues by Source (\$ rounded to nearest hundred)

	2011	2012	2013	2014	2015 Budget	2015	% Change From 2014
Green Fees	\$2,577,400	\$2,555,500	\$2,578,100	\$2,517,700	\$2,872,300	\$2,685,800	+6.68%
Power Cart	N/A	N/A	\$521,300	\$518,700	\$543,900	\$575,500	+10.95%
Pull Cart/Club Rental	N/A	N/A	\$16,200	\$25,500	\$27,500	\$25,200	-1.18%
Retail Golf Shop	N/A	N/A	\$45,500	\$63,100	\$50,000	\$50,900	-19.33%
Driving Range	N/A	N/A	N/A	\$75,900	\$80,000	\$96,800	+27.54%
Lounge	\$296,000	\$266,500	\$287,000	\$263,000	\$293,100	\$295,500	+12.36%
Leases	\$23,300	\$22,500	\$22,900	\$23,400	\$22,300	\$22,800	-2.56%
Lockers/Carts	\$39,500	\$41,500	\$42,500	\$37,500	\$46,800	\$36,400	-2.93%
Totals	\$2,936,200	\$2,886,000	\$3,513,500	\$3,524,800	\$3,935,900	\$3,788,900	+7.49%
% Change	+8.73%	-1.71%	+21.74%	+3.22%		+7.49%	

Opportunities and Challenges:

- Starting in 2014, the City provided the services and retained the revenue from the driving range and pull cart rentals at Holiday Park Golf Course. The net revenues fund the GCCR for golf course redevelopment and capital improvements. The additional funds advance and support the redevelopment plan at the Holiday Park Golf Course.
- The next construction phase in the Holiday Park Redevelopment Plan is tentatively scheduled to begin in the fall of 2016 and be completed in the spring of 2017. The redevelopment is designed to improve the quality and challenge of the Holiday Park Golf Course and retain its market share.

POWER CARTS

In March 2009, City Council adopted a recommendation to revise the operating structure at the municipal golf courses. In 2013, the new operating structure transferred the responsibility of supplying powered golf carts from the Golf Professional contract at Holiday Park and Wildwood Golf Courses to the City. In 2015, the rental of golf carts at Holiday Park and Wildwood Golf Courses generated \$575,500 in revenue.

In the winter of 2013, City Council approved the four-year lease of 120 power carts; 80 for Holiday Park Golf Course and 40 for Wildwood Golf Course. The leasing of golf carts has the following benefits over purchasing:

- Annual lease payments do not require the upfront cash outlay that an outright purchase would require, allowing capital reserve funds to be allocated to necessary equipment purchases and golf course capital improvements.
- Leasing does not require any capital funding as a down payment.
- Leasing allows the matching of golf cart rental revenue with the lease expense, as payments occur each year from May through October, while the golf carts are utilized to generate revenue.

- At the conclusion of the four-year lease, the City would exchange the golf carts and lease a new fleet. As a result, the golf cart fleet would be maintained inside the golf cart lifecycle of four to six years, and patrons would benefit from a new fleet every four years.

The current lease expires at the end of the 2016 season. The Request for Proposals for the next fleet will include specifications for fuel injection, projected to be 20% more fuel efficient than the current fleet. The new lease will support the strategic goal of Environmental Leadership by reducing our consumption of fossil fuels.

PULL CART/CLUB RENTALS

In 2015, the revenue generated from the rental of pull carts at Holiday Park Golf Course was \$11,800, and Wildwood Golf Course was \$10,600. The rental of golf clubs at Wildwood Golf Course generated a revenue of \$2,800. The total revenue generated for these rentals was \$25,200.

RETAIL GOLF SHOP

In 2015, the retail golf shop at Wildwood Golf Course generated \$50,900 in revenue; a decrease of 19.33% from 2014. The cost of goods sold was \$33,400. The net revenue from retail golf shop operations for 2015 was \$17,500.

LOUNGE

Lounge revenues reflect the revenue from the sales of beer and liquor products at the Holiday Park Golf Course. Lounge revenues were 0.82% above budget; a 12.36% increase from 2014. The increase in revenue was the result of good weather conditions in June and July with a minimal loss of tournament rounds due to rainfall.

Opportunities and Challenges:

- As part of the continued risk management at City facilities, the Holiday Park Golf Course lounge staff are required to take an online training course for the serving of alcohol. The benefit is that staff are trained for the risks and responsibilities, as well as the legislation in place, regarding the serving of alcohol. This program will be continued in 2015 and beyond.

CONCESSIONS

The City leases out concession services at Holiday Park and Wildwood Golf Courses on an annual basis. Concession lease revenue remained comparable to 2014 levels. The 2.56% decrease in lease revenue for 2015 was a direct result of the decreased rental usage of the Wildwood Golf Course clubhouse by the Saskatoon Nordic Ski Club during the winter months.

TRACKAGE AND LOCKERS

Trackage revenue is derived from either a seasonal fee or a daily fee charged to patrons to allow them the right to utilize their own power cart at a City golf course. Locker revenue is derived from the rental of seasonal lockers at the Holiday Park Golf Course. Compared to 2014, revenue from these sources decreased by 2.93% in 2015. The decrease is attributed to the declining popularity of privately owned carts.

FACILITY OPERATIONS – COST RECOVERY

OPERATING BUDGET OVERVIEW

The operating budget is developed to meet the financial objective of 100% cost recovery, where user revenues are sufficient to fund all ongoing operating costs, capital and equipment replacements, future redevelopment and improvements, any debt payments, and a financial return based on a calculated Return on Assets. In order to achieve this objective, total golf course expenditures are monitored and controlled based on cost benefit and end-user value.

The City’s municipal golf courses continue to meet the 100% cost recovery goal and have a zero mill rate impact.

Golf course operation revenues for 2015 were \$3,788,900. Revenues included \$2,685,800 for green fees, \$575,500 for power cart rentals, \$295,500 for lounge sales, \$96,800 for the driving range, \$50,900 for retail golf shop sales, \$36,400 for locker/cart rentals, \$22,800 for contracts/leases, and \$25,200 for pull cart/club rentals.

Golf course operation expenditures for 2015 were \$3,058,400. Significant expenditures for the year included salary and payroll costs of \$1,400,300, operating costs of \$1,658,100, and transfers to reserves of \$730,500. Operating costs included significant expenditures for special services of \$669,400, course maintenance of \$194,200, utilities of \$175,100, materials and supplies of \$126,600, equipment maintenance of \$80,100, fuel and oil of \$60,000, the Transportation and Utility Department’s maintenance charges of \$91,300, and building maintenance of \$37,400.

Table 5: Five-Year Operating Comparison (\$ rounded to nearest hundred)

	2011	2012	2013	2014	2015
Total Revenue	\$2,936,200	\$2,886,000	\$3,513,500	\$3,524,800	\$3,788,900
Total Expenses	\$2,542,100	\$2,590,800	\$2,971,300	\$3,020,800	\$3,058,400
Transfers to Reserves	\$394,100	\$295,200	\$542,200	\$504,000	\$730,500
Impact to Mill Rate	\$0	\$0	\$0	\$0	\$0
% Cost Recovery	100%	100%	100%	100%	100%

OPERATING COSTS

The City's golf courses' salary/payroll and operating costs in 2015 were 7.27%, or \$239,700, below budget. Significant contributors were staffing costs of \$146,200 below budget because of resignations and early layoffs. Operational costs were \$93,500 below budget because of lower than expected special services, course maintenance, and materials and supplies, due to good course conditions to start the season.

The lower than budgeted expenditures were offset by an increased transfer to reserves of \$92,700 above budget.

Table 6: Five-Year Operating Costs (\$ rounded to nearest hundred)

	2011	2012	2013	2014	2015 Budget	2015
Salary/Payroll	\$1,281,800	\$1,349,300	\$1,323,800	\$1,434,300	\$1,546,500	\$1,400,300
Operating Costs	\$1,208,300	\$1,189,500	\$1,595,500	\$1,581,000	\$1,751,600	\$1,658,100
Debt Servicing	\$52,000	\$52,000	\$52,000	\$5,500	\$0	\$0
Transfer to Reserves	\$394,100	\$295,200	\$542,200	\$504,000	\$637,800	\$730,500
Total	\$2,936,200	\$2,866,000	\$3,513,500	\$3,524,800	\$3,935,900	\$3,788,900

CAPITAL OVERVIEW

GOLF COURSE RESERVES

The City's golf courses have three reserves, approved by City Council, namely, the GCCR, the Holiday Park Golf Course Redevelopment Reserve, and the Golf Course Stabilization Reserve (GCSR).

GOLF COURSE CAPITAL RESERVE

In 2002, City Council approved the creation of the GCCR for equipment replacement, course redevelopment, and capital projects. The source of funds for the GCCR is the amount authorized by City Council through the operating budget.

The maintenance of the City's golf courses requires a substantial amount of capital equipment, both in quantity and asset value. Besides the considerable value of the clubhouses, maintenance and storage buildings, pump houses, irrigation systems, and parking lots, capital equipment for the maintenance of the golf courses and the replacement of this equipment accounts for a significant annual cost. Industry standards for turf equipment recommend that equipment is replaced after 3,750 to 4,000 hours of usage. Therefore, depending on the piece of equipment and its annual usage, specific pieces may be required to be replaced up to every four years. An average of approximately \$160,000, annually, is necessary for replacement of capital turf equipment.

In 2015, \$335,000 was identified to address capital projects; \$190,000 for golf course renovation and the replacement of capital equipment and \$145,000 for the replacement

of irrigation satellite controllers Holiday Park Golf Course. Capital expenditures in 2015 included two self-propelled fairway mowers, a golf course attendant cart, bunker renovations at Wildwood Golf Course, and more efficient lighting upgrades at the Silverwood and Wildwood Golf Course maintenance buildings.

Golf course operations resulted in a contribution of \$93,500 to the GCCR over the 2015 budget.

For 2016, \$200,000 has been identified to address capital equipment replacement and \$630,000 to golf course renovation and cart path redevelopment.

At the beginning of 2015, a balance of \$647,400 existed in the GCCR. Additions to the reserve from 2015 operations totalled \$623,700, with the expenditures of \$335,000 on equipment, resulting in a year-end balance of \$936,100.

Table 7: Five-Year Capital Plan (\$ rounded to nearest hundred)

	2016	2017	2018	2019	2020
Revenue					
Total Revenue	\$3,896,600	\$3,992,600	\$4,088,700	\$4,184,800	\$4,281,000
Total Expenses	\$3,338,300	\$3,431,900	\$3,522,300	\$3,615,100	\$3,710,600
Contribution for Capital	\$558,300	\$560,700	\$566,400	\$569,700	\$570,400
Mill Rate Impact	\$0	\$0	\$0	\$0	\$0
Balance GCSR	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Additions/Reductions	-	-	-	-	-
Ending Balance	\$200,000	\$200,000	\$200,000	\$200,000	\$200,000
Balance Redevelopment Reserve	\$968,600	\$25,600	\$132,600	\$239,600	\$346,600
Additions to Redevelopment	\$107,000	\$107,000	\$107,000	\$107,000	\$107,000
Expenditures of Redevelopment	(\$1,050,000)				
Ending Balance	\$25,600	\$132,600	\$239,600	\$346,600	\$453,600
Balance GCCR	\$936,100	\$557,400	\$761,100	\$720,500	\$983,200
Additions	\$451,300	\$453,700	\$459,400	\$462,700	\$463,400
Expenditures	(\$830,000)	(\$250,000)	(\$500,000)	(\$200,000)	(\$210,000)
Ending Balance	\$557,400	\$761,100	\$720,500	\$983,200	\$1,236,600

HOLIDAY PARK REDEVELOPMENT RESERVE

The redevelopment plan for Holiday Park Golf Course follows a master plan that was developed in 1994 after consultation with the patrons. It was designed to take place over ten construction years. To date, six construction years have been completed, leaving a substantial size to be completed in four construction years. The timing of each phase is subject to available funds in the Holiday Park Redevelopment Reserve. This reserve is funded through the collection of \$2.00, less GST, from all equivalent

adult 18-hole rounds of golf at the Holiday Park Golf Course. At the conclusion of 2015, a balance of \$968,600 exists in the reserve. The next construction phase in the Holiday Park Redevelopment Plan was tentatively scheduled to begin in the fall of 2016 and be completed in the spring of 2017. The redevelopment is designed to improve the quality and challenge of the Holiday Park Golf Course and retain its market share.

GOLF COURSE STABILIZATION RESERVE

In 1997, the Administration recommended a target reserve balance of \$200,000 to offset unanticipated operating deficits.

By the early 2000's, the GCSR was fully depleted.

In 2007, the Community Services Department, in the development of a new Capital Plan and Green Fee Rate Plan, scheduled annual contributions, starting in 2008, to re-establish the reserve target balance of \$200,000. By the end of 2009, the GCSR's year-end balance reached the capped level of \$200,000 and has since remained at this level.

In 2015, the GCSR had a starting balance of \$200,000. The net result of golf course operations resulted in a surplus and, as a result, no funds were required from the GCSR, and the balance at the end of 2015 remains \$200,000.

MARKETING

In 2008, the Marketing Section began developing and implementing a marketing plan, targeting current adult occasional golfers, in order to increase awareness of golfing opportunities at municipal courses, increase the level of customer satisfaction, build repeat usage within the existing customer base, and attract new customers to municipal golf courses. Current adult occasional golfers include adults who have golfed between two to six times in the past year. This group accounts for approximately 26,746 adults in Saskatoon. The average age of current adult occasional golfers is 39.

Based upon the success of the campaign in 2008 through 2014, the Marketing Section once again implemented the campaign in 2015 with minor modifications. The marketing mix elements included:

Targeting Occasional Golfers

- Leisure Guide:
 - Fall Leisure Guide (Christmas specials)
 - Spring/Summer Leisure Guide (rates, specials, and course information)
 - Summer Mini Guide (rates, specials, and course information)
- Club6Pack posters (distributed to all City leisure facilities)
- Club6Pack radio commercials (June and July – News Talk 650, Cruz 96.3, Rock 102)
- Digital screen at Shaw Centre (all season)

- Facebook ads (promotion of the courses, Club6Pack and the online booking system)
- SaskGolfer.com (all season)
- Billboards (May to July - 12 weeks)



Billboard

Targeting All Golfers

- The StarPhoenix_City pages - free filler space for Club6Packs and online booking
- Opening season public service announcement (April)
- Saskatoon Express Golf Issues (May, June, and July ads with free editorial in June promoting Family Golf at Silverwood)
- Saskatchewan Tourism Destination guide
- Golf rate brochures (distributed through Saskatoon Tourism to locations around Saskatoon)
- Tourism Saskatoon's Explore YXE guide
- Minor Hockey Association magazine
- Winter Blowout Sale/Club6Pack Promotion (December – Posters at leisure centres and radio commercial on News Talk 650)

EXPERIENCE SASKATOON'S MUNICIPAL GOLF COURSES

Get your hands on a CLUB6 PACK today!

Pay for 5 rounds, get the 6th round FREE.
(9 or 18 hole options; valid at all three courses).

HOLIDAY PARK
1630 Avenue U South & 11th Street
306-975-3325

WILDWOOD
8th Street East 306-975-3320

SILVERWOOD
3503 Kinnear Avenue 306-975-3314

City of Saskatoon
Book your tee time online!
www.saskatoon.ca/go/golf

Print Ads

BOOK YOUR TEE TIME Online!

Book 9 or 18 holes of play for groups of 1-4 players up to ten days in advance at any of the municipal golf courses:

- HOLIDAY PARK & HOLIDAY PARK EXECUTIVE NINE
1630 Avenue U South & 11th Street West 306-975-3325
- SILVERWOOD, 3503 Kinnear Avenue 306-975-3314
- WILDWOOD, 8th Street East 306-975-3320

Holiday Park Silverwood Wildwood

A valid email address is required to make tee time reservations. www.saskatoon.ca/go/golf

In 2016, the Marketing Section will work with the Golf Course Supervisor to continue to expand on the success of the marketing strategy from 2008 to 2015, adding and removing elements as necessary, and keeping the marketing pieces fresh. The Marketing Section will also continue supporting the new POS system, which includes ordering reloadable products (gift cards, Club6Packs, etc.) and any promotions surrounding the new POS system.

The City's website is updated annually with the season's new rates. The opportunity to purchase 2016 Season Passes, Club6Pack cards and Power Cart Trackage at 2015 rates until March 31, 2016, is highlighted on the website.

The Club6Pack card will be available again in 2016 with the new rates, as approved by City Council.

2015 Annual Report – Development Review Section

Recommendation

1. That the information be received; and
2. That a copy of this report be forwarded to the Municipal Heritage Advisory Committee and the Municipal Planning Commission for information.

Topic and Purpose

The purpose of this report is to highlight work completed in 2015 by the Development Review Section, Planning and Development Division.

Report Highlights

1. In 2015, 1,502 Development Permits, 20 Discretionary Use Applications, 37 Official Community Plan/Rezoning Applications, and 82 Subdivision Applications were reviewed.
2. Zoning Bylaw No. 8770 (Zoning Bylaw) was amended to further the implementation of the Neighbourhood Level Infill Development Strategy.
3. The Andrew Boyd House (803 9th Avenue North) was designated as a Municipal Heritage Property.
4. The Saskatoon Register of Historic Places (Register) was approved by City Council.

Strategic Goals

This report relates to the City of Saskatoon's (City) Strategic Goals of Continuous Improvement and Economic Diversity and Prosperity, by reporting on the development occurring in the city and the productivity of the Development Review Section.

Report

The Development Review Section, Planning and Development Division, is responsible for facilitating the orderly use and development of land and property in Saskatoon, in accordance with accepted community standards, as outlined in the Official Community Plan (OCP), Zoning Bylaw, Subdivision Bylaw No. 6537, as well as Council and Administrative Policies. The Development Review Section (Section) serves as a resource to individuals, businesses, government agencies, and community groups seeking to pursue development proposals, interpretations on bylaws and policies, and information on land-use approval processes and timelines.

The Section is responsible for the review of neighbourhood concept plans and direct control district applications, architectural reviews and design standards, subdivision, rezoning, discretionary use and development permit applications, and applications for both new and converted condominiums. The Section also administers the Heritage Program and the Naming of Civic Property and Development Areas. The Section

facilitates the community's ability to understand and amend development standards, in accordance with appropriate public consultation processes.

The Section operated in 2015 with a staff compliment of nine full-time employee positions, including six professional community planners and three development officers.

The following is a summary of 2015 activities; further detail can be found in Attachment 1:

- a) 1,502 Development Permits were reviewed, compared to 1,620 in 2014;
- b) 31 Zoning Bylaw Amendment Applications, 6 OCP Amendment Applications, 20 Discretionary Use Applications, and 82 Subdivision Applications were received;
- c) 36 appeals at the Development Appeals Board, compared to 42 in 2014;
- d) Implemented Zoning Bylaw amendments to regulate the massing of new one- and two-unit dwellings in established neighbourhoods based on the Neighbourhood Level Infill Development Strategy. Amendments to clarify the regulations for garden and garage suites were also done in 2015;
- e) The Andrew Boyd House was designated as a Municipal Heritage Property; and
- f) The Saskatoon Register of Historic Places (Register) was approved by City Council.

Major Projects for 2016

Major projects that the Section will be working on in 2016 include:

- a) Development Applications
 - i) Parcel YY, River Landing – review of proposal for mixed use development containing a hotel, residential condominium, office space and public plaza in the Direct Control District.
 - ii) Market Mall –review of rezoning and discretionary use applications to facilitate residential development on the site.
- b) Concept Plan Review
 - i) Complete Elk Point Neighbourhood Concept Plan – a proposed residential neighbourhood that is the second to be developed in the Blairmore Sector;
 - ii) Holmwood Suburban Centre – proposed employment area and suburban development consisting of residential, institutional, and commercial uses, located east of the Brighton neighbourhood.
 - iii) Hampton Employment Area - proposed employment area consisting of light industrial and commercial uses located east of the Hampton Village neighbourhood.
- c) Continued Implementation of the Infill Development Strategy
 - i) Zoning Bylaw amendments for infill development of three- or four-unit dwellings on corner sites in the established neighbourhoods; and

- ii) Assist the Transportation and Utilities Department to build out amendments to Drainage Bylaw No. 8379 to address drainage and lot grading in established neighbourhoods.

- d) Continued Implementation of the Heritage Policy and Program Review
 - i) Publication and marketing of the Register will commence; and
 - ii) Amendments to the OCP and Zoning Bylaws.

- d) Environmental and Climatic Initiatives
 - i) Review bonusing for environmental initiatives for development projects and the potential of an environmental overlay;

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

No due date for follow-up is required.

Public Notice

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

Attachment

1. Development Review Section – 2015 Annual Report

Report Approval

Written by: Daniel McLaren, Planner, Development Review
Reviewed by: Alan Wallace, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2016/PD/PDCS – 2015 Annual Report – Development Review Section/gs

DEVELOPMENT REVIEW SECTION

2015 ANNUAL REPORT

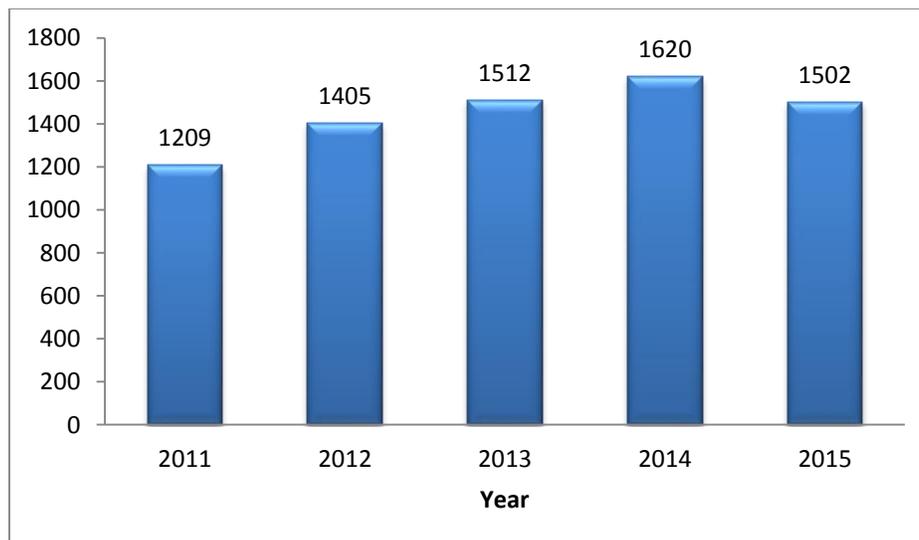
The Development Review Section, Planning and Development Division, is responsible for facilitating the orderly use and development of land and property in Saskatoon, in accordance with accepted community standards, as outlined in the City's Official Community Plan, Zoning Bylaw and Subdivision Bylaw, and Council and Administrative Policies. The Development Review Section serves as a resource to individuals, businesses, government agencies, and community groups seeking to pursue development proposals, interpretations on bylaws and policies, and information on land-use approval processes and timelines.

The Development Review Section is responsible for review of neighbourhood concept plans and direct control district applications, architectural reviews and design standards, subdivision, rezoning, discretionary use and development permit applications, and applications for both new and converted condominiums. The Section also administers the Naming of Civic Property and Development Areas and the Heritage Program. Through its work, the Section facilitates the community's ability to understand and amend development standards in accordance with appropriate public consultation processes.

DEVELOPMENT REVIEW

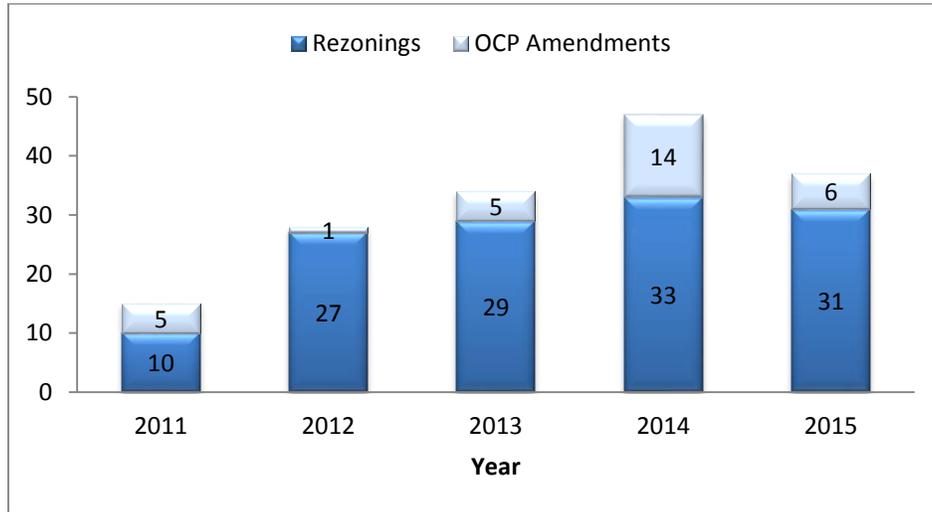
Development Permits

The Section reviews all development proposals, with the exception of one- and two-unit dwellings in new neighbourhoods, to ensure compliance with the Zoning Bylaw. In 2015, the Section reviewed 1,502 development permits, as compared to 1,620 in 2014, and a five year average of 1,450 development permits per year. Significant or large projects reviewed include four joint use elementary schools located in the Rosewood, Evergreen, Hampton Village, and Stonebridge neighbourhoods, Costco in Rosewood, The Blok Commercial Building, and the Children's Hospital of Saskatchewan.



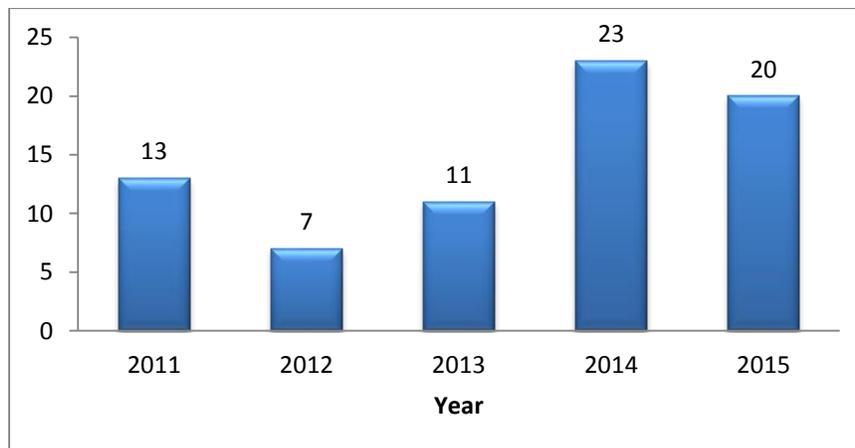
Rezoning Applications

The Section is responsible for the review, consultation, and recommendation on applications to amend provisions of the Official Community Plan and Zoning Bylaw. These applications are ultimately considered by City Council, who makes the final decision on bylaw amendments. In 2015, the Section received 31 Zoning Bylaw amendment applications and 6 Official Community Plan amendment applications, for a total of 37 applications. This compares with 47 bylaw amendment applications received in 2014, and a five-year average of 32 applications per year.



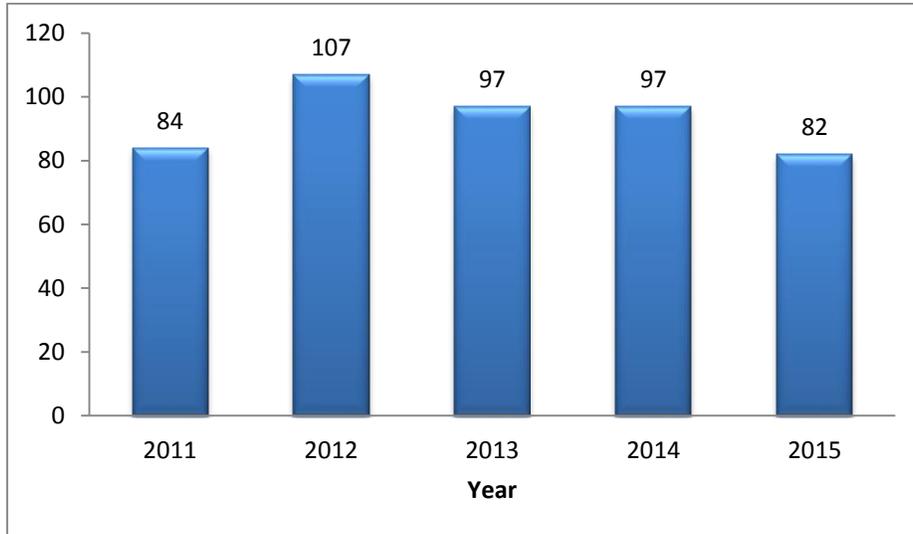
Discretionary Use Applications

Land uses in the City of Saskatoon may be permitted, prohibited, or discretionary. Discretionary uses are generally appropriate for their zoning district, but may require additional scrutiny to ensure they fit in their specific context. These land use activities are only permitted at the discretion of City Council (or delegated to Administration for certain uses). In 2015, the Section received 20 Discretionary Use Applications. These applications included 9 for Garden or Garage Suites, 4 Residential Care Homes Type II, 2 Taverns, 1 Bed and Breakfast, 1 Private School, 1 Child Care Centre, 1 Converted Dwelling, and 1 Dwelling Unit in Conjunction with a Permitted Use (Art Gallery). This compares to 23 Discretionary Use Applications received in 2014, and a five-year average of 15 applications per year.



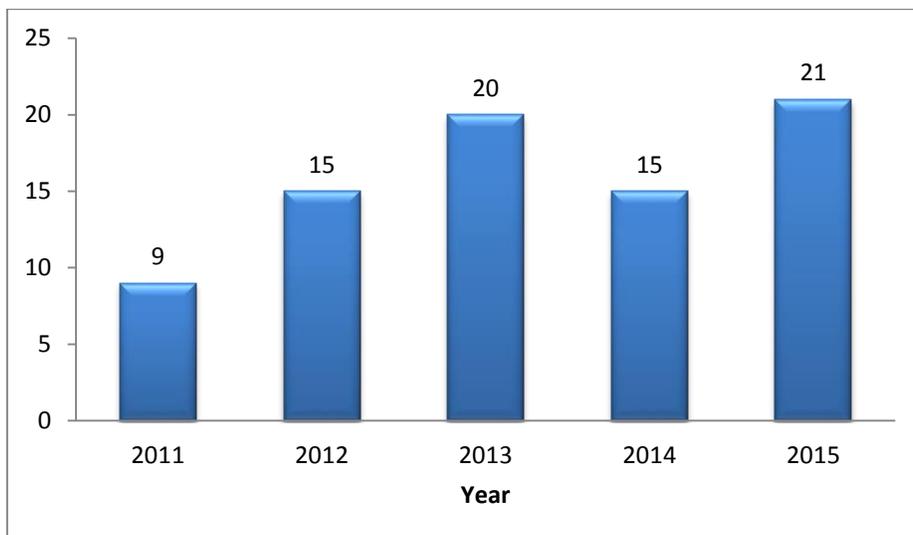
Subdivision Applications

The Section reviews all applications for subdivision of land to ensure compliance with municipal and provincial requirements and to coordinate utility requirements for newly created properties. In 2015, the Section received 82 subdivision applications, compared to 97 applications received in 2014, and a five-year average of 93 applications per year.



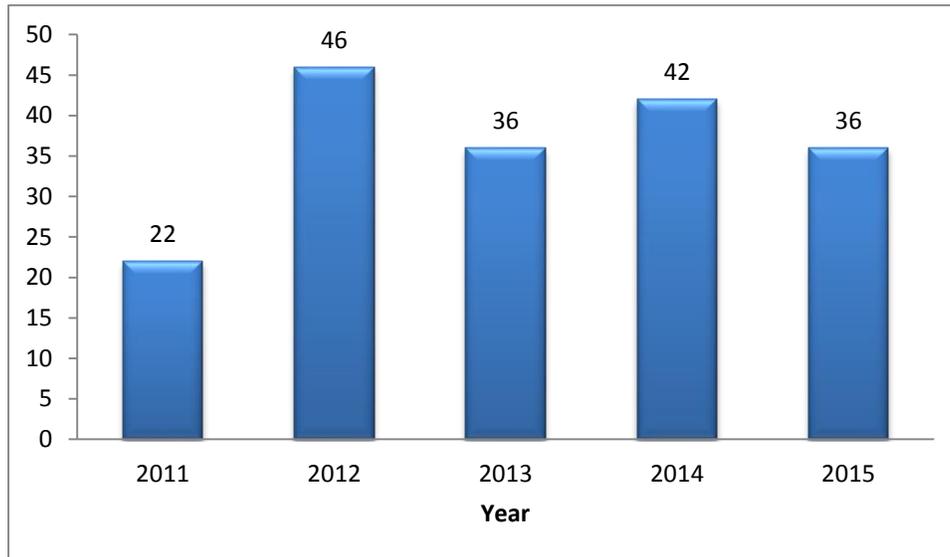
Condominium Applications

The Section reviews all applications for the creation of condominium parcels to ensure compliance with various municipal and provincial requirements. In 2015, the Section received 21 condominium applications, compared with 15 applications received in 2014, and a five-year average of 16 applications per year.



Development Appeals

Individuals have the right to appeal to the Development Appeals Board over the denial of an application for a Development Permit or when an order to remedy contravention is issued. The Section represents the City for those appeals. In 2015, the Development Appeals Board heard 36 such appeals. This compares to 42 appeals in 2014, and a five-year average of 36 development appeals per year. The Section also represents the City at the Planning Appeals Committee of the Saskatchewan Municipal Board. In 2015, there were five such appeals.



Major Projects

The Section collaborated with the Building Standards Division and the Transportation and Utilities Department on the review and approval of four joint use elementary schools located in the Stonebridge; Evergreen; Hampton Village; and Rosewood neighbourhoods. This review included amendments to neighbourhood concept plans and to the Zoning Bylaw to provide flexibility in the design of the school sites, provided that they remain generally compatible with nearby uses.

The Section continued to implement the Neighbourhood Level Infill Development Strategy, which was endorsed by City Council in 2014. The Zoning Bylaw was amended to implement the Strategy for primary dwellings in established neighbourhoods and to clarify the regulations for garden and garage suites in 2015. The Section continues to work on bylaw amendments for infill regulations, including three- and four-unit dwellings on corner sites.

The B4MX - Integrated Commercial Mixed-Use District was added to the Zoning Bylaw. This district will facilitate mixed-use development on principal streets and allows for medium- to high-density residential uses as well as commercial and institutional uses in a manner that encourages retail and service-based uses at grade. The B4MX District promotes a compact pedestrian-oriented built form that supports transportation options, street-oriented buildings, and active uses at grade level. In 2016, this zoning district will be applied to District Village Commercial areas in Evergreen.

The Section reviewed a number of noteworthy developments in Saskatoon's newest neighbourhoods including: the new commercial area in the Rosewood neighbourhood containing Costco; commercial sites in the Kensington neighbourhood; and mixed-use sites in the Stonebridge neighbourhood.

Developments in the city's established neighbourhoods were reviewed, including projects that blend residential, commercial and office uses. Two examples of this type of development are the Subway redevelopment with residential units in Varsity View, and the Blok commercial-office development in Riversdale. These developments allow for the gradual increase of the overall density of the City; a stated objective in the Official Community Plan. The Saskatchewan Children's Hospital was also reviewed in 2015, which is undergoing construction in 2016.

NAMING SASKATOON

The Section administers the Naming of Civic Property and Development Areas Policy No. C09-008 (Naming Policy). Members of the public or developers can apply to have names added to the Names Master List, which is used by His Worship the Mayor to name civic property and development areas, when requested by a land developer. In 2015, five new names were added to the Names Master List, and the year ended with 113 total names on the list, that can be applied in the future.

In 2015, the 21 names noted below were applied.

Names Applied in 2015		
Names Applied	Roadway, Park, Other	Neighbourhood
Aspen Ridge	Roadway	Aspen Ridge
Barrett	Roadway	Aspen Ridge
Brentnell	Roadway	Aspen Ridge
Burgess	Roadway	Rosewood
Dagnone	Roadway	Brighton
Delaine	Roadway	Brighton
Dubois	Roadway	Brighton
Flynn	Roadway	Rosewood
Heidt	Roadway	Aspen Ridge
Henry Dayday	Roadway	Aspen Ridge
Kalra	Roadway	Aspen Ridge
Newton	Roadway	Brighton
Secord	Roadway	Brighton
Sharma	Roadway	Aspen Ridge
Shevechenko	Roadway	Aspen Ridge
Shoquist	Roadway	Marquis Industrial
Thakur	Roadway	Aspen Ridge
Underhill	Roadway	Brighton
Whitehead	Roadway	Aspen Ridge
Woolf	Roadway	Aspen Ridge
Yuel	Roadway	Aspen Ridge

HERITAGE AND DESIGN

In 2015, the City continued the implementation of the Civic Heritage Policy and Heritage Plan. Three properties were approved for conservation work and a new Municipal Heritage Property was designated. The following chart identifies the number of documented heritage properties in Saskatoon at the end of 2015 and their level of heritage protection under *The Heritage Property Act*, if applicable.

Listing Type	Number of Properties
Built Heritage Database	1,452
Holding Bylaw	34
Municipal Designated Properties	37
Provincial Designated Properties	3
National Historic Sites	4

HERITAGE HIGHLIGHTS

The following is a list of the heritage activities that occurred throughout 2015:

Municipal Heritage Designation

- Andrew Boyd House (803 9th Avenue North) was designated by City Council as a Municipal Heritage Property. Designation is limited to the home's original exterior.

Heritage Conservation Program – Conservation Work and Financial Incentives Approved

- Trounce House (512 10th Street East) – Maintenance Work. Funding was approved in the form of a grant for \$337.50.
- Bottomley House (1118 College Drive) – Rehabilitation of front verandah column bases and guardrails. Request for funding will follow in 2016.
- Broadway Theatre (715 Broadway Avenue) – Restoration of theatre lobby and exterior. Request for funding will follow in 2016.

Façade Conservation and Enhancement Program – Heritage Financial Incentives Approved

- The Saskatchewan Craft Council (813 Broadway Avenue). Funding was approved in the form of a grant for \$4,000.

Education and Awareness

- The 2015 Doors Open Event was held on June 7, 2015. With 27 participating buildings and nearly 6,000 visitors, the biennial event continues to be a success.
- The annual Heritage Festival of Saskatoon took place on February 1, 2015, at the Western Development Museum; the City and Municipal Heritage Advisory Committee collaborated on a display for the event.

Heritage Plan Implementation

- The Heritage Property (Approval of Alterations) Bylaw No. 8356 was amended to delegate the Administration with the authority to approve minor alterations and repairs.
- The Saskatoon Register of Historic Places (Register) was approved by City Council. Publication and marketing of the Register will commence in 2016.

DESIGN HIGHLIGHTS

- In 2015, an Architectural Control District (ACD) Application was received in the Broadway Commercial District (B5B) ACD at 701 Broadway Avenue. The application for exterior alterations or façade rehabilitation was reviewed and approved by the Architectural Design Review Committee.

The Business Profile - Annual Report 2015

Recommendation

That the information be received.

Topic and Purpose

The Community Standards Division, Business License Program, provides business information as a value-added service to the business and development community. As part of this program, the Business Profile is published annually to provide a summary and analysis of business activity in the City of Saskatoon (City).

Report Highlights

1. A total of 1,243 new businesses were licensed in 2015, bringing the total number of licensed businesses to 10,659.
2. Of the 10,659 total licensed businesses, 58% (6,176) are commercial/industrial, and 42% (4,483) are home-based.
3. The total number of licenses businesses increased by 2% since 2014 and by 46% since 2005.

Strategic Goal

The annual report of business information for the City provides measures and support for the City's Strategic Goal of Economic Diversity and Prosperity. In particular, the annual report provides information on two success indicators for this Strategic Goal:

- i) the number of business licenses issued; and
- ii) the rate of business growth.

Report

The Business Profile - Annual Report 2015 (see Attachment 1) provides comprehensive statistical information related to commercial/industrial and home-based business activity in the City.

Communication Plan

The annual report is made available to the public at City Hall and through the City's website. Digital copies are emailed to all licensed business owners. Copies will be distributed to various community stakeholders.

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

An annual summary and analysis report of business activity in the City, based on business licensing data, has been produced on an annual basis since the year 2000. The 2016 Annual report will be presented to City Council within the first quarter of 2017.

Public Notice

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

Attachment

1. Business Profile - Annual Report 2015

Report Approval

Written by: Mark Wilson, Planner, Community Standards Division
Reviewed by: Andrew Hildebrandt, Director of Community Standards
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2016/CS/PDCS – The Business Profile – Annual Report 2015/ks

BUSINESS Profile 2015



Business License Program – Annual Report 2015

The Community Standards Division, Business License Program, licenses all businesses operating from a fixed address within Saskatoon. This includes all home based businesses as well as businesses operating from commercial and industrial locations.

The Business Profile Annual Report provides a summary and analysis of business activity in Saskatoon, including information on new businesses, commercial/industrial businesses, and home based businesses for 2015.

All data contained within this publication was obtained by the City of Saskatoon through the Business License Program. All businesses have been classified based on their primary business type or activity according to the North American Industry Classification System (For more information on NAICS, visit www.statcan.gc.ca/ and search “NAICS 2012” or email infostats@statcan.ca).

2015 Highlights:

- Continued growth in 2015; the number of licensed businesses increased by 2% over the previous year
- 46% increase in licensed businesses since 2005
- 802 **new** Home Based Business applications were issued in 2015 (Home Based Businesses represent **65%** of new business licenses issued in 2015 and **42%** of the total licensed businesses in Saskatoon)
- The Central Business District had the greatest number of new commercial/industrial businesses (representing **13%** of all new licensed businesses)
- The Trade (Wholesale & Retail) sector continued to see the highest number of **new** commercial / industrial applications (representing **30%** of all new licensed businesses)
- The Construction sector continued to have the greatest number of **new** Home Based licenses issued, (representing **30%** of all new home based businesses)

Total Licensed Businesses

An increase of more than 46% since 2005 2

New Businesses

1,243 new business licenses in 2015 3

Street Use Activity

10 on-street food trucks licensed in 2015 3

Commercial/Industrial Businesses

Represents 58% of all licensed business in 2015 4

Home Based Businesses

Up 122% since 2005 5

Appendix 1 - Commercial Businesses by NAICS 8

Appendix 2 - Commercial Businesses by Neighbourhood 9

Appendix 3 - Home Based Businesses by NAICS 10

Appendix 4 - Home Based Businesses by Neighbourhood 11

Total Licensed Businesses

The City of Saskatoon Business License Program requires all businesses operating in Saskatoon to hold a business license. In 2015, there were 10,659 businesses licensed by the Program. Figure 1 illustrates the overall business growth in Saskatoon and identifies the total number of home based and commercial/industrial businesses licensed from 2005 to 2015. The total number of businesses has increased by more than 46% since 2005.

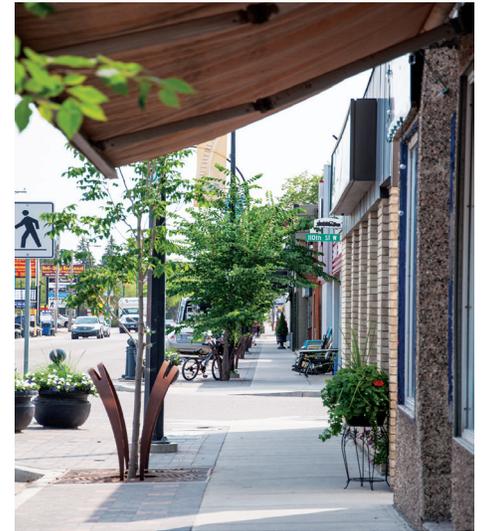
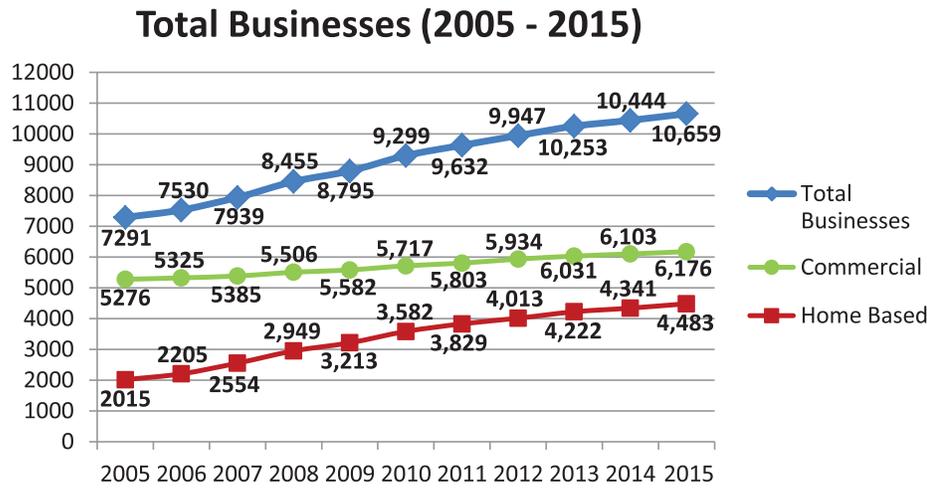


Figure 1: Total Licensed Businesses, 2005-2015

Saskatoon's total licensed businesses can be divided into two major sectors: (1) goods-producing and (2) services-producing.

Table 1 provides a breakdown of all licensed businesses in Saskatoon by goods and services producing sectors as well as by NAICS sectors for the years 2010 to 2015.

Table 1: Total Licensed Businesses by NAICS Sector, 2010-2015

	2010	2011	2012	2013	2014	2015	
Goods-producing sector	Agriculture, forestry & fishing	10	8	10	13	14	
	Mining, Oil & Gas Extraction	31	37	47	51	46	
	Construction	1,547	1,667	1,780	1,924	1,957	2013
	Manufacturing	451	458	471	472	471	472
	Total, goods-producing sector	2,039	2,170	2,308	2,460	2,491	2545
Services-producing sector	Trade (Wholesale & Retail)	2,034	2,040	2,046	2,023	2,039	2072
	Transportation & Warehousing	276	264	266	264	270	282
	Finance, Insurance, Real Estate & Leasing	491	499	517	528	553	539
	Professional, Scientific & Technical Services	1,155	1,215	1,271	1,310	1,324	1335
	Business, Building & Other Support Services	676	693	723	757	787	801
	Educational Services	207	220	231	235	233	240
	Health Care & Social Assistance	442	466	483	483	485	498
	Information, Culture & Recreation	302	305	298	306	329	321
	Accommodation & Food Services	588	606	630	650	668	697
	Other Services	1,089	1,154	1,174	1,237	1,265	1329
	Total, services-producing sector	7,260	7,462	7,639	7,793	7,953	8114
	Total, all sectors	9,299	9,632	9,947	10,253	10,444	10659

The Trade sector continues to be the largest services-producing sector in 2015. The Trade sector which includes both wholesale and retail, accounts for nearly **20%** of all licensed businesses. The Other Services sector showed the largest growth, increasing **5%** over 2014. The Construction sector makes up the largest component of the goods-producing sector and accounts for nearly **19%** of all licensed businesses. Unchanged since 2013 the top four sectors which make up **63%** of the total number of licensed businesses in Saskatoon are Trade; Construction; Professional, Scientific & Technical Services; and Other Services (Hair Salons, Automotive Repair, Dry Cleaning and Photo Services). Figure 2 shows a breakdown of all sectors.

The Business License Program collects and handles all personal information in accordance with The Local Authority Freedom of Information and Protection of Privacy Act.

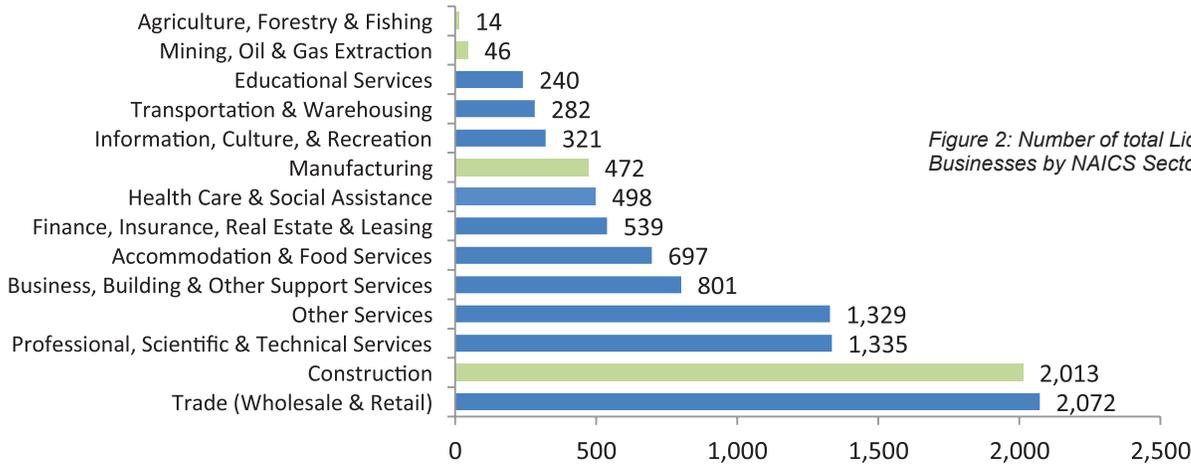


Figure 2: Number of total Licensed Businesses by NAICS Sector, 2015

New Businesses

The City of Saskatoon Business License Program issued **1,243** new business licenses in 2015. Figure 3 illustrates the number of new licenses issued for the years 2005 to 2015. The number of new home based businesses continues to exceed the number of new commercial/industrial businesses.

Tables 2 and 3 list the top five (5) business starts by NAICS industry group for 2014.

Table 2: Top 5 New Commercial/Industrial Businesses, 2015*

Rank	Industry Group
1	Full & Limited Service Restaurants – 43
2	Personal Care Services – 25
3	Other Miscellaneous Store Retailers – 23
4	Residential Building Construction – 18
5	Automobile Dealers – 18

* The number of new businesses is shown in **bold** after the industry group.

Table 3: Top 5 New Home Based Businesses, 2015*

Rank	Industry Group
1	Services to Buildings & Dwellings – 103
2	Residential Building Construction – 69
3	Building Finishing Contractors – 66
4	Other Personal Services – 48
5	Personal Care Services – 41

* The number of new businesses is shown in **bold** after the industry group.

New Businesses (2005 - 2015)

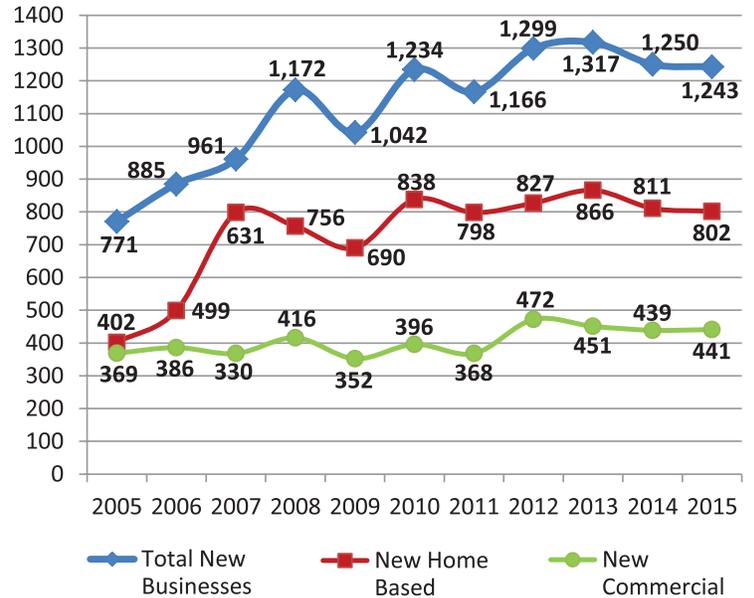


Figure 3: New Licensed Businesses, 2005-2015

Street Use Activity

In the last two years, policy changes have provided enhanced opportunity for businesses to operate in the public realm. Food trucks, mobile vendors, parking patios and sidewalk cafes contribute to creating vibrant commercial districts.

Food trucks are motorized, mobile, self-contained vehicles that are equipped to cook, prepare and serve food. These mobile businesses are licensed to serve food at metered parking stalls, or on private property. In 2015 there were 10 on-street and 6 off-street food trucks licensed in Saskatoon.

Mobile Vending Carts are businesses that sell beverages, food or other products from stationary stands, kiosks or mobile units on public sidewalks. In 2015, 5 mobile vending carts were licensed in Saskatoon.

Sidewalk Cafes and Parking Patios are located on the sidewalk or metered parking stall adjacent to a business. This additional outdoor seating for restaurants and cafes brings people and activities outdoors and enlivens the streets. In 2015, 2 parking patios and 14 sidewalk cafes were licensed.



Commercial/Industrial Businesses

In 2015, Saskatoon had a total of **6,176** licensed commercial/industrial businesses representing **58%** of all businesses. Table 4 provides a breakdown of businesses by NAICS sectors for the years 2010 to 2015. Since 2010, commercial/industrial businesses have increased by **8%**. The Trade (Wholesale and Retail) sector continues to be the most prevalent at **29%** of all commercial businesses. Over the past five years the Professional, Scientific & Technical Services sector has seen a significant increase of **12%**.

A more detailed breakdown of the total number of commercial/industrial businesses by NAICS sub-sector can be found in Appendix 1, page 8.

Table 4: Total Commercial/Industrial Businesses by NAICS Sector, 2010-2015

	2010	2011	2012	2013	2014	2015	
Goods-producing sector	Agriculture, Forestry & Fishing	7	5	7	9	8	
	Mining, Oil & Gas Extraction	29	34	41	44	39	
	Construction	407	419	448	479	500	
	Manufacturing	364	367	378	379	374	
	Total, goods-producing sector	807	825	874	911	930	944
Services-producing sector	Trade (Wholesale & Retail)	1,794	1,795	1,818	1,801	1,801	1814
	Transportation & Warehousing	175	172	166	160	153	162
	Finance, Insurance, Real Estate & Leasing	426	433	438	437	451	437
	Professional, Scientific & Technical Services	497	508	528	550	567	570
	Business, Building & Other Support Services	183	180	185	197	194	197
	Educational Services	74	80	78	80	79	90
	Health Care & Social Assistance	351	362	375	376	377	386
	Information, Culture & Recreation	140	144	153	155	159	157
	Accommodation & Food Services	571	585	615	631	646	658
	Other Services	699	719	704	733	746	761
	Total, services-producing sector	4,910	4,978	5,060	5,120	5,173	5232
	Total, all sectors	5,717	5,803	5,934	6,031	6,103	6176

Commercial/Industrial Businesses by Neighbourhood

Figure 4 illustrates the distribution of commercial/industrial businesses in Saskatoon by neighbourhood. The neighbourhoods with the greatest number of commercial/industrial businesses are the Central Business District (**873**), North Industrial (**712**), Hudson Bay Industrial (**465**), and Airport Business Area (**399**).

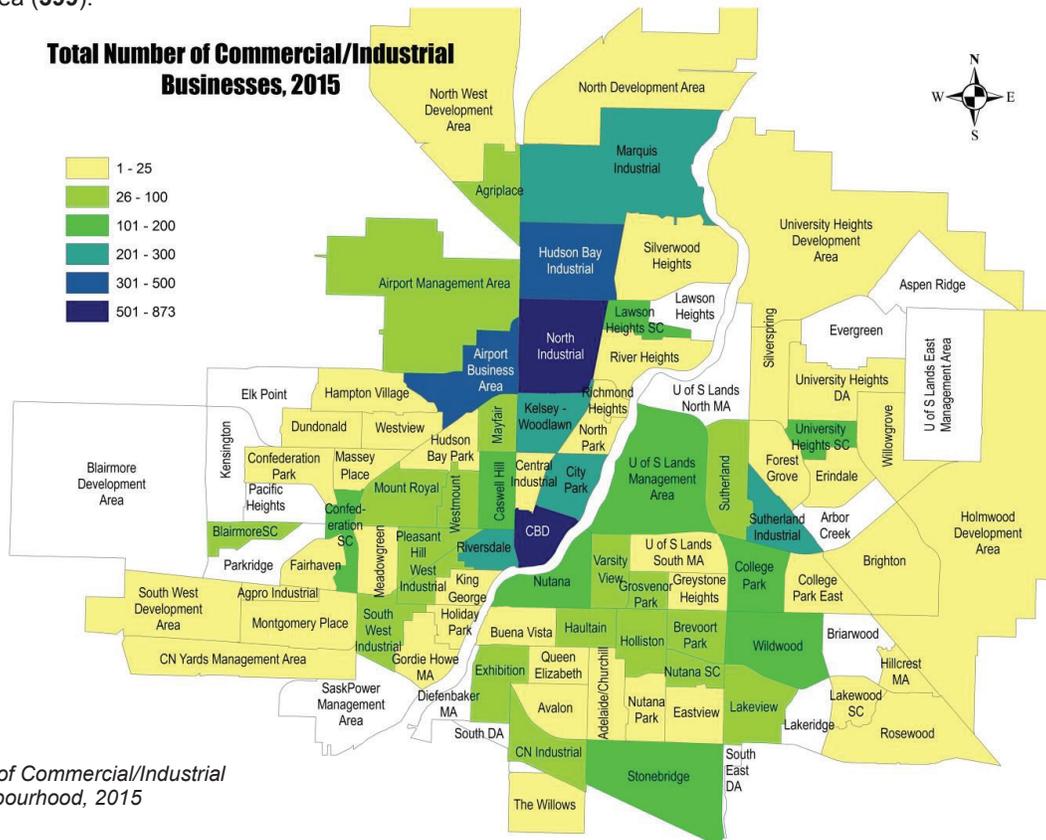


Figure 4: Distribution of Commercial/Industrial Businesses by Neighbourhood, 2015

The top sectors found in the Central Business District were Trade (22%), Professional, Scientific & Technical Services (15%), and Other Services (14%).

The top sectors found in the North Industrial area were Trade (36%), Other Services (14%), and Construction (14%).

The top sectors found in the Hudson Bay Industrial area were Trade (37%), Construction (20%), and Manufacturing (12%).

The top sectors found in Airport Business Area were Trade (28%), Construction (16%), and Professional, Scientific & Technical Services (13%).

A more detailed breakdown of the total number of commercial/industrial businesses by neighbourhood can be found in Appendix 2, page 9.

New Commercial/Industrial Businesses

The Business License Program issued 441 new commercial/industrial business licenses in 2015. This represents 35% of all new business licenses issued. Table 5 shows the number of new commercial/industrial businesses by NAICS sector for 2010 through 2015. The Trade sector, which consistently has the greatest number of new licenses issued, accounted for 28% of all new commercial/industrial businesses in 2015. Table 6 lists the top 10 neighbourhoods with the greatest number of new commercial/industrial businesses in 2015.

Table 5: New Commercial/Industrial Businesses by NAICS Sector, 2010-2015

	2010	2011	2012	2013	2014	2015	
Goods-producing sector	Agriculture, Forestry & Fishing	1	0	2	2	1	0
	Mining, Oil & Gas Extraction	3	5	6	9	3	2
	Construction	50	31	46	41	31	52
	Manufacturing	10	15	21	18	15	16
	Total, goods-producing sector	64	51	75	70	50	70
Services-producing sector	Trade (Wholesale & Retail)	112	105	132	127	123	134
	Transportation & Warehousing	12	6	7	3	6	12
	Finance, Insurance, Real Estate &	10	19	30	21	29	15
	Professional, Scientific & Technical	33	35	46	43	55	41
	Business, Building & Other Support	12	10	17	18	9	17
	Educational Services	4	4	8	6	6	7
	Health Care & Social Assistance	38	24	25	16	22	24
	Information, Culture & Recreation	13	12	18	12	14	11
	Accommodation & Food Services	43	44	65	54	60	54
	Other Services	55	54	49	81	65	56
	Total, services-producing sector	332	313	397	381	389	371
Total, all sectors	396	364	472	451	439	441	

Table 6: Top 10 Neighbourhoods with greatest number of New Commercial/Industrial Businesses, 2015*

Rank	Neighbourhood
1	Central Business District - 59
2	Airport Business Area - 41
3	North Industrial - 38
4	Hudson Bay Industrial - 31
5	Riversdale - 26
6	Marquis Industrial - 25
7	Stonebridge - 23
8	City Park - 15
9	Kelsey - Woodlawn; - 13
10	Caswell Hill - 12

* The number of new businesses is shown in bold after the neighbourhood.



Home Based Businesses

In 2015, there were a total of 4,483 licensed home based businesses in Saskatoon. The proportion of home based businesses has grown steadily over the past ten years. There are approximately 3% more home based businesses in 2015 than 2014; 42% of all licensed businesses are home based. The number of home based business has increased by 122% since 2005.

Table 7 summarizes the total number of home based businesses by NAICS sector for the years 2010 to 2015. The data in Table 7 indicates that the Construction sector, and the Professional, Scientific & Technical Services sector continue to be the most prevalent. Over the past five years the Other Services sector has experienced the greatest percentage increase at 68%. The Other Services sector includes hair stylist, massage therapy, and other personal services. A more detailed breakdown of the total number of home based businesses by NAICS sub-sector can be found in Appendix 3, page 10.

Home Based Businesses by Neighbourhood

Figure 5 illustrates the total number of licensed home based businesses by neighbourhood. The neighbourhoods with the greatest number of home based businesses are Silverwood Heights (219), Stonebridge (184), Hampton Village (172), Willowgrove (161) and Silverspring (128). The most prevalent sector in these neighbourhoods was Construction. A more detailed breakdown of the total number of home based businesses by neighbourhood can be found in Appendix 4, page 11.

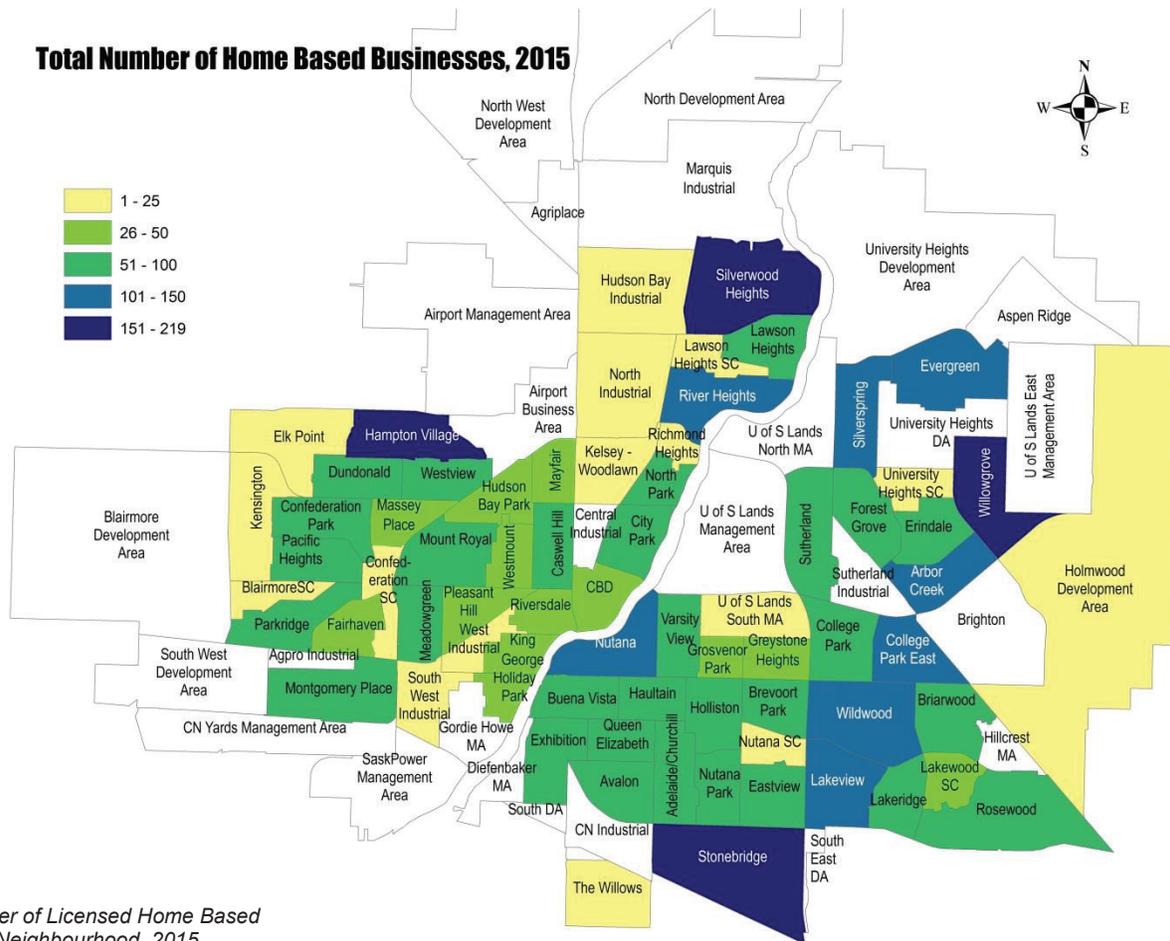


Figure 5: Number of Licensed Home Based Businesses by Neighbourhood, 2015

Table 7: Total Home Based Businesses by NAICS Sector, 2010-2015

	2010	2011	2012	2013	2014	2015
Goods-producing sector						
Agriculture, Forestry & Fishing	3	3	3	4	4	6
Mining, Oil & Gas Extraction	2	3	6	7	7	7
Construction	1,140	1,248	1,332	1,445	1,457	1489
Manufacturing	87	91	93	93	92	98
Total, goods-producing sector	1,232	1,345	1,434	1,549	1,560	1600
Services-producing sector						
Trade (Wholesale & Retail)*	240	245	228	222	238	258
Transportation & Warehousing*	101	92	100	104	117	120
Finance, Insurance, Real Estate & Leasing	65	66	79	91	102	102
Professional, Scientific & Technical Services	658	707	743	760	757	765
Business, Building & Other Support Services	493	513	538	560	593	604
Educational Services	133	140	153	155	154	150
Health Care & Social Assistance	91	104	108	107	108	112
Information, Culture & Recreation	162	161	145	151	170	164
Accommodation & Food Services	17	21	15	19	22	39
Other Services	390	435	470	504	520	569
Total, services-producing sector	2,350	2,484	2,579	2,673	2,781	2883
Total, all sectors	3,582	3,829	4,013	4,222	4,341	4483

*Home based for office use only.

New Home Based Businesses

The Business License Program issued **802** new home based business licenses in 2015, representing **65%** of all new business licenses issued. Table 8 shows the number of new home based business license applications by NAICS sector for 2010 through 2015. The Construction sector had the greatest number of new licenses issued, accounting for **30%** of all new home based businesses. There were 18 new home based businesses in the Accommodation & Food Service sector, an increase of **60%** over 2010, and the largest percentage increase over all sectors. Accommodation & Food Service businesses are home based administrative offices with off-site commercial kitchens. Table 9 lists the top 10 neighbourhoods with the greatest number of new home based businesses in 2015.



Table 8: New Home Based Businesses by NAICS Sector, 2010-2015

	2010	2011	2012	2013	2014	2015
Goods-producing sector						
Agriculture, Forestry & Fishing	1	0	0	0	0	2
Mining, Oil & Gas Extraction	2	1	3	2	2	1
Construction	273	269	303	319	254	243
Manufacturing	17	18	21	18	17	23
Total, goods-producing sector	293	288	327	339	273	269
Services-producing sector						
Trade (Wholesale & Retail)*	65	57	41	51	56	70
Transportation & Warehousing*	28	14	21	29	30	26
Finance, Insurance, Real Estate & Leasing	11	12	18	19	27	11
Professional, Scientific & Technical Services	149	135	133	134	128	106
Business, Building & Other Support Services	110	113	112	119	134	121
Educational Services	36	30	31	25	22	24
Health Care & Social Assistance	25	17	23	12	14	19
Information, Culture & Recreation	29	26	19	35	28	20
Accommodation & Food Services	3	5	4	7	7	18
Other Services	89	101	98	96	92	118
Total, services-producing sector	545	510	500	527	538	533
Total, all sectors	838	798	827	866	811	802

*Home based for office use only.

Table 9: Top 10 Neighbourhoods with greatest number of New Home Based Businesses, 2015*

Rank	Neighbourhood
1	Stonebridge – 43
2	Hampton Village – 41
3	Silverwood Heights – 28
4	Willowgrove – 27
5	Evergreen – 25
6	Nutana – 24
7	Rosewood – 23
8	Confederation Park – 22
9	College Park – 20
10	Meadowgreen – 19

* The number of new businesses is shown in **bold** after the neighbourhood.

The **Business Start-Up Guide** is a great resource to assist entrepreneurs with starting, relocating or expanding a business. This resource helps to guide entrepreneurs through the licensing and start-up process, and provides a list of agencies that can help achieve their business goals.

APPLY & RENEW ONLINE! Business operators can now apply for and renew their City of Saskatoon Business License at www.saskatoon.ca/businesslicenseonline

Business Resources

The Business License Program offers a variety of business resources:

- Business Start-Up Guide and Checklist
- Business Profile Annual Reports
- Employment Profile publication
- Statistical information and customized information requests
- Business License brochures, summarizing development standards and applicable bylaws

For more information, please visit www.saskatoon.ca/businesslicense.

Appendix 1

Number of Commercial/Industrial Businesses by NAICS Industry Sub-Sector, 2013-2015

Industry Sub-Sector	2013	2014	2015	Industry Sub-Sector	2013	2014	2015
Agriculture, Forestry & Fishing				Gasoline stations	57	60	60
Crop production	6	5	5	Clothing & clothing accessories stores	272	261	253
Animal production	1	1	1	Sporting goods, hobby, book & music stores	86	83	84
Support activities for agriculture & forestry	2	2	2	General merchandise stores	28	30	30
Mining, Oil & Gas Extraction				Miscellaneous store retailers	164	171	181
Oil & gas extraction	3	3	1	Non-store retailers	10	10	11
Mining & quarrying (except oil & gas)	19	18	16	Transportation & Warehousing			
Support activities for mining, oil & gas extraction	22	22	22	Air transportation	10	10	9
Construction				Rail transportation	1	1	1
Construction of buildings	162	166	169	Truck transportation	61	55	60
Heavy & civil engineering construction	44	44	41	Transit & ground passenger transportation	9	9	13
Specialty trade contractors	273	290	313	Pipeline Transportation	0	0	1
Manufacturing				Support activities for transportation	28	28	26
Food manufacturing	44	42	46	Couriers & messengers	26	25	27
Beverage & tobacco product manufacturing	9	9	8	Warehousing & storage	25	24	25
Textile mills	0	0	0	Finance, Insurance, Real Estate & Leasing			
Textile product mills	8	8	7	Credit intermediation & related activities	122	123	116
Clothing manufacturing	10	11	13	Securities, commodity contracts & other financial investment & related activities	79	79	79
Leather & allied product manufacturing	2	2	2	Insurance carriers & related activities	72	72	67
Wood product manufacturing	12	13	12	Funds & other financial vehicles	1	2	2
Paper manufacturing	1	1	1	Real estate	96	108	109
Printing & related support activities	29	27	29	Rental & leasing services	67	67	64
Petroleum & coal product manufacturing	2	2	3	Professional, Scientific & Technical services			
Chemical manufacturing	14	16	15	Professional, scientific & technical services	550	567	570
Plastics & rubber products manufacturing	19	20	20	Business, Building & Other Support services			
Non-metallic mineral product manufacturing	18	19	17	Management of companies & enterprises	27	27	23
Primary metal manufacturing	2	2	2	Administrative & support services	161	157	164
Fabricated metal product manufacturing	60	59	58	Waste management & remediation services	9	10	10
Machinery manufacturing	35	35	33	Educational Services			
Computer & electronic product manufacturing	15	16	13	Educational services	80	79	90
Electrical equipment, appliance & component manufacturing	4	4	4	Health Care & Social Assistance			
Transportation equipment manufacturing	12	12	10	Ambulatory health care services	344	346	355
Furniture & related product manufacturing	37	37	38	Nursing & residential care facilities	4	4	4
Miscellaneous manufacturing	46	44	43	Social assistance	28	26	26
Trade (Wholesale & Retail)				Information, Culture & Recreation			
Farm product wholesaler-distributors	15	13	15	Publishing industries (except internet)	16	17	16
Petroleum product wholesaler-distributors	6	6	6	Motion picture & sound recording industries	24	22	22
Food, beverage & tobacco wholesaler-distributors	37	38	46	Broadcasting (except internet)	5	5	5
Personal & household goods wholesaler-distributors	45	49	50	Telecommunications	26	27	25
Motor vehicle & parts wholesaler-distributors	42	42	40	Data processing, hosting & related services	4	4	3
Building material & supplies wholesaler-distributors	129	128	131	Performing arts, spectator sports & related industries	20	22	21
Machinery, equipment & supplies wholesaler-distributors	145	144	140	Heritage institutions	1	1	1
Miscellaneous wholesaler-distributors	41	40	41	Amusement, gambling & recreation industries	59	61	63
Wholesale electronic markets, & agents & brokers	27	24	23	Accommodation & Food Services			
Motor vehicle & parts dealers	186	185	198	Accommodation services	54	55	57
Furniture & home furnishings stores	105	105	99	Food services & drinking places	577	591	601
Electronics & appliance stores	84	85	84	Other Services			
Building material & garden equipment & supplies dealers	63	62	58	Repair & maintenance	266	270	276
Food & beverage stores	126	130	134	Personal & laundry services	464	471	478
Health & personal care stores	133	135	130	Religious, grant-making, civic, professional & similar organizations	3	5	4

Based on Total businesses in Saskatoon for 2015, the top three industries in the Trade (Wholesale & Retail) sector were:

1. Clothing & Accessories Stores – 253
2. Motor Vehicle & Parts Dealer – 198
3. Miscellaneous Store Retailers - 181

Appendix 2**Number of Commercial/Industrial Businesses by Neighborhood, 2010-2015**

Suburban Development Area	Neighborhood/area	2010	2011	2012	2013	2014	2015
Blairmore	Blairmore Suburban Centre	16	18	24	30	34	39
	Blairmore Development Area	3	2	3	3	3	0
Central Business District	Central Business District	917	893	908	900	892	873
Confederation	Confederation Suburban Centre	116	110	119	125	130	132
	West Industrial	81	83	81	73	74	79
	South West Industrial	50	48	52	51	48	55
	Mount Royal	30	31	33	33	32	35
	Hudson Bay Park	18	17	15	7	7	7
	Meadowgreen	15	16	16	16	14	14
	Holiday Park	11	10	10	10	11	12
	Dundonald	7	7	7	7	6	5
	Massey Place	6	7	6	6	5	6
	Confederation Park	7	7	6	7	6	6
	Westview	7	5	5	6	7	7
	Gordie Howe Management Area	4	3	4	3	4	4
	CN Yards Management Area	3	3	3	3	3	3
	Montgomery Place	3	3	3	4	4	4
	Agpro Industrial	2	2	2	2	3	3
Fairhaven	2	2	2	2	1	1	
Hampton Village	1	2	1	7	8	7	
Core Neighborhoods	City Park	228	222	233	245	242	236
	Riversdale	160	168	173	175	182	208
	Nutana	156	162	159	157	154	154
	Caswell Hill	112	119	117	120	117	117
	Pleasant Hill	58	58	62	57	58	59
	Varsity View	59	60	61	62	65	66
	Westmount	19	19	21	22	25	26
	King George	10	12	12	12	13	13
	Holmwood	Holmwood Development Area	0	1	1	3	3
Wildwood		113	112	117	121	120	119
College Park		110	110	110	112	111	108
Lakeview		43	42	47	49	49	48
Lakewood Suburban Centre		17	20	22	23	22	21
Rosewood		0	0	0	0	0	1
College Park East		12	12	14	15	12	13
Brighton		4	4	4	3	3	2
Lawson	Kelsey – Woodlawn	220	223	224	216	210	213
	Lawson Heights Suburban Centre	154	154	150	149	151	152
	Mayfair	48	55	54	58	63	62
	Central Industrial	21	22	21	22	22	21
	River Heights	18	18	18	16	17	16
	Richmond Heights	8	9	9	8	9	9
	North Park	7	8	8	8	8	7
	Silverwood Heights	2	2	2	2	2	2
North	North Development Area	0	2	2	2	3	1
North West Industrial	North Industrial	745	740	752	743	728	712
	Hudson Bay Industrial	468	463	464	445	457	465
	Airport Business Area	375	374	371	379	395	399
	Marquis Industrial	64	103	132	185	221	266
	Agriplace	68	73	80	77	76	77
	Airport Management Area	37	39	39	40	39	37

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Suburban Development Area	Neighborhood/area	2010	2011	2012	2013	2014	2015
Nutana	Nutana Suburban Centre	103	94	97	105	105	99
	CN Industrial	86	89	89	90	91	92
	Brevoort Park	84	87	87	83	81	86
	Grosvenor Park	76	75	80	82	73	63
	Stonebridge	48	64	79	95	113	139
	Holliston	73	73	73	78	81	81
	Haultain	42	43	49	50	56	55
	Exhibition	31	32	31	30	35	38
	Greystone Heights	27	27	26	25	23	22
	Avalon	25	26	24	23	21	22
	Buena Vista	26	26	22	22	24	22
	Eastview	12	12	11	12	12	12
	Adelaide/Churchill	10	10	9	9	10	10
	Queen Elizabeth	3	4	4	4	5	5
	Nutana Park	4	4	3	4	4	4
The Willows	1	1	1	1	1	1	
University Heights	Sutherland Industrial	178	183	180	191	194	201
	U of S Management Area	118	121	125	125	120	110
	University Heights Suburban Centre	73	96	108	117	118	117
	Sutherland	44	44	42	47	46	201
	Forest Grove	12	11	12	12	11	11
	Silverspring	1	2	2	2	2	1
	U of S Lands South Management Area	3	2	2	1	1	1
	Erindale	2	1	1	1	1	1
	University Heights Development Area	0	1	1	1	1	2
Total		5,717	5,803	5,934	6,031	6,103	6176

Appendix 3

Number of Home Based Businesses by NAICS Industry Sub-Sector, 2012-2015

Industry Sub-Sector	2012	2013	2014	2015	Industry Sub-Sector	2012	2013	2014	2015
Agriculture, Forestry & Fishing					Transportation equipment manufacturing	1	1	2	1
Animal Production	0	1	1	2	Furniture & related product manufacturing	1	2	1	1
Support activities for agriculture & forestry	3	3	3	4	Miscellaneous manufacturing	31	28	26	27
Mining, Oil & Gas Extraction					Trade (Wholesale & Retail)				
Support activities for mining, oil & gas extraction	6	7	7	6	Farm product wholesaler-distributors	0	0	0	1
Oil and Gas Extraction	0	0	0	1	Food, beverage & tobacco wholesaler-distributors	12	14	17	15
Construction					Personal & household goods wholesaler-distributors	21	22	22	27
Construction of buildings	545	593	562	554	Motor vehicle & parts wholesaler-distributors	3	2	2	1
Heavy & civil engineering construction	18	16	15	18	Building material & supplies wholesaler-distributors	15	15	15	9
Specialty trade contractors	769	836	880	917	Machinery, equipment & supplies wholesaler-distributors	18	16	17	15
Manufacturing					Miscellaneous wholesaler-distributors	12	9	13	15
Food manufacturing	11	11	13	9	Wholesale electronic markets & agents & brokers	30	28	31	25
Textile mills	1	2	2	1	Motor vehicle and parts dealers	2	1	1	1
Textile product mills	6	6	5	5	Miscellaneous store retailers	3	5	7	24
Clothing manufacturing	15	16	17	17	Non-store retailers	111	103	102	125
Leather & allied product manufacturing	1	1	0	1	Transportation & Warehousing				
Wood product manufacturing	1	2	5	6	Truck transportation	58	58	65	65
Printing & related support activities	7	4	3	9	Rail Transportation	0	0	0	1
Chemical manufacturing	5	5	5	6	Transit & ground passenger	9	10	10	10
Plastics & Rubber Manufacture	0	1	0	0	Scenic & sightseeing	0	2	3	1
Non-metallic mineral product manufacturing	3	3	3	2	Support activities for transportation	12	15	16	17
Fabricated metal product manufacturing	7	9	8	9	Air Transportation	0	1	1	1
Machinery Manufacturing	1	2	2	3	Couriers & messengers	19	17	22	25
Computer & electronic product manufacturing	1	0	0	1					

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Industry Sub-Sector	2012	2013	2014	2015
Finance, Insurance, Real Estate & Leasing				
Credit intermediation & related activities	3	7	4	4
Securities, commodity contracts & other financial investment & related activities	13	17	17	16
Insurance carriers & related activities	12	12	13	11
Real estate	37	41	48	53
Rental & leasing services	14	14	20	18
Professional, Scientific & Technical Services				
Professional, scientific & technical services	743	760	757	765
Business, building & other support services				
Management of companies & enterprises	7	9	9	9
Administrative & support services	526	545	576	588
Waste management	5	6	8	7
Educational Services				
Educational services	153	155	152	150
Health Care & Social Assistance				
Ambulatory health care services	79	77	75	80
Nursing and Residential Care Facilities	1	1	1	1
Social assistance	28	29	32	31

Industry Sub-Sector	2012	2013	2014	2015
Information, Culture & Recreation				
Publishing industries (except internet)	12	16	20	19
Motion picture & sound recording industries	22	26	36	38
Broadcasting (except internet)	1	1	1	1
Telecommunications	2	2	2	0
Data processing, hosting & related services	4	4	4	5
Other information services	11	11	9	8
Performing arts, spectator sports & related industries	86	82	83	84
Amusement, gambling & recreation industries	7	9	10	9
Accommodation & Food Services				
Food services & drinking	15	18	22	38
Accommodation Services	0	1	0	1
Other Services				
Repair & maintenance	131	131	131	144
Personal & laundry services	337	368	382	412
Religious, grant-making,	2	4	4	3
Private Households	0	1	1	2

Appendix 4

Number of Home Based Businesses by Neighbourhood, 2010-2015

Suburban Development Area	Neighbourhood/area	2010	2011	2012	2013	2014	2015
Blairmore	Blairmore Suburban Centre	-	3	8	12	14	17
	Kensington	-	1	1	0	0	6
Central Business District	Central Business District	23	32	39	33	33	30
Confederation	Hampton Village	48	69	98	135	154	172
	Confederation Park	98	88	92	107	89	91
	Dundonald	87	82	86	82	79	80
	Montgomery Place	65	72	80	90	87	94
	Westview	75	83	77	71	73	72
	Meadowgreen	56	71	68	59	58	67
	Parkridge	61	62	64	65	72	70
	Mount Royal	60	61	57	68	70	69
	Pacific Heights	64	59	56	62	71	69
	Massey Place	35	39	52	44	35	40
	Fairhaven	38	42	40	43	46	49
	Holiday Park	29	29	34	31	30	33
	Hudson Bay Park	38	37	30	35	36	31
	West Industrial	0	0	0	0	0	1
South West Industrial	0	0	0	0	0	1	
Confederation Suburban Centre	8	4	6	10	11	10	
Core Neighbourhoods	Nutana	105	104	108	119	121	117
	City Park	66	71	82	69	69	69
	Caswell Hill	76	69	69	68	69	67
	Varsity View	59	52	54	54	58	64
	Pleasant Hill	27	30	38	42	36	42
	King George	26	33	35	33	38	41
	Westmount	31	34	33	30	33	34
	Riversdale	38	35	33	31	30	39
Holmwood	Holmwood Development Area	-	1	1	1	1	1
Lakewood	Lakeview	113	118	126	127	120	121
	Briarwood	100	105	110	94	97	95
	College Park	91	103	99	104	90	98
	College Park East	87	96	97	100	103	105
	Wildwood	77	95	97	100	112	115
	Lakeridge	68	72	74	77	83	78
	Lakewood Suburban Centre	31	37	33	35	31	28
Rosewood	1	8	19	40	61	82	

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Appendix 4

Number of Home Based Businesses by Neighbourhood, 2010-2015

Suburban Development Area	Neighbourhood/area	2010	2011	2012	2013	2014	2015
Lawson	Silverwood Heights	192	206	207	215	209	219
	River Heights	90	100	95	92	98	108
	Lawson Heights	66	76	76	70	71	74
	North Park	48	59	60	59	55	61
	Mayfair	59	50	46	47	57	46
	Richmond Heights	13	13	12	12	16	15
	Kelsey - Woodlawn	14	13	9	8	12	8
	Lawson Heights Suburban Centre	5	6	9	15	12	14
Nutana	Stonebridge	69	76	116	147	170	184
	Adelaide/Churchill	83	84	82	82	80	87
	Eastview	68	71	76	79	80	84
	Haultain	58	63	71	76	69	77
	Avalon	61	66	68	63	61	57
	Buena Vista	64	66	63	67	74	73
	Exhibition	62	56	61	69	62	59
	Holliston	68	70	61	66	70	69
	Nutana Park	41	52	53	51	60	64
	Queen Elizabeth	39	49	50	50	52	52
	Brevoort Park	52	48	46	56	53	56
	Greystone Heights	40	43	46	45	39	36
	Grosvenor Park	23	27	22	28	35	34
	The Willows	5	7	9	5	6	9
	Nutana Suburban Centre	4	6	6	6	3	4
University Heights	Willowgrove	111	145	147	166	156	161
	Silverspring	121	127	124	128	131	128
	Arbor Creek	99	102	107	104	114	107
	Sutherland	71	75	89	94	100	98
	Erindale	72	72	77	80	79	78
	Forest Grove	82	76	77	85	98	97
	Evergreen	-	5	35	64	92	107
	University Heights Suburban Centre	14	13	7	8	12	12
	U of S Lands South MA	0	1	2	2	2	2
	Total		3,582	3,829	4,013	4,222	4,341

Information and Mapping Requests

The **Business License Program** supports economic growth and community planning by providing statistical information relating to business activity in Saskatoon. The type of information available upon request includes, but is not limited to the following:

- square footage of commercial/industrial space
- employment figures
- specific data by business type, such as geographic distribution, new business listings, number of closed businesses

The **Business License Program** can be reached at **306-975-2658**.

The Mapping and Research Group, also provides mapping and GIS (geographic information system) services to internal and external clients. Mapping products include zoning and address maps, neighbourhood boundary maps, projected growth concept maps and more. Mapping products are available to download as PDFs or are available as a hard copy.

Custom research and mapping services on various demographic, social, and economic trends in Saskatoon may also be available upon request. The type of information available upon request includes, but is not limited to the following:

- Neighbourhood Profiles
- Population Projections
- Census Data
- Quality of Life Indicators

The **Mapping and Research Group** can be reached at **306-975-7641**.

For more information on mapping services, please visit www.saskatoon.ca/business-development/planning/planning-publications-maps.

The Business Profile Annual Report is provided as an informational service to the business community, the general public and agencies who regularly do business with City Hall. The information contained in this publication is not copyright protected and may be used freely. The Community Services Department believes all information and sources in this publication to be correct, however, assumes no responsibility for its use. Readers should not act upon the information contained in this publication without first seeking professional advice.

2015 Year-End Report – Building Standards Division

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to provide an update on the status of the Community Services Department Plan Review and Inspection Service Stabilization Reserve, and to report the 2015 year-end statistics for the Building Standards Division, Community Services Department.

Report Highlights

1. The number of building permits issued in 2015 was 4,327, which was less than 2014, when 4,996 building permits were issued. The value of construction associated with the number of building permits issued in 2015 was \$1,020,394,000; significantly higher than the value of construction of \$878,238,000 associated with building permits issued in 2014.
2. The year-end balance for the Community Services Department Plan Review and Inspection Service Stabilization Reserve (Reserve) increased by \$2,000,205 from the 2014 reserve balance. As a result, the balance in the Reserve was \$8,042,211 as of December 31, 2015.
3. The Building Standards Division (Building Standards) continues to manage fiscal responsibilities by reviewing fees associated with programs and services offered to ensure division operations are aligned with Building Standards' cost recovery model.
4. The issuance of building permits for one-unit dwellings on single-family lots continue, on average, to be less than the 5 business day performance target in 2015.
5. There were 32,867 building and plumbing inspections performed in 2015.

Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life by 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.

Background

During its December 15, 1997 meeting, City Council approved Section 12 (the Reserve) of Reserves for Future Expenditures Policy No. C03-003. The purpose of the Reserve is:

- "a) To accumulate funds for the purpose of offsetting any deficits in the Department's Plan Review and Inspection Program due to revenue shortfalls from a decline in the number, and/or type of Building and

Plumbing Permits issued or unexpected expenditures; and

- b) To stabilize the effect annual fluctuations in construction activity have on the mill rate.”

During its March 16, 2004 meeting, the Planning and Operations Committee instructed the Administration to provide an annual update on the status of the Reserve as information only.

Report

Number of Building Permits Issued with Resulting Construction Values

Construction activity in Saskatoon during 2015 continued to be strong, particularly in the commercial sector (see Attachments 1 and 2). The value of construction associated with building permits issued in 2015 surpassed the one billion dollar mark, reaching a final value of \$1,020,394,000.

Reserve Increase

Final operating revenues and expenditures for the building and plumbing programs in 2015 are outlined in Attachment 3. Program revenues for 2015 were higher than the forecast, and operating expenditures were slightly less than the budgeted amount. As a result, instead of the \$577,000 surplus that was forecasted for 2015, there was a transfer to reserve of \$2,000,205. Taking into account the surplus, the balance in the Reserve on December 31, 2015, was \$8,042,211.

The transfer to reserve of \$2,000,205, which exceeded the forecasted amount by \$1,423,205, was a direct result of the eight major projects identified in Attachment 1.

Managing Fiscal Responsibility

Building Standards continues to be financially responsible by evaluating programs and services to ensure fees are aligned with Building Standards' cost recovery model.

A review of the fee structures associated with the building and plumbing permit programs is underway. Fee changes, if identified, will be presented for consideration during the 2017 budget process.

Turnaround Time Performance for One-Unit Dwellings

Building Standards has set a target of 5 business days for the issuance of a building permit for one-unit dwellings. When considering the entire year of 2015, the average time to issue a building permit for a one-unit dwelling was 2.8 business days. This means that, on average, there was less than a 3 business day wait for a building permit for a new one-unit dwelling to be constructed on a single family lot. This does not include infill development.

Building and Plumbing Permit Inspection Activity

There were 26,692 building inspections and 6,175 plumbing inspections performed in 2015, for a total number of 32,867 inspections. Plumbing inspections are performed at the rough-in and final stages of plumbing installations. Building inspections are broken

down into two categories, those inspections that are cyclical in nature and those that are mandatory for the five critical stages of construction, as required by Building Inspection Program Policy No. C09-029.

Plumbing and building inspection requests that are received prior to 3 p.m. on any business day will have the inspection performed the next business day. The response rate for next business day inspections in 2015 has been met 99% of the time for all inspection requests.

Public and/or Stakeholder Involvement

In the fall of 2015, Building Standards' customers were consulted to obtain feedback on current programs and customer needs in a survey conducted by Inshtrix Research Inc. The majority of the respondents indicated they are satisfied with Building Standards plan review, inspection, and customer service processes. The key drivers for customer satisfaction are turnaround times, and consistent and accurate information. The complete Building Standards Satisfaction Report 2015 is located in Attachment 4.

Communication Plan

Building Standards continues to develop tools and methods to communicate existing programming requirements and changes relevant to our customers.

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

There is no follow-up report planned.

Public Notice

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

Attachments

1. Building Permit Statistics for 2015 versus 2014
2. Building Permit History from 1970 to 2015
3. Community Services Department Plan Review and Inspection Service Stabilization Reserve Sufficiency Report
4. Building Standards Satisfaction Report 2015

Report Approval

Written by: Kara Fagnou, Director of Building Standards

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

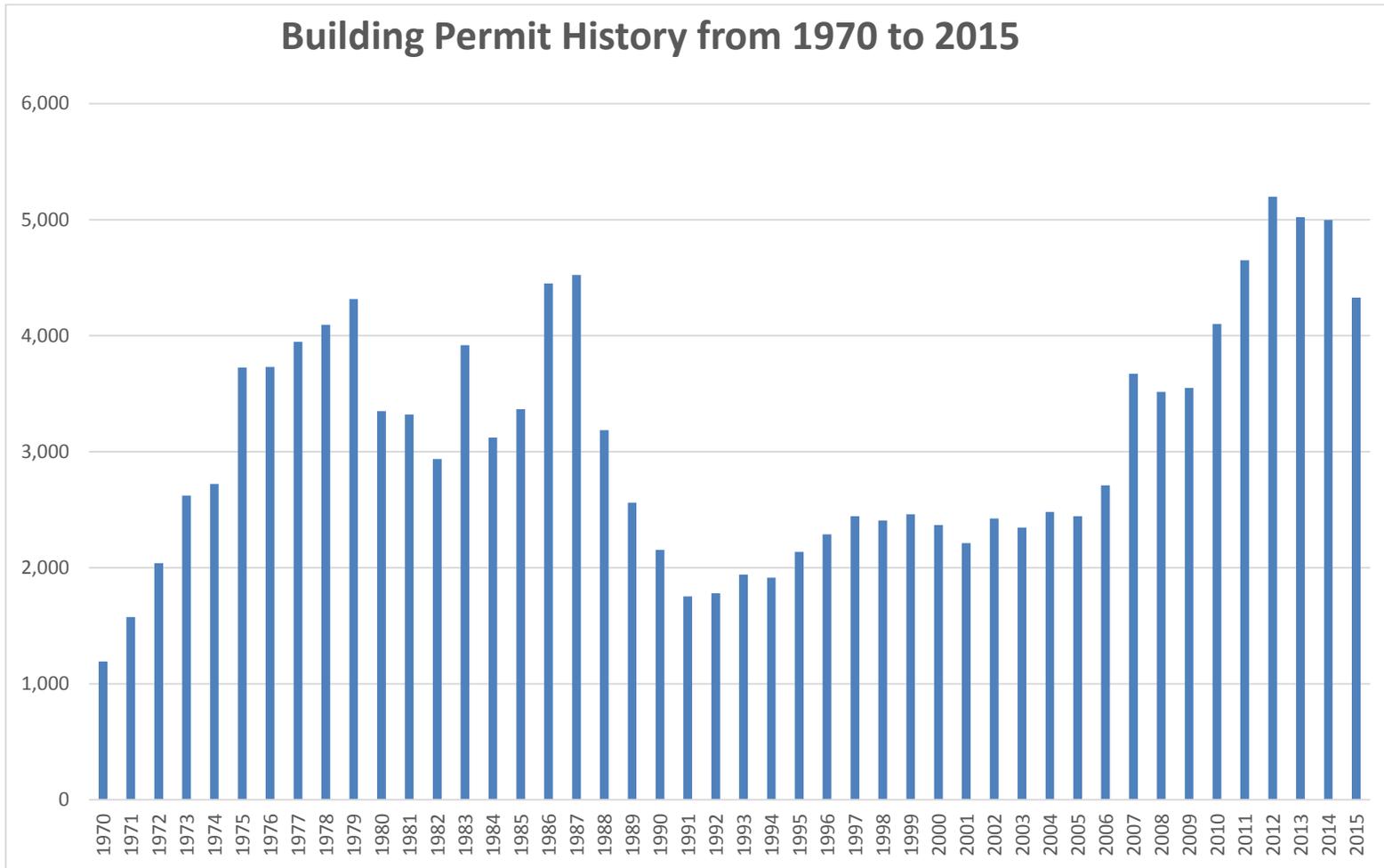
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Building Permit Statistics for 2015 versus 2014

Category	Number of Permits			Construction Value (\$ million)		
	Dec 31/15	Dec 31/14	Change %	Dec 31/15	Dec 31/14	Change %
Residential	3,250	3,775	-13.9%	\$265.9	\$393.9	-32.5%
Apartments and Housing Projects	244	351	-30.5%	\$181.5	\$202.7	-10.4%
Commercial	296	283	4.6%	\$121.4	\$131.6	-7.7%
Industrial	204	221	-7.7%	\$187.6	\$75.7	147.8%
Institutional and Assembly	85	75	13.3%	\$249.1	\$58.8	323.3%
Other (includes demolition permits)	248	268	-7.5%	\$14.9	\$9.0	65.4%
TOTAL	4,327	4,973	-13.0%	\$1,020.4	\$871.6	17.1%

Summary of Permits over \$10 M Approved to December 31, 2015

New Apartment Condominium - 545 Hassard Close	\$10.0 M	(Included in "Apartments and Housing Projects" above)
New Apartment - 241 Willis Crescent	\$22.0 M	(Included in "Apartments and Housing Projects" above)
New Apartment - Care Facility (shell/final) 333 Slimmon Place	\$29.7 M	(Included in "Apartments and Housing Projects" above)
New Warehouse - 57 Valley Road (shell phase)	\$15.0 M	(Included in "Industrial" above)
New Care Facility - 250 Hunter Road	\$33.7 M	(Included in "Institutional and Assembly" above)
New Warehouse - 225 Market Drive	\$14.1 M	(Included in "Industrial" above)
New Warehouse - 57 Valley Road (final phase)	\$55.0 M	(Included in "Industrial" above)
New Hotel - 247 Willis Crescent (final phase)	\$10.3 M	(Included in "Apartments and Housing Projects" above)
Addition to Hospital - 103 Hospital Drive	\$163.2 M	(Included in "Institutional and Assembly" above)



Community Services Department Plan Review and Inspection Service Stabilization Reserve Sufficiency Report

	2015 Budget	2015 Actual	2016 Budget	2017 Projections	2018 Projections	2019 Projections	2020 Projections
EXPENSES							
Plumbing Permit Program	\$746,200	\$685,752	\$798,400	\$822,400	\$847,100	\$872,500	\$898,700
Building Permit Program	\$5,267,200	\$5,031,735	\$5,517,600	\$5,683,100	\$5,853,600	\$6,029,000	\$6,210,000
Total Program Expenses	\$6,013,400	\$5,717,487	\$6,316,000	\$6,505,500	\$6,700,700	\$6,901,500	\$7,108,700
REVENUE							
Plumbing Permit Program	\$700,000	\$825,954	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000
Residential Building Permit Program	\$1,800,000	\$2,035,600	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000	\$1,800,000
Commercial Building Permit Program	\$4,000,000	\$4,749,732	\$4,002,500	\$4,082,550	\$4,164,201	\$4,247,485	\$4,332,435
Other Revenue	\$90,400	\$106,406	\$95,400	\$105,000	\$105,000	\$105,000	\$105,000
Total Revenue	\$6,590,400	\$7,717,692	\$6,647,900	\$6,737,550	\$6,819,201	\$6,902,485	\$6,987,435
Balance to Transfer to Reserve Account	\$577,000	\$2,000,205	\$331,900	\$232,050	\$118,501	\$985	-\$121,265
Capital Projects Expenditure			-\$150,000				
Estimated Return to Source from Capital Projects	\$100,000						
Net Change	\$677,000	\$2,000,205	\$181,900	\$232,050	\$118,501	\$985	-\$121,265
Previous Year's Balance	\$6,042,006	\$6,042,006	\$8,042,211	\$8,224,111	\$8,456,161	\$8,574,662	\$8,575,647
Year-End Reserve Balance	\$6,719,006	\$8,042,211	\$8,224,111	\$8,456,161	\$8,574,662	\$8,575,647	\$8,454,382
Year-End Reserve Cap	\$9,120,100	\$9,120,100	\$9,574,000	\$9,858,250	\$10,151,050	\$10,452,250	\$10,763,050
Fee Increases - Plumbing Permits	0%	0%	0%	0%	0%	0%	0%
Building Permit Fee Increases - Residential Permits*	0%	0%	0%	0%	0%	0%	0%
Building Permit Fee Increases - Commercial Permits**	0%	0%	0%	2%	2%	2%	2%

*2017/2018 Residential Permit fees under review

**Commercial Permit fee increased based on estimated increase in the cost of construction

December 2015



Building Standards Division City of Saskatoon

Building Standards Satisfaction Report 2015

insightrix®



City of
Saskatoon¹⁵⁶

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Report Outline

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Introduction

In 2015 the City of Saskatoon Building Standards Division contracted Inshtrix Research to conduct a satisfaction survey with clients of the Division.

The objectives of the survey include the following:

- Determining satisfaction levels with the residential review process.
- Measuring satisfaction levels with the commercial review process.
- Determining satisfaction levels with the building inspection process.
- Measuring satisfaction levels with aspects of customer service at the Building Standards Division.

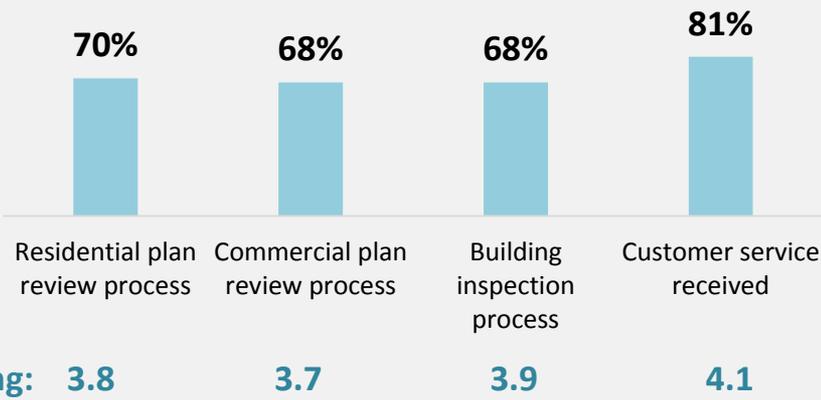
Methodology

- In order to achieve the survey objectives, Inshtrix administered a multi-mode survey, contacting clients via a list provided by the Building Standards Division, both by phone and via email.
- Data were collected from November 13th to November 29th, 2015. In total, 263 respondents completed the survey (141 by phone; 122 online).
- Overall, 77% of respondents have worked with the Building Standards Division for residential review and 57% have worked with the Division for commercial review.
- Please note that proportions have been rounded to no decimal places so results may not sum to 100%. In addition, in some cases, respondents were able to select more than one answer option, producing results that may total to more than 100%

Executive Dashboard and Key Takeaways

Executive Dashboard

Overall Satisfaction Ratings
(% Rating 4 and 5 out of 5)



Top 2 Key Drivers of Satisfaction- Residential Review:

1. Quality of the residential plan review process
2. Meeting the expected five day turnaround time for new one and two unit dwellings

Top 2 Key Drivers of Satisfaction- Commercial Review:

1. Quality of commercial plan review
2. Civic address change process

Top 2 Key Drivers of Satisfaction- Building Inspections:

1. Residential mandatory inspection stage requirements
2. Inspectors are knowledgeable

Top 2 Key Drivers of Satisfaction- Customer Service:

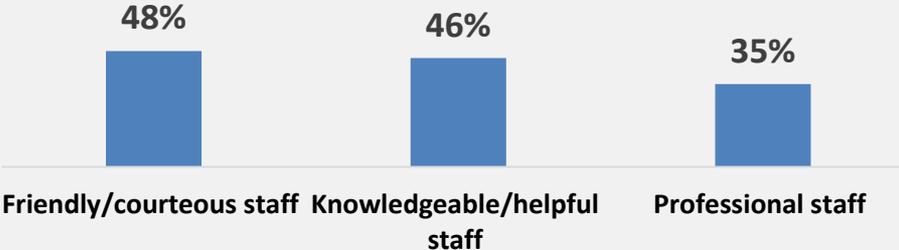
1. Staff knowledge and professionalism
2. The process to view and receive archived building permit drawings

Average Overall Satisfaction Ratings by Occupation

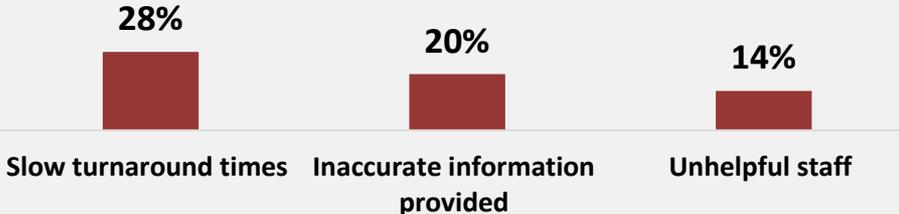
	Architect	Engineer	Contractor or subcontractor	Designer	Draftsperson	Building/ Business Owner	Lawyer	Realtor
Overall satisfaction with the residential plan review process	3.7	4.3	3.9	4.0	3.8	3.6	3.0	3.6
Overall satisfaction with the commercial plan review process	4.0	4.1	3.6	3.8	4.0	3.2	3.0	4.0
Overall satisfaction with the building inspection process	3.9	3.9	3.9	3.8	4.0	3.9	3.0	3.6
Overall satisfaction with the customer service received	4.0	4.3	4.1	4.0	4.0	3.9	3.0	4.0

Executive Dashboard

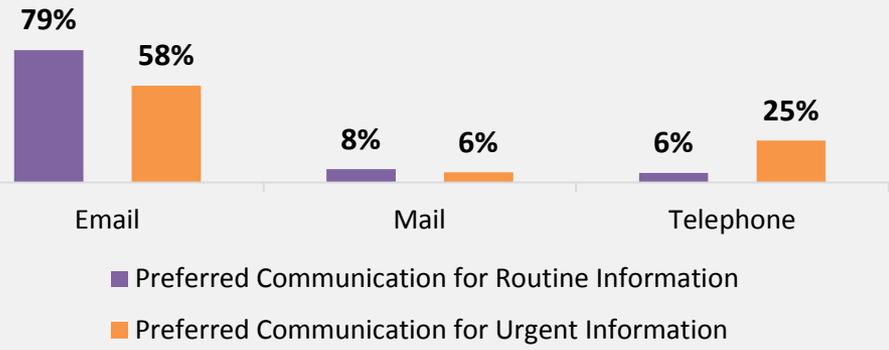
Like Most about Working with the Building Standards Division:



Like Least about Working with the Building Standards Division:



Top 3 Preferred Communication Methods



The Top 3 Preferred Communication methods are the same for all occupational segments.

Top 3 Items Needed from the Building Standards Division:

1. Faster turnaround times (22%)
2. More accurate information (16%)
3. Consistent information (16%)

Top 3 Building Challenges Businesses Face in Saskatoon:

1. Obtaining consistent information (15%)
2. Slow market (12%)
3. Turnaround times for permits/inspections (11%)

Key Takeaways

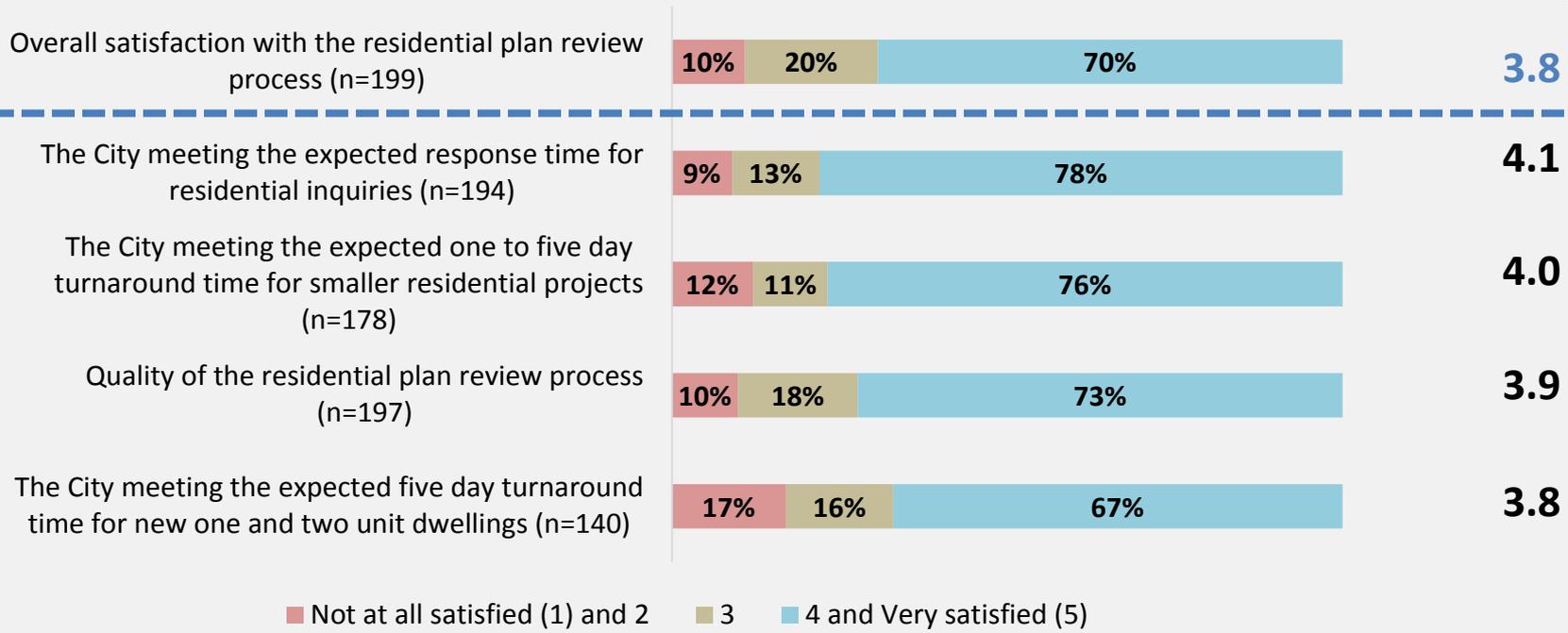
- Overall, the majority of respondents are satisfied with the Building Standards Division review, inspection, and service processes. Comparatively strongest is overall satisfaction with customer service.
 - Areas of focus include: Improving quality and timeliness of reviews and inspections and enhancing staff knowledge. Improving these areas should have the greatest impact on increasing overall satisfaction scores.
 - Strengths of the Building Standards Division all relate to staff. The staff is perceived as friendly, courteous, and professional. Least liked aspects include slow turnaround times and inaccurate information.
 - Clients demand timely information that is accurate, clear, and concise. The process needs to be reviewed if timelines cannot be shortened or met. It becomes a matter of managing customer expectations.
- Regarding communication, email is preferred by most for both routine and urgent information sharing. Telephone is seen as a secondary touchpoint, even for urgent matters.
 - Given these are benchmark results, satisfaction with most aspects of the Building Standards Division is strong. Continue to build on strengths and focus on process review to minimize turnaround times and manage expectations.

Residential Review Process

The majority of those who have experience with residential review are satisfied with the residential processes. Comparatively stronger satisfaction is noted for the inquiries process and turnaround for small projects.

Satisfaction with Residential Review Process

Average Rating:



4. How satisfied are you with each of the following as they relate to the residential plan review process? Base: Respondents who have had interaction with the residential review process excluding N/A answers, n=140 to 199.

Key Driver Analysis- Residential Review

A step-wise linear regression model was performed on the survey results to determine key drivers of satisfaction with the Residential Review Process.

Two factors were identified to be key drivers of overall satisfaction. These two statements predict **62.8%** of the variance in overall satisfaction. The larger the (key driver score) below, the greater the impact the statement has on overall satisfaction.

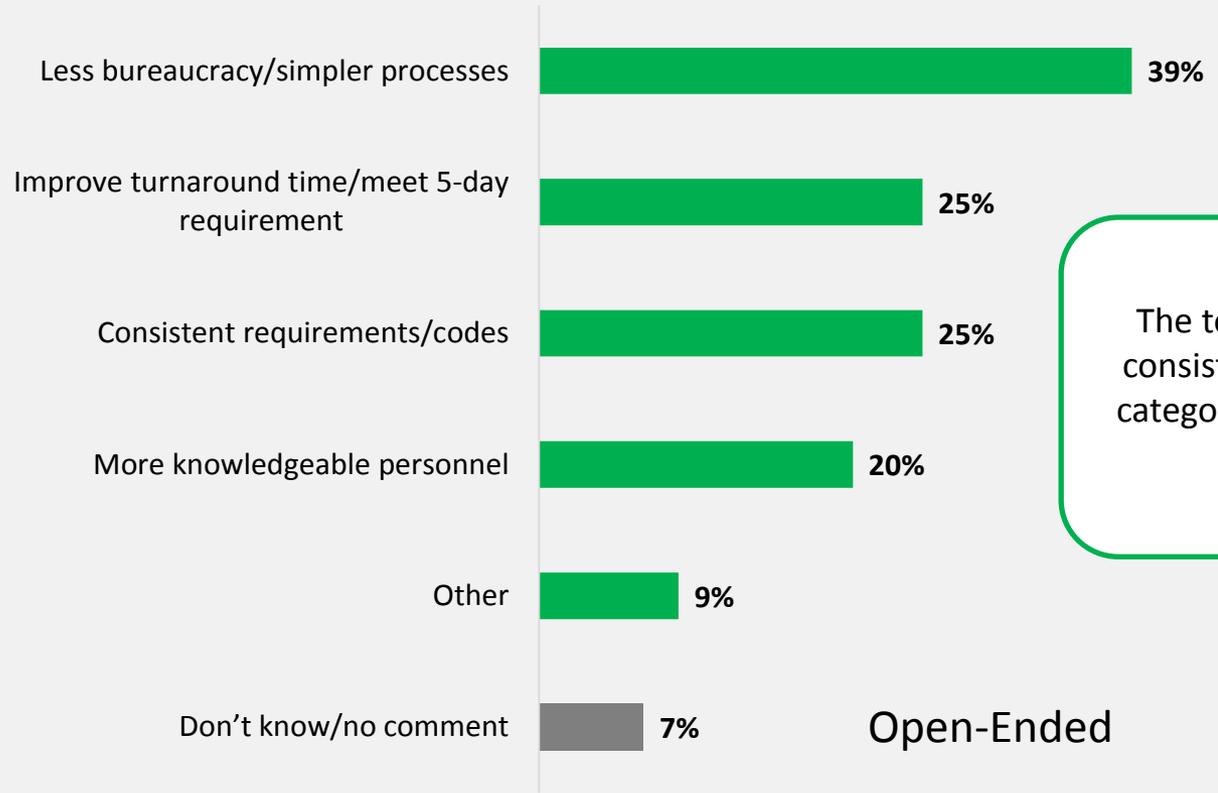
2015 Residential Key Drivers:



Adjusted R²= .628

Among respondents providing lower satisfaction ratings (rating of one and two for satisfaction on slide 10), top suggestions for improvements include making things more simple and meeting turnaround times.

Suggestions to Improve the Residential Process



The top 3 suggested improvements are consistent across respondent occupation categories such as contractors, engineers, architects, etc...

Open-Ended

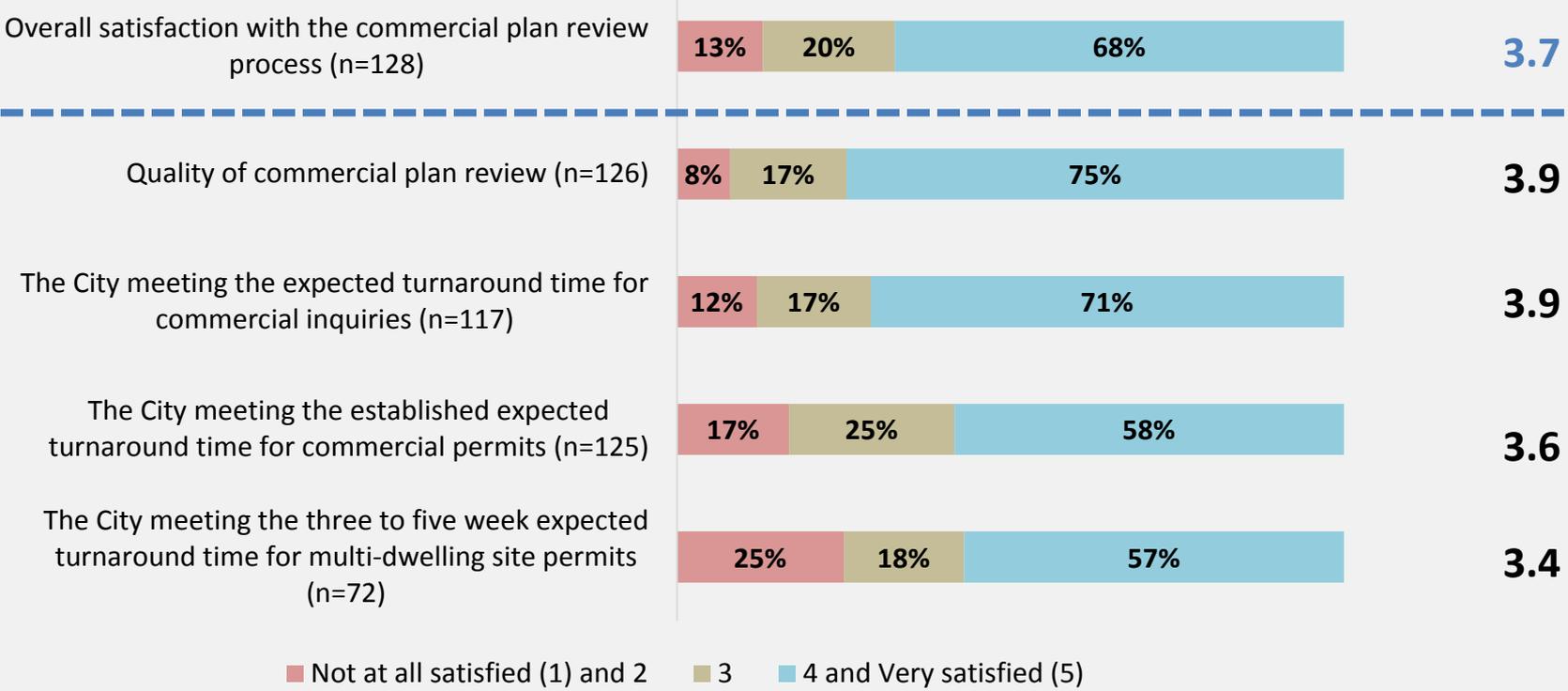
5. In what ways can the Building Standards Division improve the residential review process? Base: Respondents who have had interaction with the residential review process and provided a rating of 1 or 2 in Q4, n=44.

Commercial Review Process

Among those with commercial experience, the majority are satisfied with all aspects of the commercial review plan. Quality of plans and the inquiries process are rated relatively higher than turnaround times for general and multi-dwelling permits.

Satisfaction with Commercial Review Process

Average Rating:

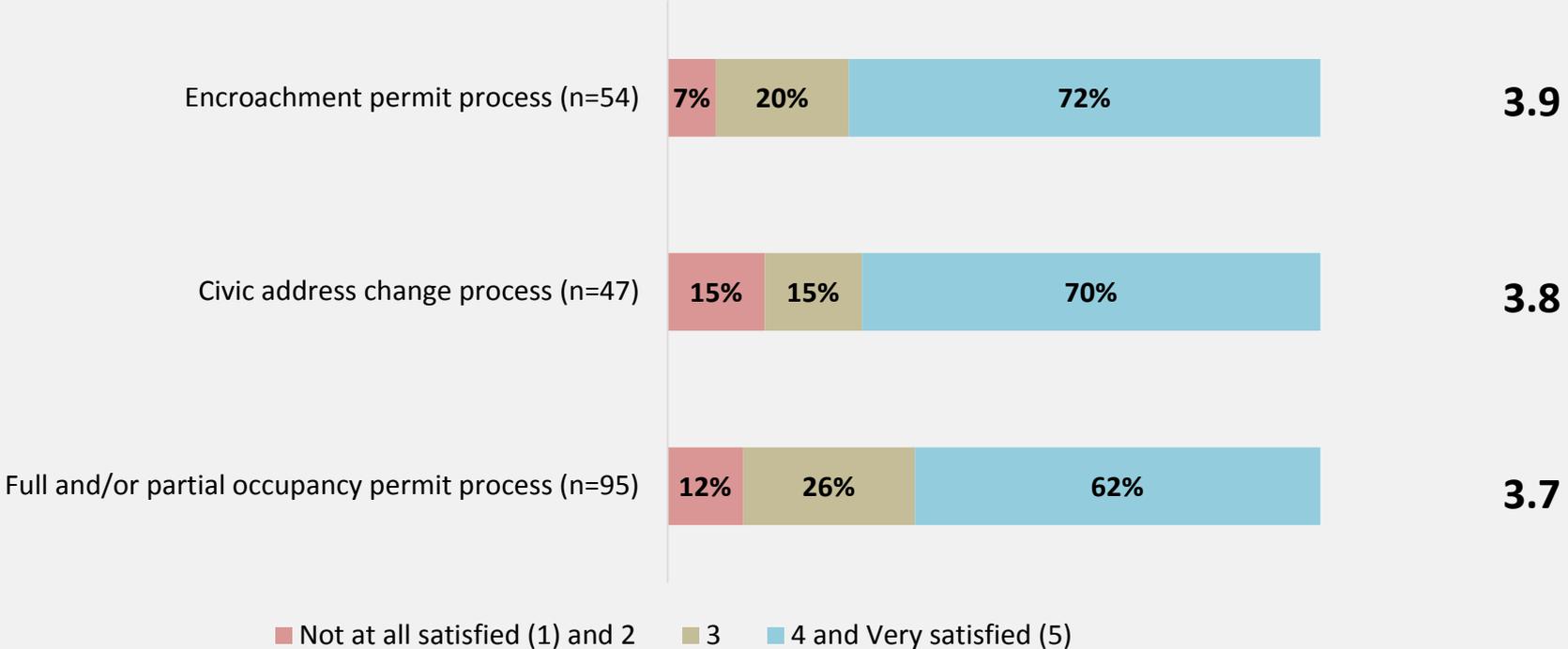


6. How satisfied are you with each of the following as they relate to the commercial plan review process? Base: Respondents who have had interaction with the commercial review process excluding N/A answers, n=72 to 128.

The majority are also satisfied with the process for encroachment and occupancy permits and civic address changes.

Satisfaction with Other Commercial Processes

Average Rating:



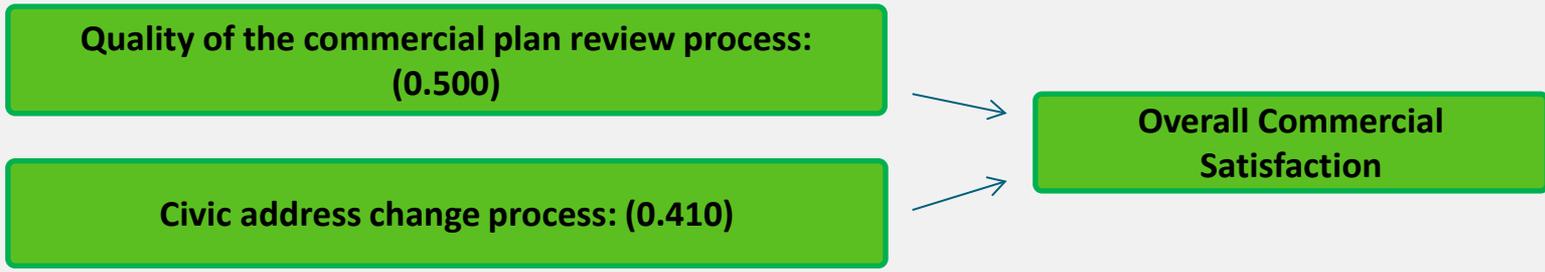
6a. Overall, how satisfied are you with the following commercial processes? Base: Respondents who have had interaction with the commercial review process excluding N/A answers, n=47 to 95.

Key Driver Analysis- Commercial Review

A step-wise linear regression model was performed on the survey results to determine key drivers of satisfaction with the Commercial Review Process.

Two factors were identified to be key drivers of overall satisfaction. These two statements predict **67.3%** of the variance in overall satisfaction. The larger the (key driver score) below, the greater the impact the statement has on overall satisfaction.

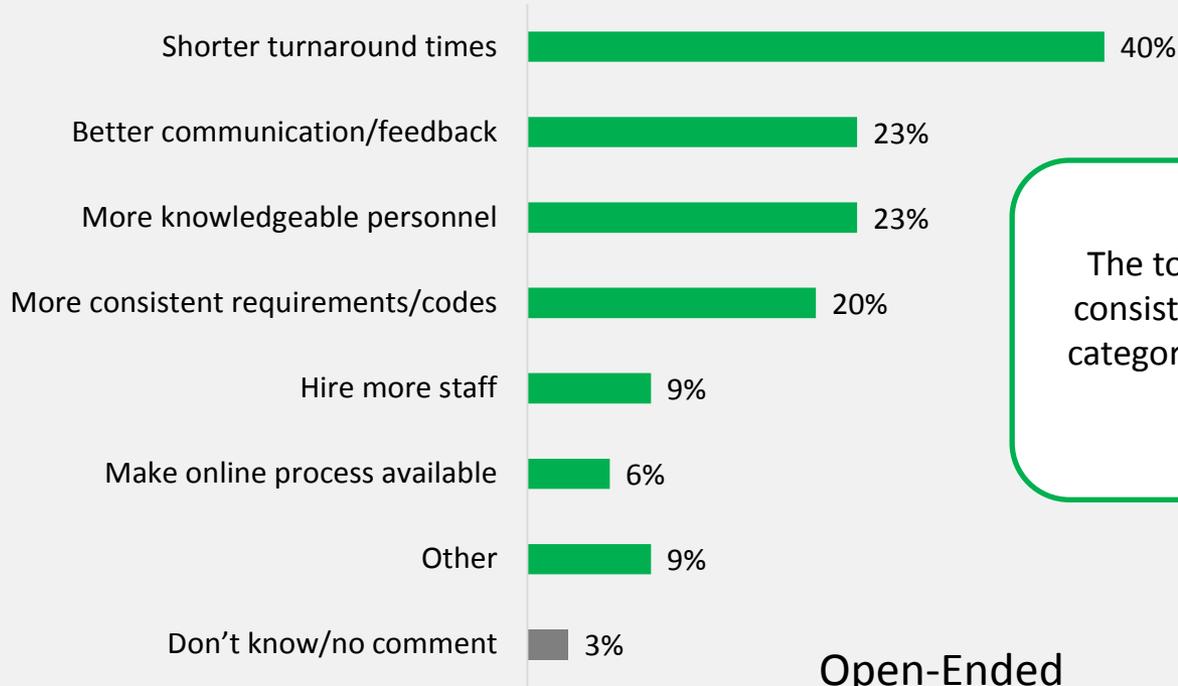
2015 Residential Key Drivers:



Adjusted R²= .673

Similar to the residential review process, respondents who provide lower satisfaction ratings for the commercial process suggest that improving turnaround times is also a priority.

Suggestions to Improve the Commercial Process



The top 3 suggested improvements are consistent across respondent occupation categories such as contractors, engineers, architects, etc...

Open-Ended

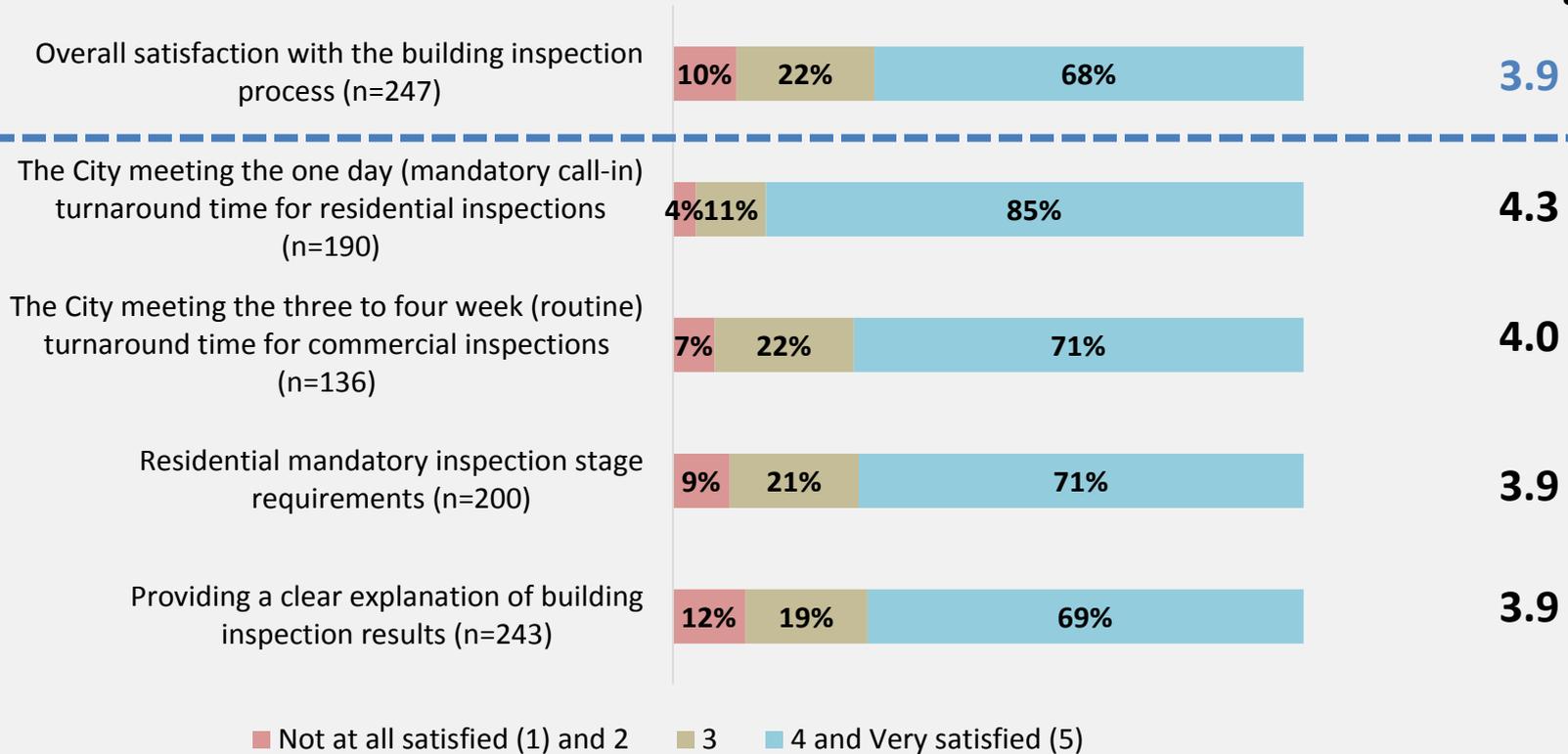
7. In what ways can the Building Standards Division improve the commercial review process? Base: Respondents who have had interaction with the commercial review process and provided a rating of 1 or 2 in Q6/Q6a, n=35.

Building Inspections Process

Regarding the Building Inspection Process, respondents are most satisfied (85%) with the one day turnaround time for residential inspections.

Satisfaction with Building Inspection Process

Average Rating:

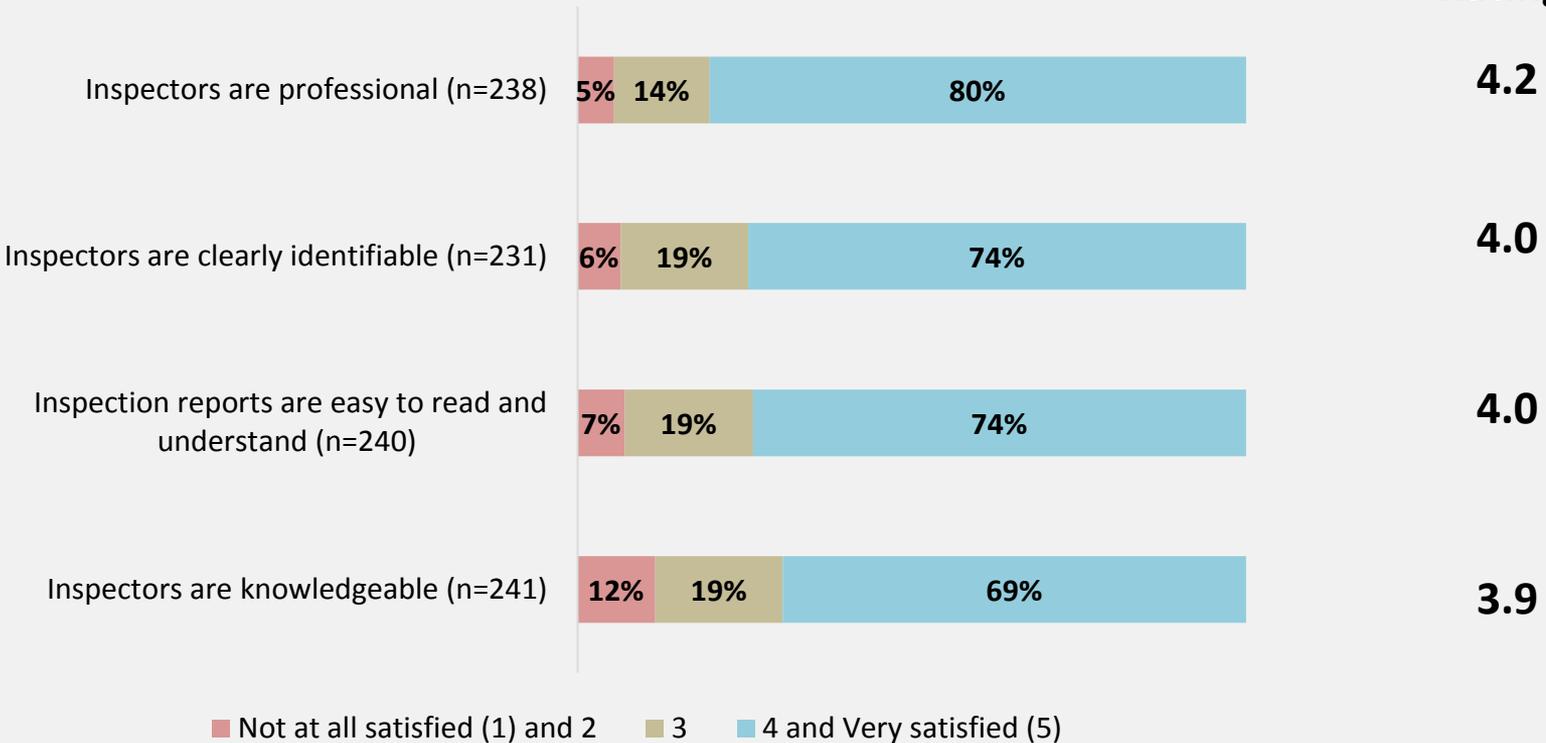


8. How satisfied are you with each of the following as they relate to the building inspection process? Base: Respondents who have had interaction with either the residential or commercial review process excluding N/A answers, n=136 to 247.

Most respondents are satisfied with building inspectors' professionalism, being clearly identifiable, and producing easy to understand reports. An area of focus should be to enhance the knowledge levels of inspectors.

Satisfaction with Inspectors

Average Rating:



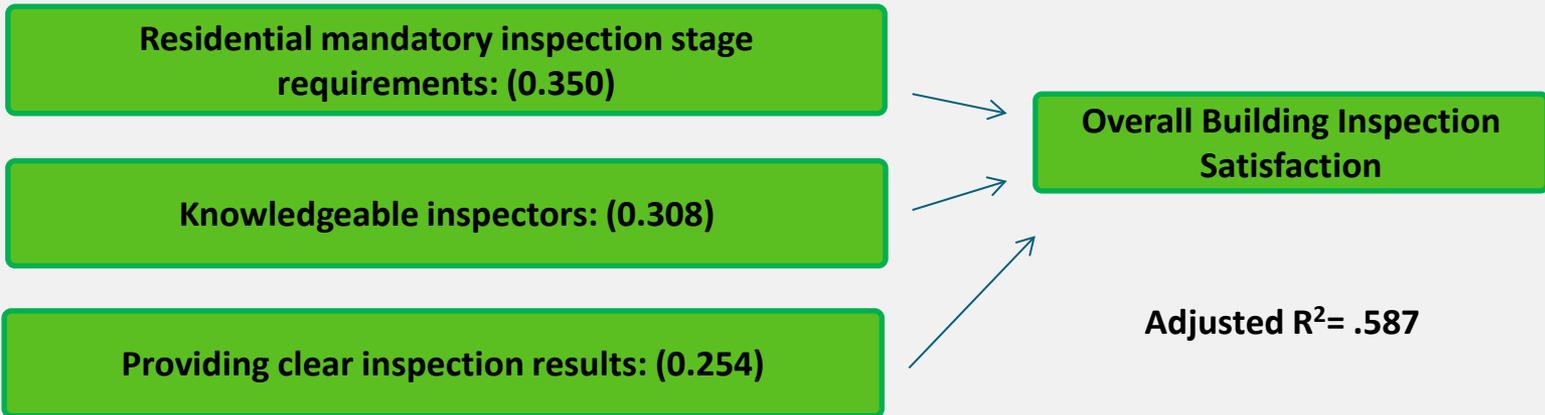
8a. How satisfied are you with each of the following as they relate to aspects of building inspections? Base: Respondents who have had interaction with either the residential or commercial review process excluding N/A answers, n=231 to 241.

Key Driver Analysis- Building Inspections

A step-wise linear regression model was performed on the survey results to determine key drivers of satisfaction with the Building Inspection Process.

Three factors were identified to be key drivers of overall satisfaction. These three statements predict **58.7%** of the variance in overall satisfaction. The larger the (key driver score) below, the greater the impact the statement has on overall satisfaction.

2015 Residential Key Drivers:



Nearly one half of respondents (47%) who provided low satisfaction ratings for inspections say it is because there is a lack of consistency regarding inspector knowledge.

Suggestions to Improve the Inspection Process



Similar across all occupation types, the top suggestion for improving the inspection process is ensuring consistent knowledge levels among all inspectors.

Open-Ended

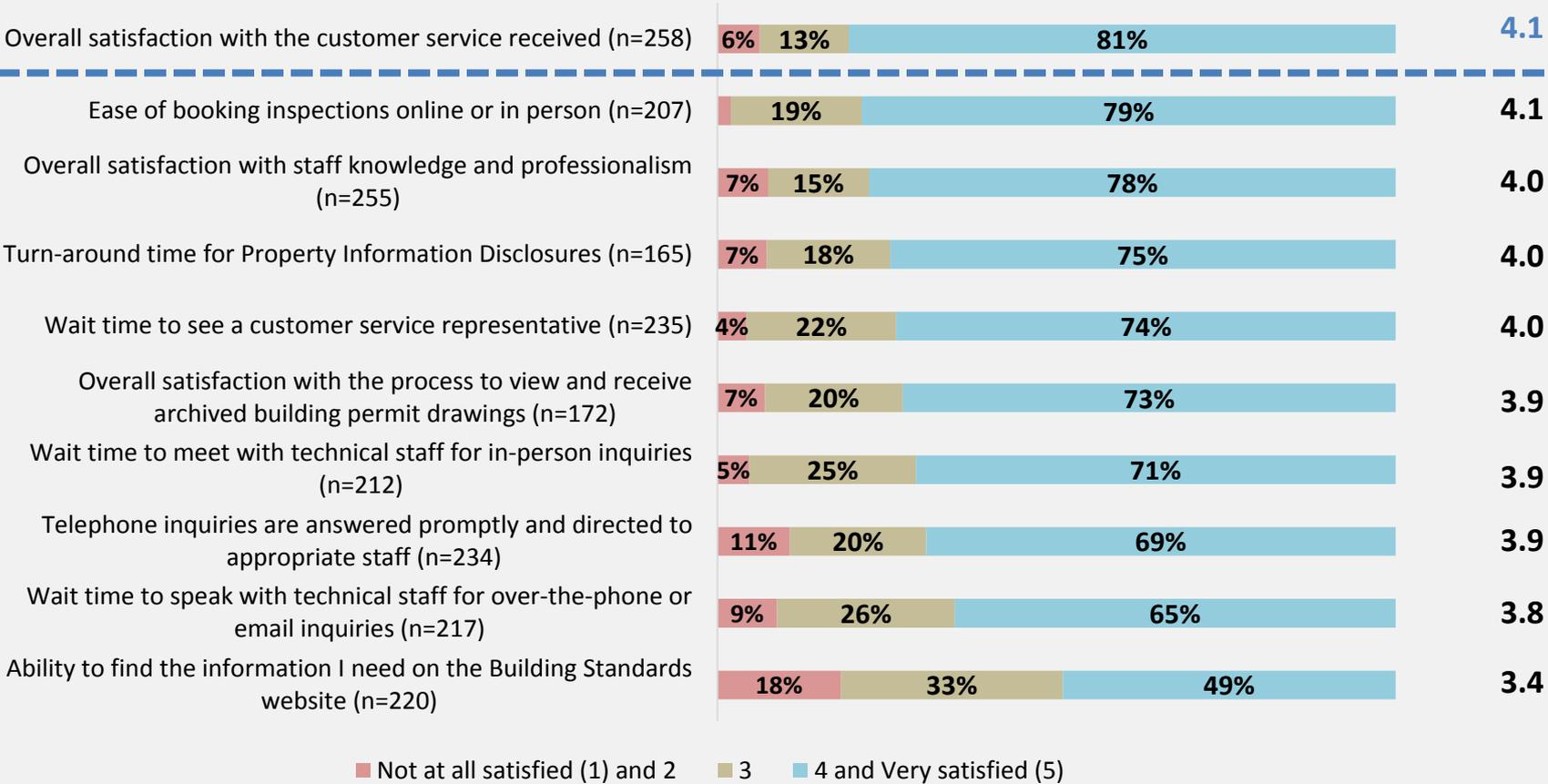
9. In what ways can the Building Standards Division improve the building inspection process? Base: Respondents who have had interaction with either the residential or commercial review process and provided a rating of 1 or 2 in Q8/Q8a, n=62.

Customer Service

Regarding customer service aspects, satisfaction is strongest for representative professionalism and knowledge, wait times, and booking processes. The main area of focus should be to enhance the Building Standards website to make information more easily accessible for clients.

Satisfaction with Building Standards Customer Service

Average Rating:



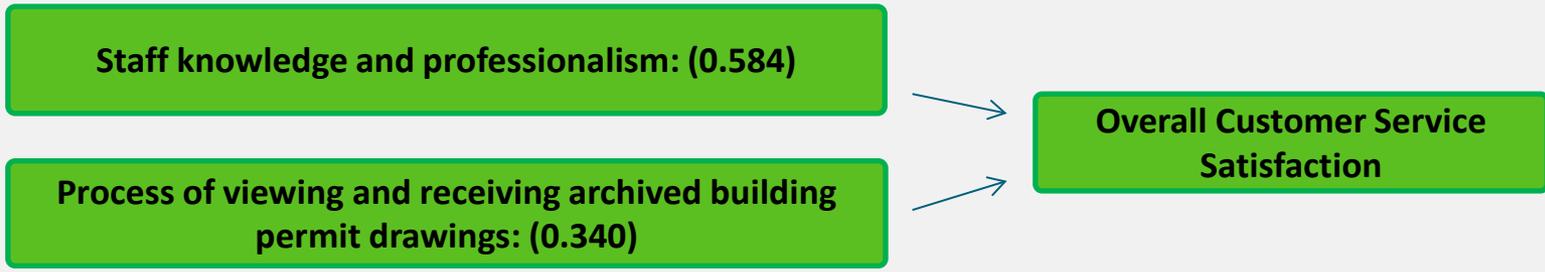
10. How satisfied are you with each of the following as they relate to the customer service process? Base: Respondents who have had interaction with either the residential or commercial review process excluding N/A answers, n=165 to 258.

Key Driver Analysis- Customer Service

A step-wise linear regression model was performed on the survey results to determine key drivers of satisfaction with Customer Service.

Two factors were identified to be key drivers of overall satisfaction. These two statements predict **63.1%** of the variance in overall satisfaction. The larger the (key driver score) below, the greater the impact the statement has on overall satisfaction.

2015 Residential Key Drivers:



Adjusted R²= .631

Consistent with the customer service Key Driver Analysis (previous slide), enhancing personnel knowledge should have the greatest impact on customer service satisfaction.

Suggestions to Improve Customer Service



Enhancing staff knowledge levels is consistently the top suggested improvement among occupation types.

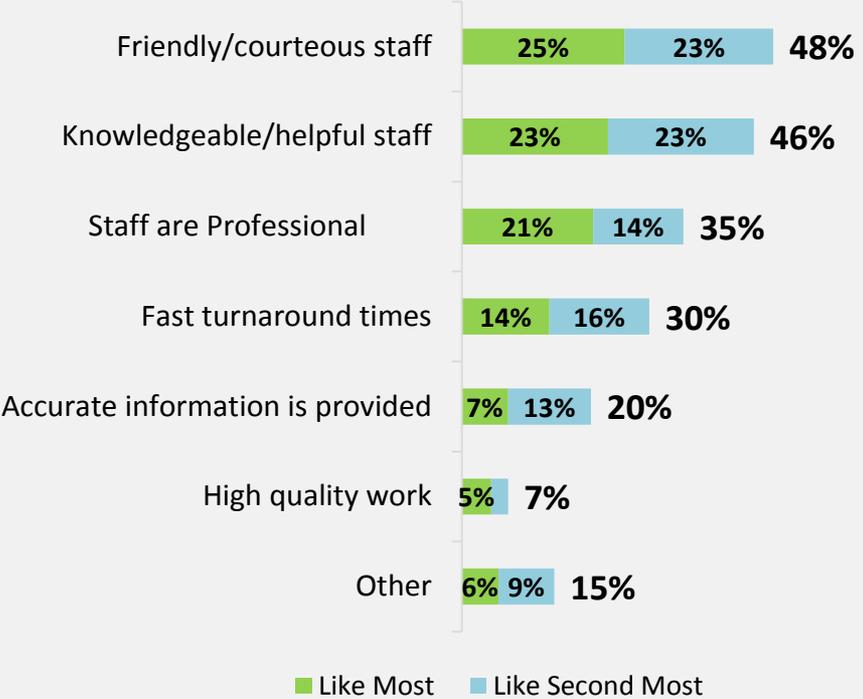
Open-Ended

11. In what ways can the Building Standards Division improve the customer service process? Base: Respondents who have had interaction with either the residential or commercial review process and provided a rating of 1 or 2 in Q10, n=68.

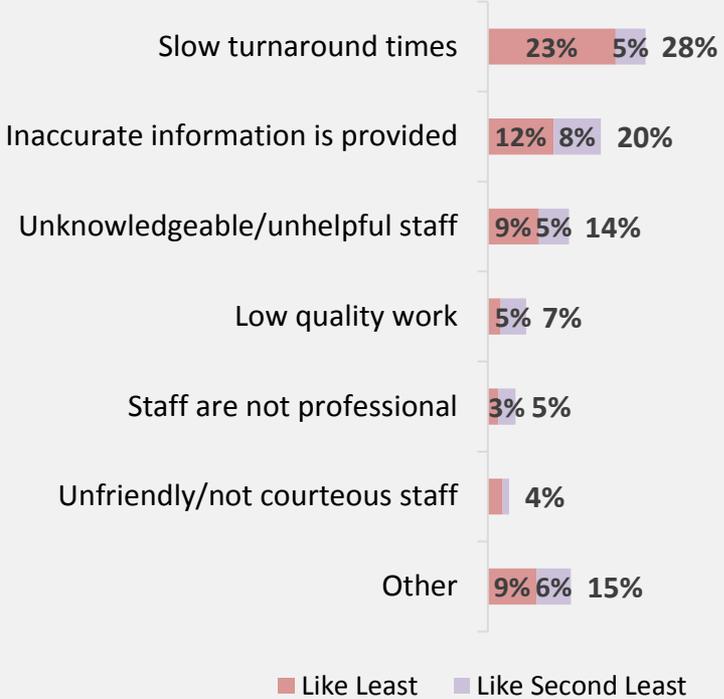
Priorities and Challenges

Areas liked most about working with the Building Standards Division involve the courteousness, helpfulness, and professionalism of staff. The areas least liked relate to slow turnaround times and receiving inaccurate information.

Areas Most Liked about Working with the Building Standards Division

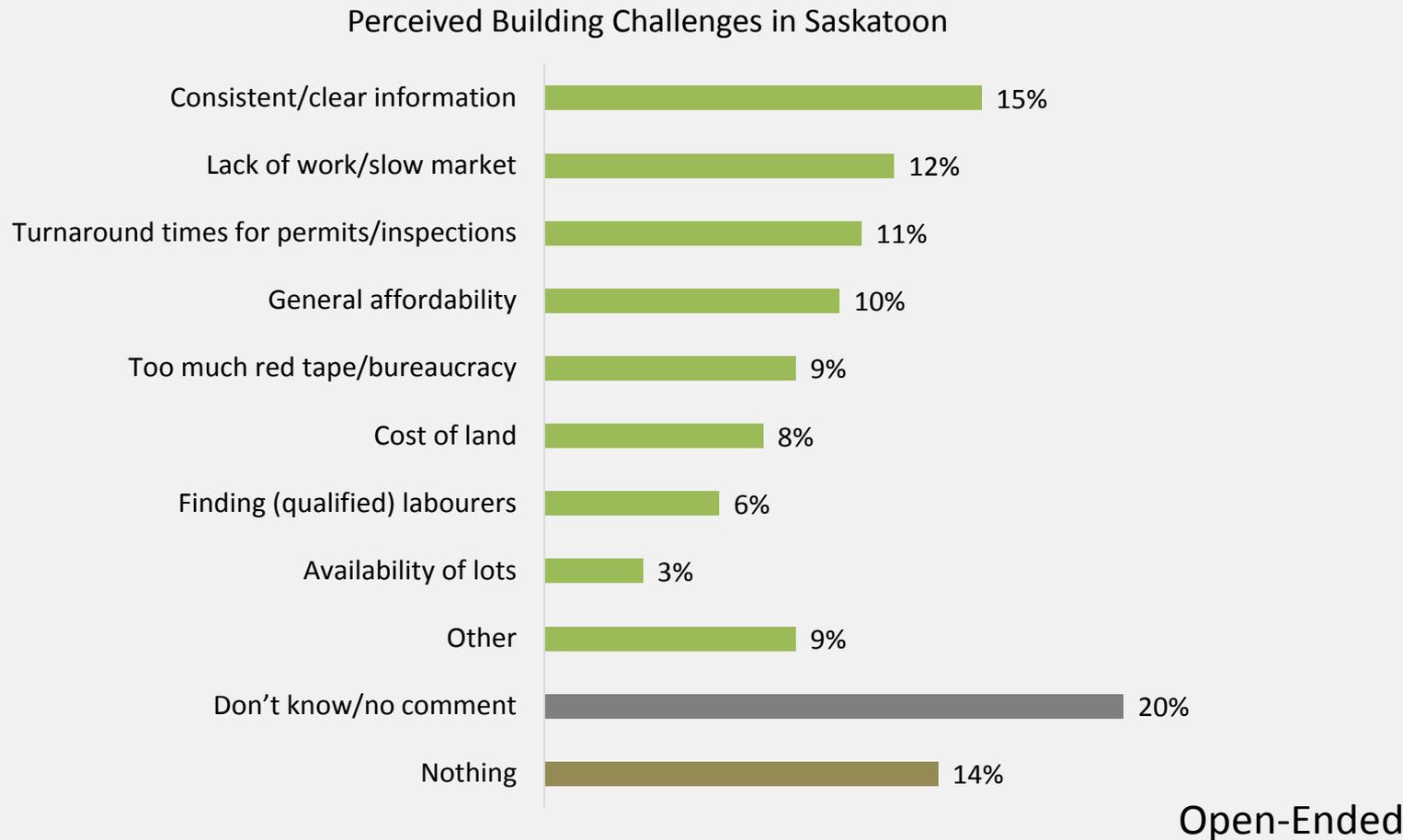


Areas Least Liked about Working with the Building Standards Division



12. What are the **top 2** areas you **like most** and the **top 2** areas you **dislike most** about working with the City of Saskatoon Building Standards Division? Base: All respondents, n=263.

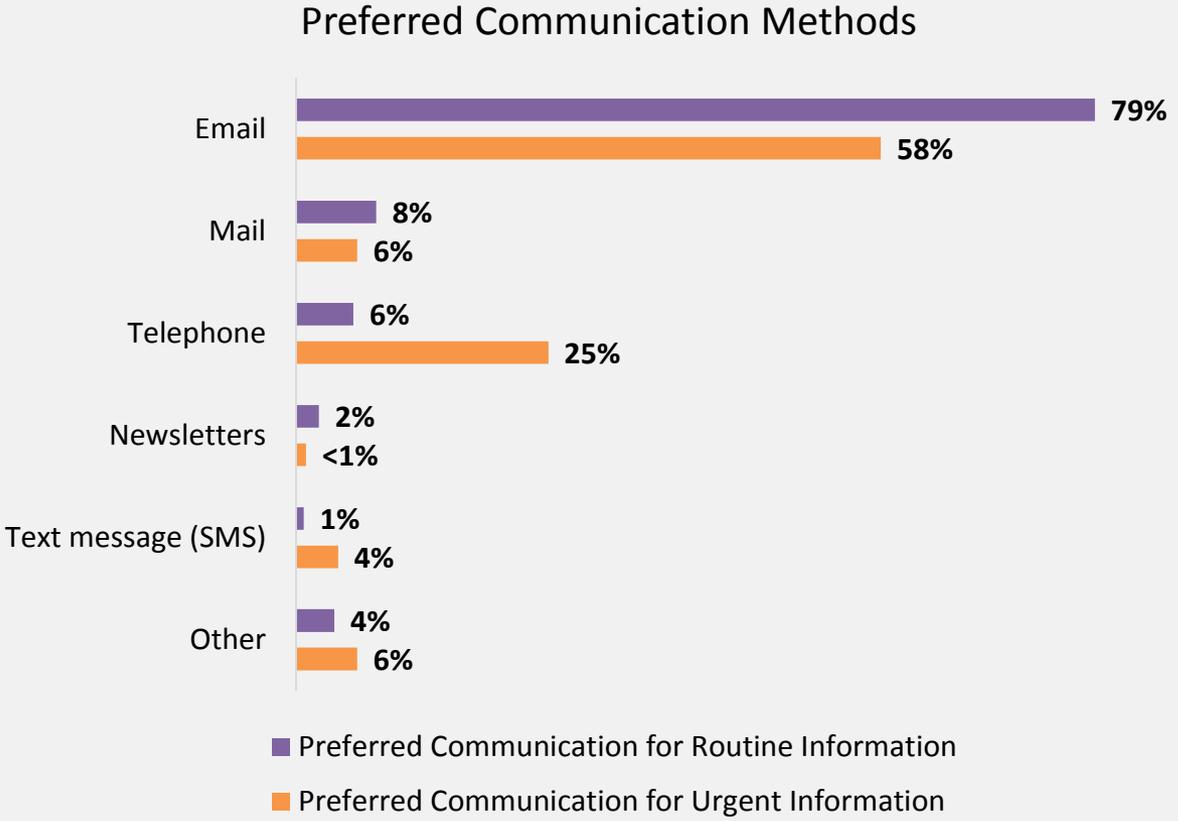
The most common perceived building challenges respondents face today in Saskatoon are obtaining consistent information (15%), a slow market (12%), and turnaround times for permits and inspections (11%).



14. What key challenges does your organization face in today's market as they relate to building in Saskatoon? Base: All respondents, n=263.

Communication and Needs

Email is preferred by the majority for both routine and urgent information sharing. Telephone contact can also be used but primarily for urgent information exchange.

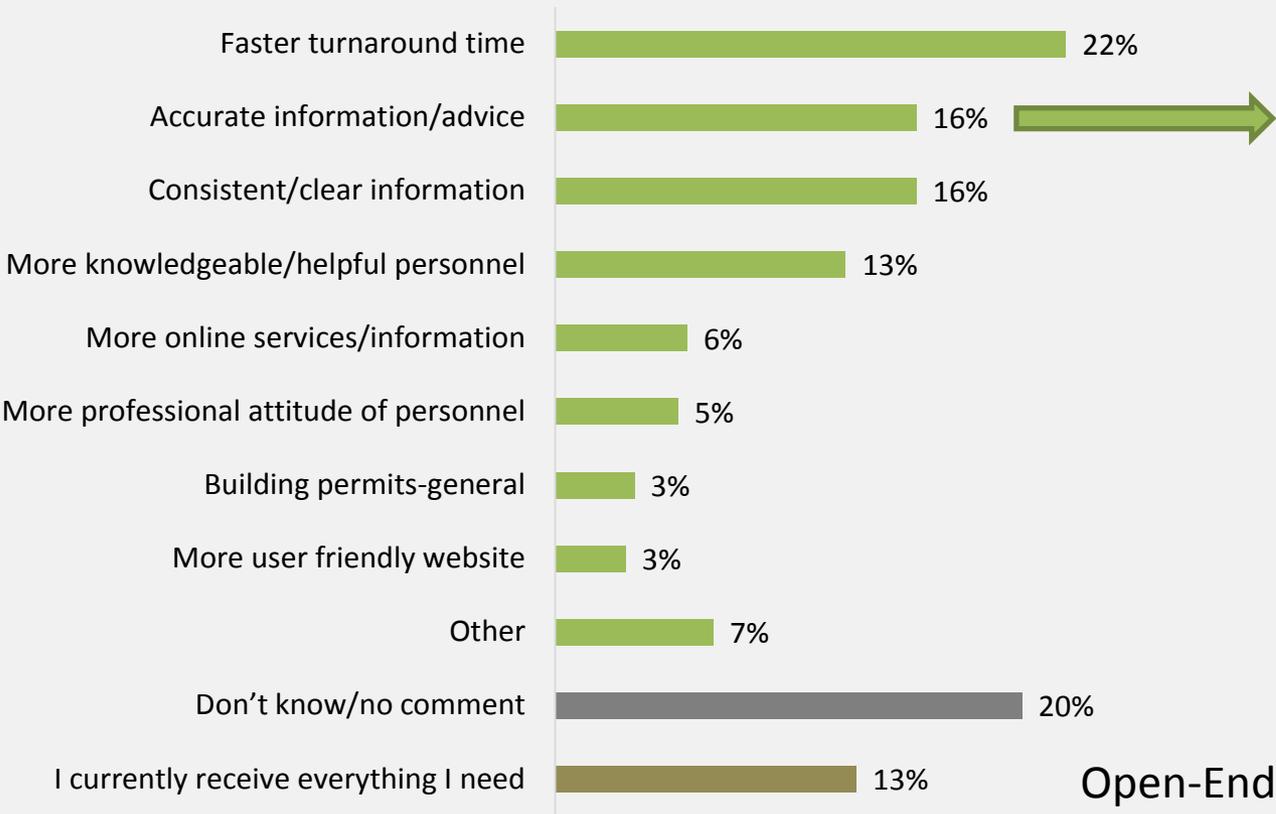


15. How should the Building Standards Division communicate with your organization for routine information sharing? Base: All respondents, n=263.

15a. How should the Building Standards Division communicate with your organization regarding more urgent information or for significant changes? Base: All respondents, n=263.

Going forward, respondents want the Building Standards Division to provide faster turnaround times (22%), more accurate information (16%), and consistent information (16%).

Items Needed from The Standards Division Going Forward



Architects (29%) and Realtors (57%) are the most likely to say that obtaining accurate information is a main need.

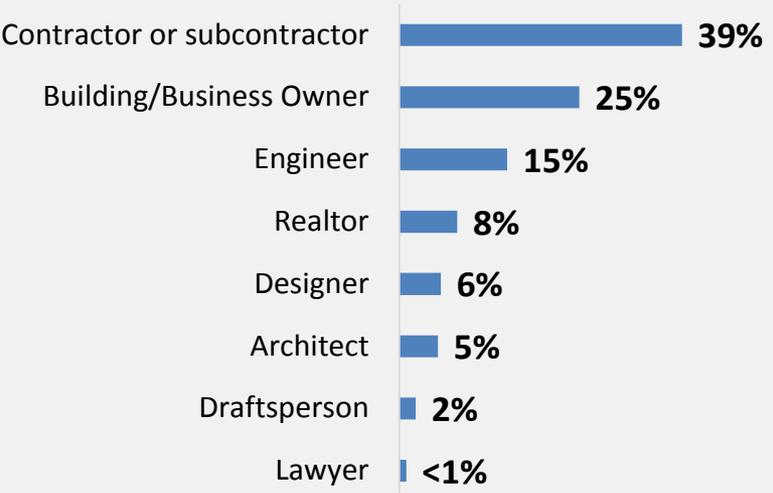
Open-Ended

13. Thinking about the services you receive currently from the Building Standards Division, what are the most important items you wish to receive now and in the future?
 Base: All respondents, n=263.

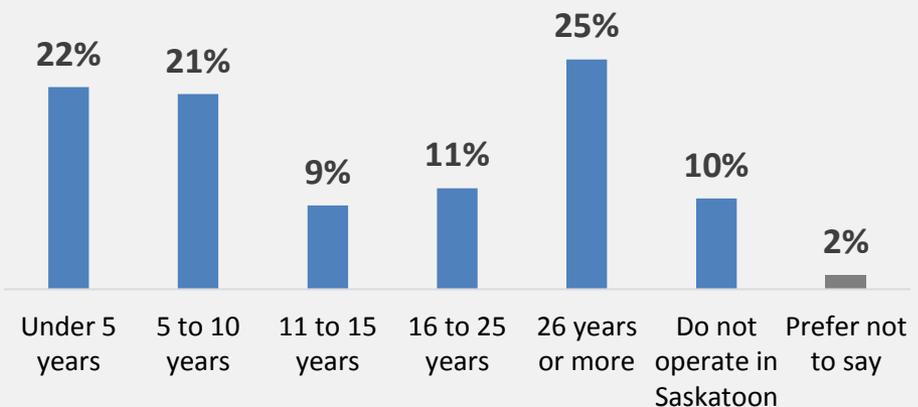
Respondent Profile

Respondent Profile

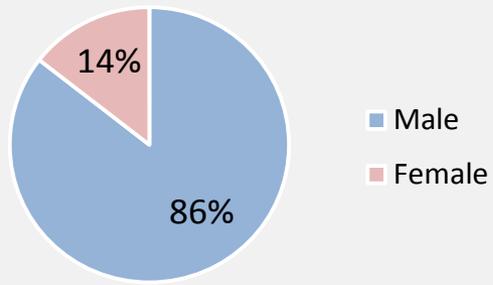
Occupation



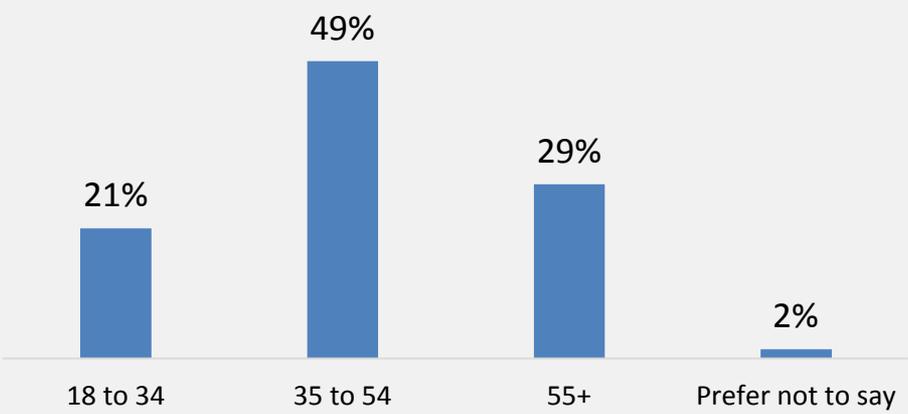
Years of Operation in Saskatoon



Gender



Age Range



Base: All Respondents, n=263.

2015 Year-End Report - Neighbourhood Planning Section

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to highlight work completed, in 2015, by the Neighbourhood Planning Section, Planning and Development Division.

Report Highlights

1. The Neighbourhood Planning Section is involved in a wide variety of programs and services that help revitalize core neighbourhoods, improve safety, increase attainable housing, and improve urban quality in the City Centre.

Strategic Goals

The mandate of the Neighbourhood Planning Section relates to the City of Saskatoon's Strategic Goals of Quality of Life, Sustainable Growth, and Economic Diversity and Prosperity. These goals are achieved through a variety of targeted programs, policies, and incentives, and involve a wide range of community partners, including housing providers, Business Improvement Districts (BID), community associations, Local Area Plan (LAP) committees, and residents.

Report

The Neighbourhood Planning Section is a multi-disciplinary team and is involved in a wide variety of programs, services, and supports intended to:

- 1) revitalize and build capacity in core neighbourhoods;
- 2) engage local stakeholders through the LAP process;
- 3) provide urban design improvements throughout the city;
- 4) monitor neighbourhood safety and work to reduce crime in neighbourhoods; and
- 5) facilitate programs and initiatives for safe and affordable housing.

The 2015 Neighbourhood Planning Section Year-End Report provides an overview of the initiatives undertaken throughout 2015 (see Attachment 1).

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Neighbourhood Planning Section reports annually on its activities.

Public Notice

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

Attachment

1. 2015 Neighbourhood Planning Section Year-End Report

Report Approval

Written by: Paul Whitenect, Acting Manager, Neighbourhood Planning Section

Reviewed by: Alan Wallace, Director of Planning and Development

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

S/Reports/2016/PD/PDCS – 2015 Year-End Report - Neighbourhood Planning Section/lc



2015

Neighbourhood Planning Section

YEAR-END REPORT





Welcome to the 2015 Year End Report of the Neighbourhood Planning Section. The 2015 Report is intended to provide information about the various programs and services offered by the Neighbourhood Planning Section, highlight some of the important initiatives and projects from the year, and look ahead to 2016.

The Neighbourhood Planning Section is part of the City of Saskatoon's Planning and Development Division. The Neighbourhood Planning Section includes a diverse range of programs:

- Attainable Housing;
- Neighbourhood Revitalization;
- Local Area Planning;
- Neighbourhood Safety and Safe Growth; and
- Urban Design.

The Neighbourhood Planning Section also provides planning assistance to the Business Improvement Districts (BID's), collaborates on major projects with other agencies and Civic Departments, and offers educational opportunities to the public about the planning and development process.

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- ▶ The City exceeded its overall target with 560 new units of attainable housing created.
- ▶ Seven applications were approved under the Vacant Lot and Adaptive Reuse Incentive Program. There have been 48 applications approved since the program began in 2011.
- ▶ Seven applications to the Façade Conservation & Enhancement Grant Program were received, five of which have been approved, and over \$56,000 was committed to projects.
- ▶ The Mayfair & Kelsey-Woodlawn Local Area Plan (LAP) was approved by City Council in June, 2015. The LAP included 56 recommendations of which four are underway, and one has already been completed.
- ▶ The Meadowgreen LAP has completed its information gathering phase, and the Plan will be presented to City Council in 2016.
- ▶ There are a total of 365 (non-safety) LAP recommendations, of which 225 have been completed, including 14 recommendations which closed in 2015.
- ▶ There are a total of 214 Neighbourhood Safety recommendations identified through the LAPs. To date, 150 of these recommendations have been implemented, nine of which were completed in 2015.
- ▶ A total of 18 CPTED reviews were completed.
- ▶ The Community Support Program was approved as a permanent program by City Council in September 2015.
- ▶ Construction of the final phase of the 20th Street Streetscape Improvement Master Plan was completed. This project involved streetscaping between Avenues G and H in Riversdale, and concludes the streetscaping along 20th Street West from Idylwyld Drive to Avenue H.
- ▶ The Placemaker Program celebrated the previous 20 years of public art.
- ▶ Implementation of the City Centre Plan included new Design Guidelines for the Downtown, as well as zoning changes to permit additional patios along the riverbank.



...all neighbourhoods should provide a mix of housing types reflective of the city's population profile.

ATTAINABLEHOUSING

Housing is a non-traditional role for most municipalities. However, the City of Saskatoon, through the Neighbourhood Planning Section, plays an important role in encouraging and facilitating the creation of attainable housing. The tools used to increase the range and supply of attainable housing includes policy, incentives, research, partnerships and education.

WHAT IS ATTAINABLE HOUSING?

Attainable housing ranges from transitional units for those at risk of homelessness to entry-level ownership units for individuals just starting out in the work force. The City supports four broad categories of attainable housing:

- **Affordable Rental** – subsidized units for low income households.
- **Purpose-Built Rental** – market priced units protected from condo conversions.
- **Affordable Ownership** – modest units with down payment grants.
- **Entry-Level Ownership** – modest units for first time buyers.

2013 – 2022 HOUSING BUSINESS PLAN

In 2013, City Council made a commitment to continue supporting the creation of new housing units across the attainable housing continuum for the next ten years through the adoption of the *2013 – 2022 Housing Business Plan*. The many initiatives in the ten year plan are designed to support the long-term target set by City Council in 2007 of 500 new units per year.

An important priority of the Plan is to create attainable housing in all areas of the city and achieve the vision of the *Official Community Plan* that all neighbourhoods should provide a mix of housing types reflective of the city's population profile.

The 2015 target of 500 units for the Housing Business Plan was approved by City Council in December 2014.

2015 RESULTS

In 2015, the City exceeded its overall target with 560 new units of attainable housing created. The table below shows that most of these new units were on the east side of the river in areas that previously lacked attainable housing choices:

HOUSING TYPE	2015 TARGET	EAST SIDE	WEST SIDE	TOTAL
Purpose Built Rental	200	112	56	168
Affordable Ownership	100	66	1	67
Affordable Rental	70	15	52	67
Secondary Suites (Purpose Built Rental)	30	46	16	62
Entry Level Ownership	100	189	7	196
Total Units	500	428	132	560

Baydo Place: This mixed use project in the Stonebridge Business Park includes 112 purpose built rental units with office space on the main floor. This is a unique housing form in Saskatoon that will allow residents to walk to many places of work as well as nearby amenities including shopping, restaurants and parks.

Kensington Flats: Saskatoon's first modular built apartment was assembled from factory-built modules in fourteen days. The affordable and entry level ownership complex looks no different from a traditionally built apartment complex and features considerable upgrades in energy efficiency and sound proofing.

Villa Royal Expansion: This infill project was built as an addition to the existing Villa Royal building on an under-utilized site in Hudson Bay Park.



Kensington Flats



Meadowview Terrace

The new wing will provide an additional 56 independent rental units for seniors. It is located adjacent to the new Co-op food store on 33rd Street which will provide residents with easy access to groceries.

Meadowview Terrace: The Meadowview Terrace project in the Evergreen neighbourhood includes 80 entry-level and affordable ownership units. The builder, NewRock Developments, provides down payment assistance to all buyers in addition to the down payment grants offered by the City.

2015 BY THE NUMBERS

\$5,413 Average down payment grant provided to affordable home ownership buyers.

Average equity loan provided to entry level buyers. **\$12,566**

\$16,551 Average capital grant per unit of affordable rental housing.

Average value of five year property tax abatement provided per unit of purpose built rental housing. **\$2,054**

LOOKING AHEAD TO 2016

Permit Rebates for Garage and Garden Suites: In early 2016, City Council approved a recommendation to provide permit fee rebates for the construction of garage and garden suites. These rebates will assist home owners providing needed rental accommodation in a number of neighbourhoods currently lacking rental housing.

Saskatoon Housing Initiatives Partnership (SHIP) Shifting Focus to Homelessness: The City will enter into a new funding contract with SHIP in 2016 that will enable SHIP to serve as a convening agency for the many organizations that are working to address homelessness in our city. SHIP's Action Plan will address four priorities including: System Coordination, Strengthening Housing Placement Programs, Homelessness Prevention and Increasing the Supply of Affordable Housing.

NEIGHBOURHOOD REVITALIZATION

The Neighbourhood Revitalization program supports growth and development in established neighbourhoods by providing development incentives, and participating in projects intended to enhance the quality of life in these neighbourhoods.

VACANT LOT AND ADAPTIVE REUSE INCENTIVE PROGRAM

Since 2011, the Vacant Lot and Adaptive Reuse Incentive (VLAR) Program has approved 48 applications, with seven new applications in 2015. The total amount committed to VLAR incentives totalled \$1,469,417, and there has been over \$75,000,000 worth of investment within the program neighbourhoods.

NEIGHBOURHOOD	VLAR APPLICATIONS (Approved)	TOTAL INVESTMENT
Avalon	2	\$700,000
Buena Vista	1	\$375,000
Central Business District	4	\$23,050,000
City Park	1	\$7,000,000
Haultain	1	\$600,000
Holiday Park	1	\$375,000
Hudson Bay Park	1	\$425,000
Kelsey-Woodlawn	1	\$430,000
King George	3	\$1,005,000
Montgomery Place	1	\$400,000
Mount Royal	1	\$450,000
North Park	3	\$ 2,163,000
Nutana	3	\$3,652,246
Pleasant Hill	3	\$1,122,000
Riversdale	14	\$16,060,316
Sutherland	2	\$800,000
Varsity View	1	\$8,000,000
Westmount	4	\$1,060,300
West Industrial	1	\$7,500,000
Total	48	\$75,167,862

THE FAÇADE CONSERVATION AND ENHANCEMENT GRANT PROGRAM

The Façade Conservation and Enhancement Grant Program, which launched in 2014, is a joint effort between the Heritage, Urban Design, and Neighbourhood Revitalization work teams.



322 Avenue C façade improvement

In 2015, there were seven applications received under the Façade Conservation and Enhancement Grant

Program. Five of the seven applications were eligible for the program, and the Adjudication Committee committed over \$56,000 in grants to applicants who are improving and enhancing their building façades.

PLEASANT HILL VILLAGE

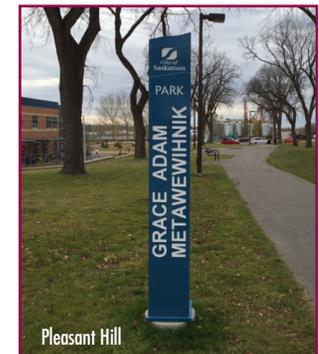
The Pleasant Hill Village revitalization project began in 2006 and is now in its final phase. In 2015, there was continued progress in Pleasant Hill Village, including the completion of the last phase of Grace Adam Metawewinik Park. A playing field, basketball court and a community garden were completed, as well as enhanced park signage, lighting and other improvements. A neighbourhood entryway sign, built with bricks from the old St. Mary's School, was installed at the southwest corner of the site. This sign will be completed in early 2016. A new signalized pedestrian crossing was installed at Avenue N and 20th Street and the pedestrian crossing at Avenue P was relocated further south. Lane paving and realignment at 19th Street was completed and sidewalk installation on the south-side of 19th Street was initiated.

A Request for Proposals (RFP) was issued in 2015 for the sale of the last three development parcels (A, C and F in the corresponding map). The RFP was written in collaboration with the Community Review Committee, consisting of neighbourhood stakeholders, on-site residents and a local architect.

Since its inception, the project has been led by the City, in partnership with the community, other levels of government, non-profit and institutional organizations, and members of the development community. The final stage of Pleasant Hill Village will see the City complete its role in the project. With ten years of project momentum behind it, the torch will pass to the development community to purchase and develop the last parcels.

LOOKING AHEAD TO 2016

- Finishing touches on the site, including a neighbourhood entryway sign on Avenue P South, a community notice board at 20th Street and Avenue P South, and sidewalk installation will be completed;
- The City, in partnership with stakeholders, will explore the feasibility of installing interpretive signage in the park, to acknowledge the rich heritage and history of the site and broader Pleasant Hill neighbourhood; and
- The City will continue to work with the community, government and other stakeholders to ensure that the sale of the remaining parcels and timing of development proceeds in an economically viable way.



LOCAL AREA PLANNING



Local Area Planning (LAP) is a community-based approach to developing comprehensive neighbourhood plans. It provides residents, business owners, property owners and other stakeholders direct input into the future of their community. LAP participants work to develop a vision, identify issues, develop goals, and outline strategies to ensure the long-term success of their neighbourhood. Once completed, a LAP sets out objectives and policies to guide the growth and development of the neighbourhood.

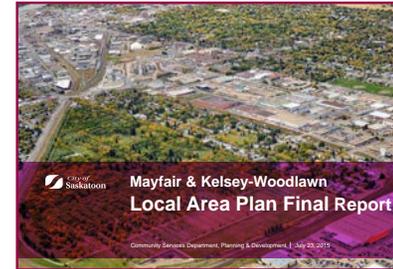
Twelve neighbourhoods were initially identified for LAPs in 1997 and, in 2011, four additional neighbourhoods were added to the list, including: Mayfair, Kelsey-Woodlawn, Meadowgreen, and Montgomery Place.

In March 2015, the LAP group presented the Neighbourhood Monitoring Report (NMR) to City Council. The NMR considered a variety of indicators affecting the quality of life including safety, housing, employment and income, infrastructure, land use, population change, and traffic. Through this analysis, the NMR identified neighbourhoods that should be considered for a LAP. As a result of this work, City Council approved the following neighbourhoods to participate in the development of future LAPs:

- Exhibition;
- Mount Royal; and
- Confederation Park and Massey Place (paired together to create a single LAP that addresses both neighbourhoods).

MAYFAIR & KELSEY-WOODLAWN LOCAL AREA PLAN

The Mayfair & Kelsey-Woodlawn LAP was adopted by City Council in June 2015. Over 125 local stakeholders contributed to the development of the Mayfair & Kelsey-Woodlawn LAP. The LAP contains a total of 56 recommendations related



to implementing specific land use and zoning changes, addressing neighbourhood traffic concerns while improving pedestrian and cycling connectivity, maximizing the potential of existing park and green space, supporting and promoting the unique 33rd Street business area, and improving the image and perception of the neighbourhoods. Work has begun on the implementation of recommendations from the LAP, including the re-naming of Industrial Park to Szumigalski Park to honour local renowned poet Anne Szumigalski, and the acquisition of CNR right-of-way in the Kelsey-Woodlawn neighbourhood.

MEADOWGREEN LOCAL AREA PLAN

Immediately following the adoption of the Varsity View LAP by City Council in April 2014, the Meadowgreen LAP began. Community consultation for the Meadowgreen LAP continued in 2015. Topics covered include: Land Use; Parks, Community Gardens, and Open Spaces; Culture, Heritage and New Canadians; Neighbourhood Safety; Traffic; Municipal Services; Transit and Bus Stops; as well as Property Maintenance and Housing Programs. The Meadowgreen LAP will be presented to City Council in 2016.

Local Area Planning provides residents, business owners, property owners and other stakeholders direct input into the future of their community.



MONTGOMERY PLACE LOCAL AREA PLAN

The Montgomery Place LAP was launched in May 2015. To date, several meetings have been held in the community, and discussions have included traffic, the South West Sector Plan, drainage and property maintenance, heritage and culture as well as infill and land use. Meetings are expected to continue through spring 2016, with the Montgomery Place LAP anticipated to be completed by early 2017.

NEIGHBOURHOOD TRAFFIC MEETINGS

Throughout 2015, the LAP team provided support to the Transportation Division's Neighbourhood Traffic Management Program. This program began in 2013 and develops traffic calming plans at a neighbourhood level to address numerous issues identified by citizens through community consultation. In 2015, the LAP team supported the Transportation Division in developing traffic calming plans for Confederation Park, Greystone Heights, Meadowgreen, Montgomery Place, Mount Royal, and the 11th Street corridor.

SOUTH CASWELL CONCEPT PLAN AMENDMENT

The South Caswell Concept Plan (SCCP) was approved by City Council in 2010. However, due to new information provided by Phase I and II Environmental Site Assessments, structural building assessments and other servicing considerations, amendments to the SCCP are required. An Open House and public meetings were held in December 2014 and February 2015 to ensure all area stakeholders were aware of the assessments and the upcoming amendment process for the SCCP. In October 2015 an Expression of Interest (EOI) was released as a method to gauge interest from the development community, including the potential for building reuse. The EOI closed on December 18, 2015.



November 4, 2015 Meadowgreen LAP meeting

City of Saskatoon as well as public representatives from the Caswell Hill neighbourhood. A high-level summary of the submissions will be reported to City Council in spring 2016. The future use of the lands will be determined following evaluation of the EOI submissions. Options may include a more detailed Request for Proposal, direct sale or tender of the land, or an open-market, negotiation based approach.

THE JUNCTION IMPROVEMENT STRATEGY

The Junction Improvement Strategy (Strategy) was adopted by City Council in 2014, and implementation of the Strategy's recommendations began in 2015. Work has begun to improve pedestrian safety and walkability in the Junction area, including the expansion of the Safety Pathway project. Progress has been made pursuing a property and back lane tree maintenance initiative to be undertaken in spring 2016. It should also be highlighted that initial discussions began regarding the contaminated lands in the Green Square, which was outlined in the Strategy, and the feasibility of combining a community renewable energy program in conjunction with site decontamination as a demonstration project are being considered. Partners in this initiative include the Environmental & Corporate Initiatives Division, and Saskatoon Light & Power.

LOCAL AREA PLAN IMPLEMENTATION

Of the 14 LAP recommendations completed in 2015, one of the most significant achievements was the completion of the 20th Street

Streetscape Improvement Master Plan in Riversdale by Urban Design. Streetscape work from Avenues A to H was completed in three phases, with the first phase completed in 2013, the second phase in 2014, and the final phase in 2015. The streetscape includes new sidewalk and amenity strip installation, corner bulbs, street furniture and banners, as well as public art from Idylwyld Drive to Avenue H.

◀ Refer to page 19 to learn more about the 20th Street Streetscape Improvement Master Plan.

Another significant recommendation completed in 2015 was the participation of Westmount Community School in the Doors Open 2015 event. The school, constructed in 1913, was one of 27 Saskatoon sites that opened their doors for the day and allowed the public to experience the architecture of the city. Other completed recommendations came from the Airport Business Area, where a pedestrian pathway was completed, and the Warehouse District, where City Council awarded a contract for the detailed design and construction of the gateway elements on Idylwyld Drive and 25th Street West.

A recommendation in City Park that addressed the potential re-use of the Mendel Art Gallery building was also completed, as the Children's Discovery Museum was conditionally approved to lease the space with the City of Saskatoon continuing to operate the Civic Conservatory. In addition, several recommendations were closed in multiple neighbourhoods that involved information sharing through community mail-outs to address legalizing existing suites, lead pipe replacement, and home repair and renovation programs.



*Does not include recommendations related to neighbourhood safety

Several recommendations also made significant progress in 2015, including those involving the amendments of the Land Use Policy Maps to designate Community Facilities in the neighbourhoods of Westmount, Varsity View, and Mayfair & Kelsey-Woodlawn.

To date, there are a total of 365 LAP recommendations (not including those related to neighbourhood safety). Of these 365 recommendations, 225 (62%) have been completed, 14 of which were completed in 2015. Of the remaining 140 recommendations, 90 (24%) have yet to begin, and 50 (14%) have been started and are moving towards completion.



LOOKING AHEAD TO 2016

- The Meadowgreen LAP will be completed. A community Open House will be held, and the final report will be presented to City Council for approval in late 2016.
- A LAP for the Exhibition neighbourhood will begin in late 2016.
- The South Caswell Concept Plan will identify a project partner, and a new Concept Plan is expected to be in place by late 2016.
- Work will begin with the City Park community and the Community Association to determine if there is interest in creating an Architectural Control District within the neighbourhood.
- Efforts will be ongoing in Westmount to address recommendations related to community health and wellness and increasing physical activity levels in children.
- Support will be provided to the Transportation Division in developing Neighbourhood Traffic Plans for Grosvenor Park, Sutherland, and the 11th Street corridor.

NEIGHBOURHOOD SAFETY

Since the Safe Growth and Crime Prevention Through Environmental Design (CPTED) philosophy was adopted by City Council in 2008, the application of CPTED principles have evolved to become a standard part of Community Safety Reviews and the review process for all municipal developments, facilities, and structures, as well as private Neighbourhood Concept Plans. The purpose of the program is to add value to the existing civic programs and help make our City safer.

The Neighbourhood Safety program consists of five parts:

1. Creation of neighbourhood safety plans in conjunction with Local Area Plans;
2. Neighbourhood Safety recommendation implementation;
3. Safe Growth/CPTED Review Committee;
4. Ad hoc requests for assistance from affected neighbourhoods, administration and referrals from City Council; and
5. Program support.

NEIGHBOURHOOD SAFETY IN LOCAL AREA PLANNING

In 2015, the Neighbourhood Safety team supported the completion, and approval by City Council, of the Mayfair & Kelsey-Woodlawn Local Area Plan (LAP) which included all the safety work that was conducted in the neighbourhood.

In November 2015, Neighbourhood Safety conducted a second community wide safety meeting in the Meadowgreen neighbourhood in conjunction with the LAP. The meeting introduced the principles of CPTED to the community, and the Team worked with the community to identify safety concerns, and identify the community's vision for a safer neighbourhood. Neighbourhood Safety worked closely with the Mennonite Central Committee to offer 4 safety related workshops to the area youth. Over 50 youth were involved and ranged in age from 5 to 16 years of age. This process will be concluded in 2016, and may include a Safe Growth/CPTED principles community workshop and safety audits by the community.

NEIGHBOURHOOD SAFETY RECOMMENDATION IMPLEMENTATION

Neighbourhood Safety recommendations are implemented through the LAP Implementation Capital Project. Recommendations are prioritized for implementation and over 40% of the top 100 recommendations are safety related. At the end of 2015, there were 214 neighbourhood safety recommendations identified through the LAPs. To date, 150 neighbourhood safety recommendations have been implemented, nine of which were completed in 2015. 70% of all neighbourhood safety recommendations have been completed.

Some of the more unique and interesting recommendations implemented in 2015 include:

- Working with the Nutana Community Association and the Broadway BID to complete a wheat paste mural under the Broadway Bridge. This is the first mural of its kind at this scale in Saskatoon;



- Completion of the long awaited Community Notice Board in Pleasant Hill. The Community Association was given keys to the board in December 2015 and can use the board to announce meetings and events in the neighbourhood. A key partner in this project was the St. Mary's Credit Union who allowed the notice board to be erected on a corner of their parking lot; and
- In conjunction with the Nutana Community Association, many of the bricks from the demolition of Lydia's on Broadway Avenue were saved and are now stored for a neighbourhood entry sign.



Youth participating in a Meadowgreen Safety Audit

The purpose of the Neighbourhood Safety Program is to add value to the existing civic programs and help make our City safer.



CPTED Review Committee



Meewasin Valley Authority Safety Audit



Youth participating in a Meadowgreen Safety Audit

SAFE GROWTH AND CPTED REVIEWS

Safe Growth and CPTED reviews are an important part of the Neighbourhood Safety program. The core CPTED Review Committee consists of trained staff from various civic departments, including Community Services, Saskatoon Light and Power and Police Services. The Review Committee reviews all applications for new construction or major renovations affecting City of Saskatoon structures, facilities, and developments with any public access.

In 2015, there were a total of 18 CPTED reviews completed. These reviews included Neighbourhood Concept Plans/Master Plans, parks and dog parks, facilities/structures, as well as a project for the Meewasin Valley Authority (MVA). The South West Sector Plan was also reviewed through the regular planning process as they no longer go through the CPTED Review Committee. Three of the largest and most unique reviews included the Civic Operations Centre final plan review, the MVA's Northeast Swale Master Plan, and the Zhongshan Ting review.

The Neighbourhood Safety program also provides Safe Growth/CPTED training opportunities to civic staff as well as people outside of the corporation. In 2015, there were 18 participants in the training course, of which 30% were external to the corporation. Since training began, 175 civic staff and 60 external people have been trained in Safe Growth/CPTED. A Safe Growth/CPTED training course is scheduled for 2016.

AD HOC REQUESTS OF THE NEIGHBOURHOOD SAFETY PROGRAM

The Neighbourhood Safety program managed a number of ad hoc requests for assistance. The most significant being the continuation of Dan Worden Park – Public Safety review. Neighbourhood Safety activities included meetings with students and staff, a fundraising presentation by Cosmopolitan Court, as well as a funding commitment from the Rotarians and from Rowlco Radio where Dan Worden had worked. A presentation was made to the Rotarians by the students which prompted the ongoing funding.

2015 BY THE NUMBERS

214 # of Neighbourhood Safety recommendations identified to date

of Neighbourhood Safety recommendation implented to date **150**

9 # of Neighbourhood Safety recommendations completed in 2015

of CPTED reviews conducted **18** # of participants in SafeGrowth/CPTED training opportunities in 2015

The Neighbourhood Safety Program identifies educational materials and activities that support neighbourhood safety and ensure information is easily accessible by the public. In 2015, the Neighbourhood Safety Program worked with the Mennonite Central Committee to offer Safety Workshops and conduct safety audits with young people in their summer Peace Camps and ongoing Kids Club in the Meadowgreen neighbourhood.

COMMUNITY SUPPORT PROGRAM

In December 2011, City Council approved the Community Support Program (CSP) as a pilot project. In September of 2015, City Council made it a permanent program. The CSP is a hybrid of community outreach and bylaw enforcement. The Program consists of five civilian uniformed Community Support Officers (CSO's) who patrol the Riversdale, Broadway, and Downtown BIDs on foot.

The Neighbourhood Planning Section plays a key role in the Program. The Section's Neighbourhood Safety Coordinator helped to establish



CSO's at work in the community

“The Community Support Program’s mission is to provide a safe and enjoyable street experience for everyone in the community.”

the Program, and continues to participate in the Street Activity Steering Committee (SASC). This Committee oversees the management and operations of the CSP.

The Program's mission is to provide a safe and enjoyable street experience for everyone in the community. The CSO's patrol the core BID areas on foot, checking in with businesses, the general public, and vulnerable people on the street to identify issues early and deal with any incivil behaviour.

The Program is important for a number of reasons:

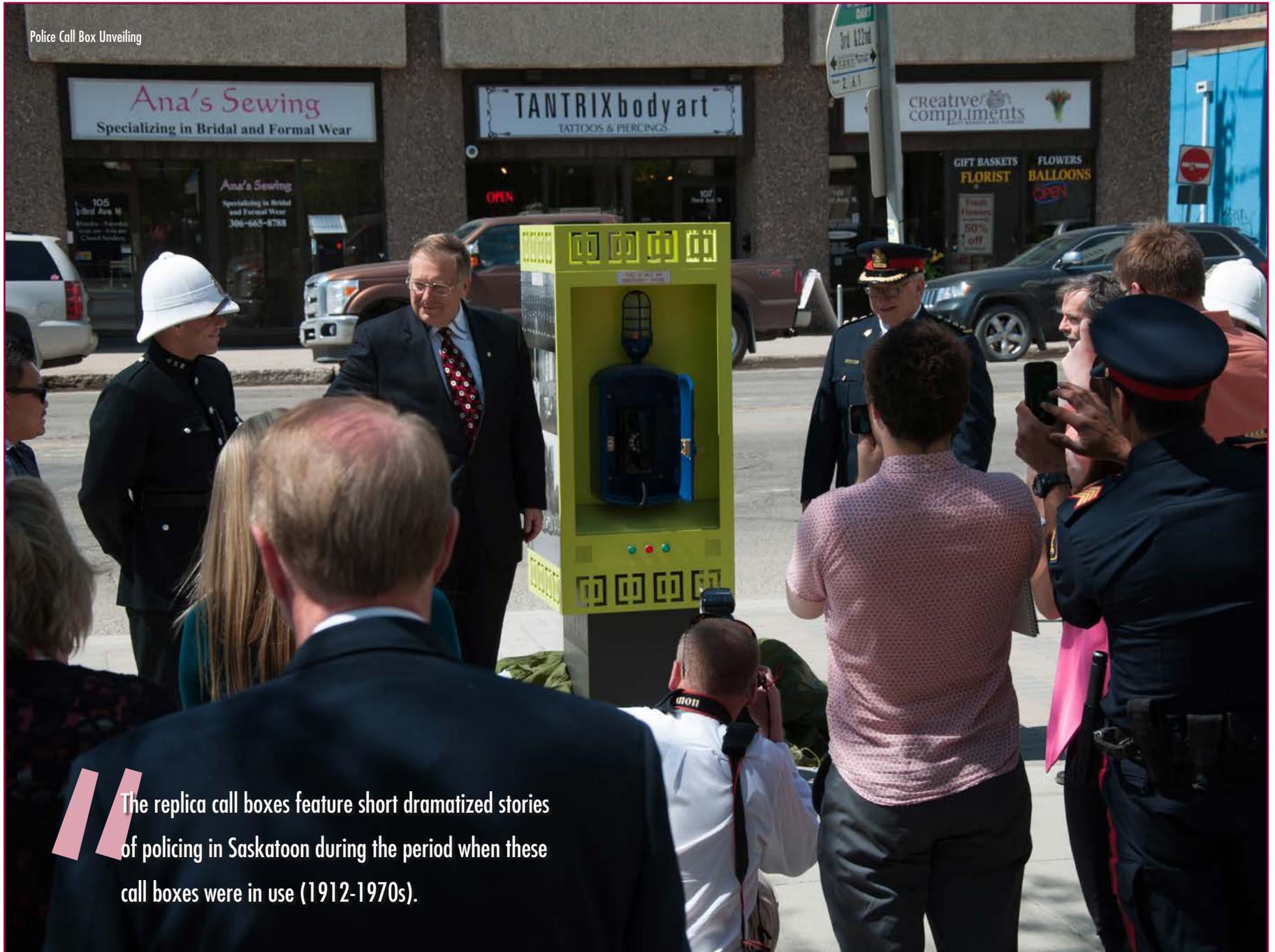
- The CSO's interact with the general public, and help generate feelings of safety;
- Consistent interaction with businesses helps them keep on top of issues in the area, and helps mitigate behaviours that have a negative impact on the business district;
- They build ongoing relationships with vulnerable people on the street who might otherwise fall through the cracks; and
- They are often the first people to notice new people on the streets, and they help direct them to the services they may need.

The CSO's also address many issues that the Saskatoon Police Service might otherwise have to attend to. This allows the Police Service to focus on higher level crime. The CSO's quick response time for specific types of incidents has had a significant positive impact on businesses and vulnerable people.

LOOKING AHEAD TO 2016

- 2016 will be a significant year for the CSP as it continues to solidify itself and ensure awareness of the program and its mandate;
- The Neighbourhood Safety team will complete the safety section of the Meadowgreen LAP. Additional safety audits may also be conducted; and
- Neighbourhood Safety will work with the Montgomery Place neighbourhood to identify issues around safety through the LAP process.





The replica call boxes feature short dramatized stories of policing in Saskatoon during the period when these call boxes were in use (1912-1970s).

URBANDSIGN

STREETSCAPE DEVELOPMENT PROJECTS

Urban Design strives to bring forth a place’s unique identity and build a city that is healthy, inclusive and distinct. Streetscape development projects are complex and require the collaboration and cooperation of numerous work groups across the corporation to be completed successfully. The aim is to transform public places in key commercial districts by accentuating Saskatoon’s distinct identity and by bringing out the area’s sense of place. Streetscape improvements include corner bulbs and extended bus bulbs, sidewalk remediation with amenity strip, street trees, sidewalk lighting, street furniture, public art and special place-making features.

20th Street West

In 2015, Urban Design along with our project partners completed the third and final phase of the 20th Street Streetscape Improvement Master Plan. The third phase involved streetscaping from Avenue G to Avenue H, and continued the unique features from the second phase, including storm water being captured with curb grates into the tree wells for the street trees. In October 2015, an unveiling ceremony was conducted on location to celebrate the successful completion of this exciting public space improvement project.

Urban Design strives to bring forth a place’s unique identity and build a city that is healthy, inclusive and distinct.



Before – 20th Street



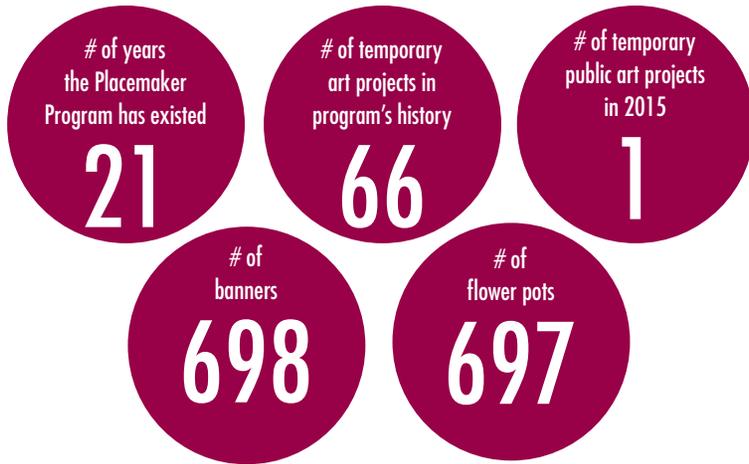
After – 20th Street



After – 20th Street



After – 20th Street



Broadway Bike Racks

Central Avenue intersection. A permanent public art piece is planned for the 112th Street and Central Avenue intersection. The selection process by the Public Art Advisory Committee (PAAC) has been completed and the new public art addition, created by Paul Reimer, will be installed in the summer 2016.

Central Avenue Streetscape Improvement Plan

In 2015, Urban Design completed the installation of custom designed street furniture and began streetscape maintenance work in the area. The custom furniture was designed internally and is based on neighbourhood themes.

Hampton Village Sign

Urban Design was commissioned by Saskatoon Land to design and manage the construction of a second Hampton Village sign at the north entrance to the neighbourhood. The sign, which was built to create an enhanced entryway to the neighbourhood, is substantially complete. In addition to the sign, a new sidewalk has been installed and landscape features will be completed in 2016.

Idylwyld Drive Corridor and Streetscape Master Plan

Baseline information for the corridor was gathered in 2015 including an Environmental Site Assessment (ESA), as well as pedestrian amenity and urban quality surveys. In 2016, Urban Design will continue their efforts to improve this streetscape and are collaborating with the Transportation Division, the Long Range Planning Section, the Development Review Section and the adjacent Business Improvement Districts to issue a Request for Proposal to examine the Idylwyld Drive corridor from 20th Street to 25th Street.

Renewal of Aging Streetscapes

The 2015 season was a record year for renewal work. In particular, contractors and civic staff worked to complete paving stone replacements in the Downtown, as well as furniture painting, tree grate

cutting and tree well cleaning throughout the BID areas. The 2016 season will be even busier as significant streetscape renewal efforts on our older streetscapes, including 21st Street and 2nd Avenue, will begin. Renewal work will replace aging streetscape infrastructure, improve pedestrian safety, and address current amenity needs. These improvements will occur over a two year time period.

Police Call Box

Urban Design worked with project partners to create a replica Police Call Box. The original call boxes were used by the Police Department and Fire Department to report incidents directly to headquarters and each call box was coded so that the receiving end knew the call's exact origin. The call box system was installed in 1912, and they were operational until the 1970's when they were taken out of service. One replica call box was installed on 3rd Avenue and a second is located at the new Police Headquarters. The replica call boxes have a digital audio playback device connected to the handset. The audio tracks feature short dramatized stories of policing in Saskatoon during the period when these call boxes were in use.



Parking Meter Bike Racks

When the City's parking system was upgraded to parking stations, informal bicycle parking was lost with the removal of the parking meter heads. To address this loss, Urban Design worked with Long Range Planning to design bike racks that reuse the old parking meter posts. The new bike racks simply fit over top and are secured to the old parking meter posts. In 2015, 250 bike racks were ordered from a local manufacturer. 150 bike racks have already been installed in the three core Business Improvement Districts, and the remaining 100 will be installed in early 2016.

URBAN DESIGN OPERATING PROGRAMS

Urban Design oversees numerous programs that enhance the city's commercial districts beyond the streetscape development projects.

Placemaker Program

In 2014, the Placemaker Program celebrated its 20th year. In 2015, the City sought to honour the 66 works of art that have been commissioned by the Program over its 20 year history. The 2015 call for submissions asked interested artists to consider creative ways to interpret and highlight the 66 works of art. A team, led by local artist Jinzhe Cui, in collaboration with Andrea Desroches, Jeff Chief, and Jaipei Wang was selected to implement their project entitled 66 Physiognomies. The project was multi-faceted and included:

- artist interactions;
- an ink scroll drawing;
- artist cards that were handed out;
- a video;
- a limited edition artist book;
- interactive public engagements in various locations; and
- a catalogue of the past Placemaker artworks.

Hundreds of people participated in the interactive public engagement opportunities. The video was screened at the public gatherings, as

well as at an outdoor screening under the Senator Sid Buckwold Bridge as part of Saskatoon's Culture Days. The ink scroll was exhibited at City Hall, the Craft Council on Broadway Avenue, Mayfair Library, the Gordon Snelgrove Gallery, and at Storefront on 20th Street West.

Flower Pot Program

The flower pot program adds a welcome splash of colour to the city during the summer. In cooperation with the Parks Division, 697 flower pots were installed in the Downtown, Broadway, Riversdale and Sutherland BID's, as well as River Landing and the Transit Mall. In 2015, flower pots were installed in the Transit Mall for the first time.

Banners

In cooperation with Saskatoon Light & Power, Urban Design administers the street banner program which brings colour and animation to numerous streets in the city and helps community organizations promote themselves and their events. Urban Design accepts the applications, reviews graphics for compliance with the City's Banner Policy, and schedules the installation. Saskatoon Light & Power installs, maintains and removes the banners. In 2015, 698 banners were installed throughout Saskatoon.

LOOKING AHEAD TO 2016

- A permanent public art piece is planned for Central Avenue at the 112th Avenue intersection. The selection process by the Public Art Advisory Committee (PAAC) has been completed and the new public art addition will be installed in the summer 2016.
- Gateway features at 25th Street and Idylwyld Drive will be installed.
- In collaboration with Facilities, Urban Design will continue to replace all deteriorating unit pavers in the Downtown.
- An RFP will be released for the Idylwyld Drive Corridor and Streetscape Master Plan. This Plan will be a joint partnership between Urban Design and the Transportation Division.
- Renewal of older streetscapes, including 21st Street and 2nd Avenue.



66 Physiognomies





The City Centre Plan is intended to guide Downtown development in a sustainable manner as we grow to over 500,000 residents.



View of proposed 23rd Street Greenway.
Image courtesy of Stantec Limited, Inc.

MAJOR PROJECTS

CITY CENTRE PLAN

The City Centre Plan is a comprehensive planning document for the Downtown and the key areas along the corridors leading to the Downtown. The purpose of the City Centre Plan is to refocus the vision for the City's centre to ensure the Downtown remains the heart of commercial, office, retail and high-density residential activity in Saskatoon and the region. In 2014, City Council approved the City Centre Implementation Plan. The Implementation Plan was organized into Immediate, Near-, Mid-, and Long-Term projects, and is envisioned to be implemented over a 25-year period.

In 2015, the City Centre Plan Implementation items included:

- new Design Guidelines for the Downtown;
- new development standards for parking structures across the City Centre;
- Zoning amendments to permit more restaurants and outdoor dining opportunities along Spadina Crescent in the Downtown; and
- public and stakeholder engagement continued for the Comprehensive Downtown Parking Strategy.

COMPREHENSIVE DOWNTOWN PARKING STRATEGY

The Comprehensive Downtown Parking Strategy was launched in 2014 and will be a key initiative for the implementation of the City Centre Plan. The Parking Strategy will examine the existing parking conditions, consider new options for parking policy and technology, and look for locations and funding strategies to develop parking structures in the Downtown. The study area for the Parking Strategy includes the Downtown, River Landing and the Riversdale and Broadway BIDs, where parking meters currently exist. The Comprehensive Downtown Parking Strategy will be presented to City Council in early 2016.

LOOKING AHEAD TO 2016

City Centre Plan

Implementation of the City Centre Plan will include:

- new regulations and site improvement requirements for commercial surface parking lots throughout the City Centre; and
- heritage related items, including a project to identify “areas of heritage interest” within the Downtown.

Phase 4 of the City Centre Plan will get underway in spring 2016. This final phase involves the development of the Civic Precinct Master Plan, which includes approximately five city blocks centred around 23rd Street. The project will design a new Civic Plaza at City Hall, redesign 23rd Street, and integrate recommendations from the City Centre Plan, and the Growth Plan to Half a Million project including the Bus Rapid Transit lines. The project will also implement the outcomes from the Protected Bike Lane Demonstration Project which is currently operating along 23rd Street. Phase 4 of the City Centre Plan is expected to be completed in 2018, but some implementation items may begin prior to completion.



Prepared by:
Neighbourhood Planning Section,
Planning & Development

Printed March 2016

Park Development Guidelines Policy No. A10-017

Recommendation

That the information be received.

Topic and Purpose

This report identifies amendments made to Park Development Guidelines Policy No. A10-017. The amendments reflect new norms for parks and open space development and incorporate feedback received during the community engagement phase of the Recreation and Parks Master Plan and subsequent feedback received during the development of the Implementation Plan for that Master Plan.

Report Highlights

1. Park Development Guidelines Policy No. A10-017 (Policy) has been amended to reflect the changing needs of a growing city and as recommended in the Recreation and Parks Master Plan (Master Plan).

Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life by ensuring citizens have access to facilities and programs that promote active living and bring people together, and by supporting community-building through direct investment.

Background

The Policy was first approved in 1996 and last updated in 2002. See Attachment 1 for a current version of the Policy.

At its November 20, 2006 meeting, City Council adopted a recommendation that the Policy be amended to include the reference to minimum accessibility requirements for all play areas.

The Master Plan, adopted by City Council on July 23, 2015, also includes a recommendation stating that the City will revisit, update, and enhance its current Policy and formalize its Landscape Design and Development Standards.

Report

The Policy amendments are based on municipal best practices and feedback from internal and external stakeholders. Feedback has been received from representatives of the Corporate Performance, Asset and Financial Management, Transportation and Utilities, and Community Services Departments, as well as the Developers Liasion Committee, the Meewasin Valley Authority (Meewasin), the Saskatoon Public Schools, and the Greater Saskatoon Catholic Schools. See Attachment 2 for the updated version of the Policy.

In addition to general text changes and streamlining the information, the most fundamental changes or additions to the Policy are as follows:

- a) added a new category of Environmental Reserve and guidelines for the integration of Environmental and Municipal Reserve parcels (Appendix C of the Policy);
- b) increased the minimum size of the core neighbourhood park to 6.5 hectares (16 acres) from 5.7 hectares (14 acres) due to the size and density of the new neighbourhoods and feedback from School Divisions;
- c) added the categories of Naturalized Park and Special Use Park;
- d) added a requirement that all play structures be located in an area above the 1-in-5 year storm event;
- e) added, within the general standards, the need to consider active transportation, safety, accessibility, and connectivity;
- f) updated definitions for accessible playgrounds, money in lieu, municipal utility parcel, naturalized area, storm water retention facilities, swale, and wetlands or constructed wetlands; and
- g) included a quick-reference guide to park classifications (Park Area Suitability Matrix).

Public and/or Stakeholder Involvement

In the process of amending the Policy, the Administration undertook several processes to gather feedback that included:

- a) consulting all affected Divisions within the Corporation;
- b) receiving general comments from representatives of the School Divisions about the core park needs adjacent to elementary schools;
- c) gathering feedback from the community, during the Master Plan project, on what they want to see and do in the parks and open space;
- d) speaking with key stakeholders for feedback during development of the Implementation Plan for the Master Plan;
- e) meeting with the Developers Liaison Committee in December 2015; and
- f) receiving comments from Meewasin on the proposed changes.

Communication Plan

Initial feedback has been received from internal and external stakeholders, and once the Standing Policy Committee on Planning, Development and Community Services receives the proposed changes, a copy of the updated Policy will be sent to all stakeholders, including developers and School Divisions. In addition, the new Park Development Guidelines will be shared with the broader community, in conjunction with the Landscape Design Development Standards (LDDS), and presented to community associations at upcoming meetings.

Policy Implications

If the proposed changes to the Policy are approved, the Administration would undertake updating the Policy.

Financial Implications

Parks and Recreation Levy (Levy) adjustments will be required to support the implementation of the revised Park Development Guidelines and the LDDS. The majority of the impact on the Levy rates will be as a result of the implementation of the LDDS. With the proposed changes in the Park Development Guidelines, the Industrial Park is the only park classification that will impact the Levy. Industrial Parks will now be developed to a standard that includes sports fields and supporting amenities; therefore, the cost per acre to develop will be higher than the current cost per acre. Further investigation and reporting to internal and external stakeholders regarding Levy adjustments required, as a result of the LDDS and the changes in the Park Development Guidelines, will proceed in due course.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The next step in the overall process is to bring forward the accompanying LDDS report.

Attachments

1. Park Development Guidelines Policy No. A10-017 – Current Policy
2. Park Development Guidelines Policy No. A10-017 – Revised Policy

Report Approval

Written by: Mike Libke, Neighbourhood Services Manager, Recreation and Community Development

Reviewed by: Lynne Lacroix, Director of Recreation and Community Development

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

S/Reports/2016/RCD/PDCS - Park Development Guidelines Policy No. A10-017/lc

Park Development Guidelines Policy No. A10-017 – Current Policy

CITY OF SASKATOON ADMINISTRATIVE POLICY

NUMBER

A10-017

TO BE REVISED AS PER COUNCIL RESOLUTION OF NOVEMBER 20, 2006

POLICY TITLE <i>Park Development Guidelines</i>	ADOPTED BY: <i>Senior Management Committee</i>	EFFECTIVE DATE <i>January 25, 1996</i>
		UPDATED TO <i>June 25, 2002</i>
ORIGIN/AUTHORITY <i>General Manager, Community Services</i>	CITY FILE NO. <i>CK. 4205-1</i>	PAGE NUMBER <i>1 of 16</i>

1. PURPOSE

- 1.1 To supersede the report "Park Classifications", adopted by City Council in 1975.
- 1.2 To be used as a guideline for implementing the City of Saskatoon Development Plan concerning the development of parks and recreation open space.

2. DEFINITIONS

- 2.1 Active Recreation - Open space activities involving movement beyond walking. Active recreation may be informal (e.g. jogging, cross-country skiing, bicycling, touch football) or may involve organized sports, e.g. soccer or softball in a league or other competitive framework.
- 2.2 Arterial Street - Arterial roadways are intended to carry large volumes of all types of traffic moving at medium speeds. They expedite the movement of through traffic to major traffic generators and from subdivision to subdivision. Arterial roadways desirably have no direct access to adjacent developments.
- 2.3 Buffer - Buffer strips are surveyed parcels used to separate different land uses. They provide space between residential and commercial areas, or separate lots and blocks from a major road.
- 2.4 Capital Asset - A tangible asset which has a useful life of more than one year and a total project expenditure of \$25,000 or more.
- 2.5 Capital Project - An undertaking to construct a capital asset which will be used to deliver a particular program(s).
- 2.6 Catchment Area - The geographical area that will benefit from and contribute to open space.

CITY OF SASKATOON

ADMINISTRATIVE POLICY

NUMBER
A10-017

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Park Development Guidelines</i>	<i>January 25, 1996</i>	<i>June 25, 2002</i>	<i>2 of 16</i>

- 2.7 Collector Street - Collector roadways provide both traffic movement and land access. The traffic function of this type of street is to carry traffic between local and arterial streets. Full access to adjacent properties is generally provided. Collectors may intersect with arterial or local streets.
- 2.8 Dedicated - Provided for public use without compensation.
- 2.9 Dedicated Lands - Parcels of land dedicated as buffer strips, environmental reserves, municipal reserves, public reserves and walkways.
- 2.10 District - Area which is typically formed by 4 or 5 neighbourhoods and which may include a High School(s). Typically for setting parks and recreation levy rates, a district is assumed to have approximately 80,000 to 90,000 metres of collectable frontage.
- 2.11 Natural Area – Areas of land or water representing elements of the region’s geographical or species diversity, including natural landscapes, natural land forms and archaeological and paleontological sites.
- 2.12 Environmental Reserve - A parcel of land which may contain:
- ravines, coulees, swamps, drainage courses;
 - land that is unstable or flood-prone; or
 - land beside a lake, river or stream or any other water body required for preventing pollution, preserving banks or for flood protection.
- 2.13 Informal (Recreation) - See Active Recreation.
- 2.14 Linkage - Public land connecting public open spaces by pedestrian, wheelchair or non-motorized bicycle travel.
- 2.15 Local Street - The main function of local streets is to provide land access. Direct access is allowed to all abutting properties. A local street is not intended to carry large volumes of traffic but only traffic with an origin or destination along its length.
- 2.16 Municipal Reserve - A parcel of land provided without compensation, as required under the Planning and Development Act, to be used for public recreation.

CITY OF SASKATOON

ADMINISTRATIVE POLICY

NUMBER

A10-017

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Park Development Guidelines</i>	<i>January 25, 1996</i>	<i>June 25, 2002</i>	<i>3 of 16</i>

- 2.17 Neighbourhood – Neighbourhoods are the basic unit of residential development and form the building blocks of suburban development areas, according to Section 5.1 and Section 9.2 of the Development Plan. Neighbourhoods are designed as a comprehensively planned unit and are usually served by two centrally located elementary schools or a centrally located community centre to serve civic, education, and health services of the community.
- 2.18 Organized Sports - See Active Recreation.
- 2.19 Passive Recreation - Open space activities conducted at walking speed or less, (e.g. strolling, sitting, picnicking, watching active sports).

3. POLICY

3.1 Park Provision: General Principles

The City of Saskatoon plans for the provision of parks according to a hierarchy corresponding to the residential development units outlined in the City's Development Plan. The hierarchy is based on the neighbourhood as the central core and radiates to larger units and special uses. The park hierarchy consists of Neighbourhood Pocket Park, Neighbourhood Core Park, Linear Park, Village Square Park, District Park, Multi-District Parks and Industrial Parks.

The system also includes, outside the hierarchy, Special Use Park categories which are intended to provide city-wide recreation and unique programming opportunities.

Each park category is intended to address particular needs of particular groups of people, while simultaneously maintaining the flexibility of programming and attractive environment which will encourage use by City residents in general.

Community consultation with residents in the identification of the park program plan is an important principle in the development of the Neighbourhood Core Park. The City of Saskatoon requires as a guideline 20 percent residential development prior to park development for the Neighbourhood Core Park. The development of the Neighbourhood Core Park, in advance of the 20 percent guideline, will require negotiation and subsequent agreement between the developer and the City. The developer will pay the costs to advance construction of the park.

CITY OF SASKATOON

ADMINISTRATIVE POLICY

NUMBER

A10-017

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Park Development Guidelines</i>	<i>January 25, 1996</i>	<i>June 25, 2002</i>	<i>4 of 16</i>

The Neighbourhood Pocket Park(s) will provide green space for residences close to the periphery of a neighbourhood which are some distance from the Neighbourhood Core Park. The Pocket Park character is small-scale, focusing on passive recreation and aesthetic appeal. Programming could include creative play apparatus.

The Neighbourhood Core Park is intended to serve the active and passive recreation needs of its catchment population of approximately five to eight thousand people. Sports fields accommodate intra-neighbourhood league play for youth 13 years of age and under. They are also intended for families, children of elementary school age, and for informal use. Structures to accommodate active leisure programs are located in a neighbourhood core park (e.g. paddling pool).

Linear parks, as part of the overall linkage concept, are intended to provide a safe and aesthetically pleasing connection between parks and other destinations through non-motorised means of travel. They also allow for preservation of both heritage features and natural features.

Village Square Park is an urban open space which is centrally located in the neighbourhood and contains primarily soft landscape with some hard surface elements. Its primary purpose is to serve as an informal and formal meeting place, by providing a community focal point and destination for passive recreation including socialization and event programming.

The District Park is intended to serve four or five neighbourhoods. It accommodates both active and passive recreation, and may have a particular emphasis on the athletic needs of high school students. The structured city-wide sports activities intended for District Parks will typically result in a high proportion of space required for active rather than passive recreation. Structures to accommodate active leisure programs are located in a District Park (e.g. tennis courts).

The Multi-District Park is intended to accommodate both active and passive recreation. There is an emphasis on structured sports. Dimensions of sports fields shall be suitable for international level of competition (e.g. floodlighting sports fields). Suburban community centres are located in multi-district parks.

CITY OF SASKATOON

ADMINISTRATIVE POLICY

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POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Park Development Guidelines</i>	<i>January 25, 1996</i>	<i>June 25, 2002</i>	<i>5 of 16</i>

Industrial Park is intended as a city-wide resource. Each park responds to the unique site circumstances or provides unique programming opportunities. The location in industrial areas allows elements which are not suitable for residential neighbourhoods. This type of park can also facilitate the needs of employees working in the industrial area (e.g. landscaping, outdoor furniture).

The Special Use Park is a City-wide resource. Each park responds to unique site circumstances and/or provides unique programming opportunities. This park type, therefore, will be subject to less detailed development guidelines than the others in the hierarchy. The Forestry Farm Park, the Gordon Howe Complex and Diefenbaker Park are examples of Special Use Parks.

3.2 General Standards

a) Public Safety

- Park boundaries are to be configured in such a way as to optimize visual access into the site. A compact, rectangular shape is preferred. Configurations which will result in hidden corners are not acceptable.
- Placement of planting and land forms must allow for play structures, paddling pools and walkways to be visible from a passing vehicle.
- All play equipment and other supplied recreational components must have current approval from the City of Saskatoon, Infrastructure Services Department.
- Principles of crime prevention are to be applied throughout the park planning and design process with the intent to minimize the opportunity for crime and nuisance behaviour, and to create acceptable levels of actual and perceived public safety.

b) Environmental Conditions

- Park design should recognize and, where possible, take advantage of natural site features including sloping land, existing vegetation, riverbank areas and water bodies.
- Parks may contain recreational lakes.

c) Services

- Municipal Reserve shall be used to convey storm water runoff to storm water storage basins and shall act as temporary water storage to allow water detention for a temporary period of time after a storm event. Municipal Reserve land and land held for storm water management

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facilities shall be integrated in all cases where circumstances permit. Storm water facilities, where located adjacent to parks, must be treated in a manner than complements the park development. This integration of two land uses will be subject to the guidelines found in “Appendix B”. Planning and development of all integrated sites will be a collaborative process involving the Neighbourhood Developers, the Parks Branch, Public Works Branch, Municipal Engineering Branch, Community Development Branch, and Leisure Services Branch. Funding for construction and the subsequent maintenance of the Storm Water Management facilities on integrated sites must be one of the subjects of this collaborative process and subsequent agreement. The Developer will bear the responsibility to address the costs associated with required landscape plans of the Storm Water Management facility on integrated sites.

- The placement of utility easements on parks must adhere to the requirements of these Guidelines and of Administrative Policy No. A09-025, “Utility Easements on City Property”.
- Where it is appropriate, utility easements may be used for recreation purposes. The design of the area shall complement the park development and recreational use.

d) Structures

- Structures should be designed to resist vandalism and may be developed in the various types of parks provided they are consistent with the park's programming objectives.

e) Parking

- The provision of appropriate parking for neighbourhood parks shall be a combined objective of the neighbourhood concept plan process, the neighbourhood park planning process, and the school site design process to create the opportunity for joint-use of parking facilities.

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3.3 Over-dedication of Lands

Defined as the dedication of more land than is legally required under *The Planning and Development Act, 1983*. Over-dedication of land shall be acceptable to the City under the following conditions:

- a) that the developer agrees to pay the entire cost of developing those lands, which are deemed to be “over-dedicated” lands into appropriate park space; and
- b) that the developer agrees to pay into a reserve fund for the annual maintenance costs of the over-dedicated amount. The reserve fund will be required by the City for a period of not less than fifteen years from the date upon which the parks are turned over to the City.

3.4 Park Categories: Specific Standards

Note: Park sizes noted below are based on a neighbourhood with a gross area of 143 hectares. Park sizes may be varied, at the City's discretion, in proportion with actual neighbourhood size. The guideline for distribution of dedicated land between park types is as follows: Neighbourhood - 61%, District - 36%, other - 3%. “Appendix A” outlines the calculations for Municipal Reserve Dedication and Distribution within a standard Suburban Development Area (SDA).

3.5 Neighbourhood Pocket Park

- a) Purpose
 - To optimize the distribution of open space within easy walking distance (approximately 400 m) for all neighbourhood residents.
 - Particularly intended to serve dwellings near the periphery of the neighbourhood.
- b) Function
 - Primarily passive recreation for all age groups.
 - Creative play, play structure intended for pre-school age children.
 - Specific programming in response to Community Services Department's public consultation.
- c) Size

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- Minimum 0.25 ha, maximum 0.8 ha, maximum two per neighbourhood.

d) Location

- Not less than 400 m from Core Park.
- Not more than 400 m from nearest point of neighbourhood periphery.
- Located on local or collector streets, not arterial.
- Pocket parks to be located in different parts of the neighbourhood from each other, and from Core Park, to achieve optimal distribution of open space in the neighbourhood.

e) Site Access, Visibility and Frontage

- 100% visibility of site interior from street.
- Site boundaries to have minimum 25% street frontage.

3.6 Neighbourhood Core Park

a) Purpose

- To serve outdoor recreational needs of neighbourhood residents.
- To serve as expanded play area for neighbourhood elementary schools.
- To serve as a central gathering place for event programming and destination for the neighbourhood residents to meet and socialize. A Neighbourhood Core Park may include a Village Square Park to serve as the passive recreation component for the neighbourhood.

b) Function

- Organized sports for children aged 13 and under.
- General active and passive recreation for all ages.
- Specific programming in response to Community Services Department's public consultation.

c) Size

- Minimum 5.7 hectares.

d) Location

- Centrally located in neighbourhood, not combined with District Park.
- Located on local or collector streets, not arterial.
- Within 1.2km walk of one and two unit dwellings in neighbourhood.

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- e) Site Access, Visibility and Frontage
 - 100 percent visibility of site interior from park/street boundaries, but not necessarily from any one point on the boundary.
 - Site boundaries not abutting school property to have 25 percent continuous street frontage (primary – collector street), not including school frontage.
 - Minimum 20 metres run of street frontage (secondary – local street), in addition to the 25 percent, located on a side of the park away from the principal run of frontage, in order to ensure 100 percent visibility.
 - The City shall accept frontage above 25 percent. If excess frontage is accepted above 40 percent, the City may impose off site levy charges based upon the excess frontage and incorporate such charges within a servicing agreement with the developer.

3.7 Linear Park

- a) Purpose
 - To serve as a component of the linkage concept to achieve one or more of the following:
 - i. To provide non-vehicular travel routes to the neighbourhood's focal points and to nodal destinations outside the neighbourhood.
 - ii. To provide recreational opportunities.
 - iii. To allow protection of natural and heritage features.
- b) Function
 - To provide recreational and non-recreational walking, running, bicycling, skiing and wheelchair travel.
 - To provide opportunities for appreciation of natural features.
 - To provide opportunities for sitting and picnicking.
 - Specific programming in response to Community Services Department's public consultation.
- c) Size
 - Municipal reserve contribution to linear park will be distributed entirely within the neighbourhood unit.
 - Maximum distance of segment of park between service vehicle and/or pedestrian access points, not including pedestrian walkways, to be 200 metres.

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- Width to vary, minimum 20 metres and an average width of 30 metres.

d) Access, Visibility and Safety

- All access points, except walkways, to have a minimum width of 15 metres.
- Access points to be sited so as to discourage uncontrolled mid-block crossings of collector or arterial roads.
- Where a linear park or segment thereof serves as a non-vehicular travel route, lighting is to be provided to City of Saskatoon standards at the developer's expense.

3.8 Village Square Park

a) Purpose

- To provide a destination point for passive recreation (a place to walk or cycle to) where residents can meet and socialize.
- To provide both formal and informal neighbourhood meeting place.
- To provide a visual focal or termination point in the design of the neighbourhood.

b) Function

- To provide opportunities for meeting.
- To provide opportunities for sitting, socializing.
- To provide a destination for walkers, cyclists.
- To provide for neighbourhood event programming (e.g. Festivals, rallies, community garage sales).
- Approximately 75 percent of total area is soft landscape.

c) Size

- Minimum of .3 to maximum of .5 hectares (.75 acres to 1.25 acres).

d) Location

- Centrally located in neighbourhood.
- Located at the termination point or intersection of collector and local streets of the neighbourhood.
- Adjacent to neighbourhood commercial property.
- Adjacent to neighbourhood core park.

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- e) Site Access, Visibility and Frontage
 - 100 percent visibility of site interior from surrounding streets.
 - 100 percent street frontage.

3.9 District Park

- a) Purpose
 - To serve active and passive recreational needs of residents of four to five neighbourhoods.
 - May serve athletic needs of high schools.
- b) Function
 - To accommodate inter-neighbourhood sports leagues for youth and adults. Specific programming in response to Community Services Department's sports facility inventory requirements and public consultation with user groups and general public (e.g. soccer, ball, tennis, football and lacrosse).
 - To accommodate community-wide events, (e.g. outdoor concerts).
 - To accommodate informal active recreational activities.
 - To accommodate passive recreational activities.
 - To accommodate structures for active recreational activities not found in the neighbourhood core park (e.g. tennis courts).
- c) Size
 - Average dedication of 5.2 hectares per neighbourhood served. A district park typically serves 4 neighbourhoods, giving a total of 20.8 hectares.
- d) Location
 - Located close to centre of catchment's area served.
 - District and Neighbourhood park sites to be separate from each other.
 - Located on arterial or collector streets with City transit service.
- e) Site Access, Visibility and Frontage
 - 100 percent visibility of site interior from park/street boundaries, but not necessarily from any one point on the boundary.
 - Site boundaries not abutting school property to have 50 percent street exposure.

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- Parking to be provided, quantities according to programming, with access from a collector street.

3.10 Multi-District Park

a) Purpose

- To serve the complementary activities associated with a suburban recreation complex.
- To serve leisure requirements not otherwise served by Neighbourhood and District parks.

b) Function

- To provide a variety of active and passive recreation activities at all seasons of the year.
- To provide siting for a suburban recreation complex.
- To provide siting for official competition sized sports fields and facilities adequate for national/international athletic events.
- To accommodate sports spectators.
- To allow programming for uses not found in neighbourhood or district parks, (e.g. cultural facilities, multi-purpose leisure centre).

c) Size

- Minimum 16 hectares, minimum one per suburban development area, may be dispersed over more than one site.

d) Location

- Multi-District land associated with a suburban recreation complex to be in close proximity to the commercial portion of the suburban centre, to minimize traffic disruptions in residential neighbourhoods and create the opportunity for joint-use of parking facilities.
- Multi-District land associated with active recreation uses to be in close proximity to the commercial portion of the suburban centre, or in an industrial area, or in a parcel surrounded by arterial roads and/or non-residential use, to minimize traffic disruptions in residential neighbourhoods and allow for elements not suitable for residential areas (e.g. floodlighting sports fields).
- Location of Multi-District land associated with passive uses is discretionary.

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- e) Site Access, Visibility and Frontage
 - 100 percent visibility of site interior from park/street boundaries, but not necessarily from any one point on the boundary.
 - Site boundaries to have 50 percent street exposure.
 - Parking to be provided, quantities according to programming, with access from a collector street.

4. RESPONSIBILITY

4.1 Community Services Department

- a) Shall review suburban area concept plans, neighbourhood concept plans and plans of proposed subdivision for compliance with these guidelines.
- b) Shall co-ordinate the approval of these plans.
- c) Specify programming for all categories of parks as required.
- d) Consult with affected school boards to review proposed park design concept.

4.2 Infrastructure Services Department

- a) Shall review all proposed suburban area concept plans, neighbourhood concept plans and plans of proposed subdivision and recommend amendments as required.

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APPENDIX A

Municipal Reserve Dedication and Distribution for Illustrative Purpose Only Within a Suburban Development Area

1. Municipal Reserve Dedication for a Suburban Development Area:

(Note: Dedication requirements are established by The Saskatchewan Planning and Development Act, 1983, amended 1993).

<u>Land Use Classification</u>	<u>Area (Ha)</u>	<u>Dedication</u>	<u>Municipal Reserve Available (Ha)</u>
Neighbourhoods	1430(10 neigh. x 143 Ha)	10%	143.0
High School Sites	12(2 High Schools x 6 Ha)	10%	1.2
District Parks	60	10%	6.0
Multi-District Parks	16	10%	1.6
Institutional/Commercial	58	5%	2.9
	Total: 1576 Ha	Total =	154.7(Ha)

2. Neighbourhood Municipal Reserve Distribution Guideline:

(Average neighbourhood = 143 ha x 10% = 14.3 ha municipal reserve)

Neighbourhood Park, Pocket Park, Village Square Park & Linear Park	District Park	Multi District & Special Use	
$\frac{8.7}{14.3} \times 100 = 61\%$	$\frac{5.2}{14.3} \times 100 = 36\%$	$\frac{0.4}{14.3} \times 100 = 3\%$	TOTAL
			100%

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APPENDIX B

CONDITIONS FOR THE CONSTRUCTION OF STORM WATER STORAGE BASINS WHEN INTEGRATED WITH MUNICIPAL RESERVE

Municipal Reserve shall be used to convey storm water runoff to storm water storage basins and shall act as temporary water storage to allow for water retention for no longer than a 24 hour period after a storm event. Municipal Reserve land and land held for storm water management facilities shall be integrated in all cases where circumstances permit. Storm water facilities, when located adjacent to parks, must be treated in a manner that complements the park development. This integration of two land uses will be subject to the following guidelines:

- a) Integration of two land uses, Municipal Reserve and Storm Water Management areas, will require a landscape plan for both areas. These landscape plans shall have a common design objective that will ensure a visually integrated land mass. These plans must be acceptable to representatives of the Parks Branch, the Public Works Branch, Municipal Engineering Branch, the Leisure Services Branch, and the Developer.
- b) Dry ponds and areas surrounding wet ponds are to be graded, top soiled, seeded or sodded, and landscaped, incorporating trees and shrubs to a level consistent with the surrounding or adjacent park development. These areas will not be irrigated.
- c) The core neighbourhood park, consisting of no less than a 5.7 hectares parcel of continuous land, shall remain centrally located in the subdivision.
- d) No sports fields within any Municipal Reserve will be allowed to be flooded for any longer than a 24 hour period and will not be below the one in five year storm event waterline.
- e) The Core Neighbourhood Park shall be contiguous with a retention pond area. Portions of this park that are used for passive recreation, which is other than sports fields, shall serve as a water storage area to hold water for up to a 48 hour period.
- f) Pocket parks and linear parks shall be located at elevations above the 1 in 5 year flood event, provided those areas are not required to hold water for a period of time greater than 48 hours.

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- g) Pocket parks shall be located adjacent to water storage ponds, or shall serve as storm water storage areas, provided that play structures in these parks are not flooded for more than a 24 hour period.
- h) An agreement will be established between the Parks Branch and the Public Works Branch for the maintenance of the storm water storage basin.

Park Development Guidelines Policy No. A10-017 – Revised Policy

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POLICY TITLE <i>Park Development Guidelines</i>	ADOPTED BY: <i>Senior Management Committee</i>	EFFECTIVE DATE <i>January 25, 1996</i>
		UPDATED TO <i>June 25, 2002</i>
ORIGIN/AUTHORITY <i>General Manager, Community Services</i>	CITY FILE NO. <i>CK. 4205-1</i>	PAGE NUMBER <i>1 of 20</i>

1. PURPOSE

- 1.1 To be used as a guideline for implementing the City of Saskatoon Official Community Plan Bylaw No. 8769 concerning the development of parks and recreation open space. These guidelines do not supersede the *Planning and Development Act, 2007*, or the Official Community Plan.
- 1.2 To be used in conjunction with the the Landscape Design and Development Standards to help guide future City of Saskatoon Park and Open Space development.

2. DEFINITIONS

- 2.1 Accessible Playgrounds - Playgrounds built in accordance with the Accessible Playspaces in Canada guidebook and that will comply with the Accessibility Service Level Implementation Guidelines approved in principle by City Council in 2008.
- 2.2 Active Recreation - Open space activities involving movement beyond walking. Active recreation may be informal (e.g. jogging, cross-country skiing, bicycling, touch football) or may involve organized sports, e.g. soccer or softball in a league or other competitive framework.
- 2.3 Arterial Street – Arterial Roadways are intended to carry large volumes of all types of traffic moving at medium speeds. They expedite the movement of through traffic to major traffic generators and from subdivision to subdivision.
- 2.4 Catchment Area – The geographical area that will benefit from and contribute to open space.

- 2.5 Collector Street – Collector roadways provide both traffic movement and land access. The traffic function of this type of street is to carry traffic between local and arterial streets.
- 2.6 Dedicated - Provided for public use without compensation.
- 2.7 Dedicated Lands - Parcels of land dedicated as Municipal buffer, environmental reserves, municipal reserves, public reserves and walkways.
- 2.8 **Dry Ponds** - Are designed to act as temporary holding facilities for storm water runoff and to delay the release of runoff into the municipal storm drainage system. These sites are used to manage the peak volume and runoff rates of storm water. The sites may be designed as multi-use facilities when they are dry.
- 2.9 Environmental Reserve - A parcel of land provided without compensation, as required under the *Planning and Development Act, 2007 (Sec 185(1))*, that may be used as a public park or for any other use that the Minister may, by regulation, specify, but, if it is not used for those purposes, the environmental reserve must be managed to maintain the site in its natural state.
- 2.10 **Landscape Design and Development Standards (LDDS)** - Design standards for park categories in new neighbourhoods, city entranceways, buffers, right-of-ways, business improvement districts, industrial business districts, other public open space, and existing park upgrades.
- 2.11 Linkage – Public land connecting public open spaces by pedestrian, non-motorized means of travel.
- 2.12 Local Street - The main function of local streets is to provide land access. A local street is not intended to carry large volumes of traffic but only traffic with an origin or destination along its length.
- 2.12 **Money in Lieu** - As per the *Planning and Development Act, 2007 (Sec 187)*, all moneys received by a municipality, or from the sale, lease, or sublease of public reserves, municipal reserves, and environmental reserves, is to be paid into a special municipal account, to be known as the Dedicated Lands Account, and may only be used for the following purposes:
- (a) the purchase of land to be dedicated for public use;
 - (b) the development of public parks and public recreation facilities on existing public reserves, municipal reserves, or environmental reserves within the municipality or within any other municipality;
 - (c) the upgrading or replacement of existing public parks or public recreation facilities on existing public reserves,

municipal reserves, or environmental reserves within the municipality or within any other municipality.

- 2.13 **Municipal Buffer** – Municipal buffer strips are surveyed parcels used to separate land uses. They provide space between residential and commercial areas, separate lots and blocks from a major road, and can also be used for berms and sound attenuation.
- 2.14 **Municipal Reserve** - A parcel of land provided without compensation, as required under the *Planning and Development Act, 2007* (Sec 192(1)), to be used primarily for public recreation. The land may also be used for other purposes described within the Act and any additional uses that may be specified in the Official Community Plan.
- 2.15 **Municipal Utility Parcel** - A parcel of land provided without compensation, as described in the *Planning and Development Act, 2007* (Sec 172.1), for the purpose of locating a public work or public utility. A Municipal Utility Parcel may have a secondary function as park space and may be integrated with environmental reserve and/or municipal reserve.
- 2.16 **Natural Area** - An area of land or water representing elements of the region's geography, ecology, and/or wildlife habitat, including natural landscapes and natural land forms.
- 2.17 **Naturalized Area** - Land that has been intentionally developed with predominantly native vegetation through a combination of natural regeneration and deliberate plantings of native vegetation to emulate a natural area.
- 2.18 **Neighbourhood** – The predominant use of land within areas designated for Residential Land Use shall be residential. Within these areas, neighbourhoods are the basic building block of residential development and shall be combined to form Suburban Development Areas. Neighbourhoods shall be designed as a comprehensively planned unit, which is efficient to service and maintain over the long term, as per the Official Community Plan.
- 2.19 **Passive Recreation** - Open space activities conducted at walking speed or less (e.g. strolling, sitting, picnicking, and watching active sports).
- 2.20 **Storm Water Retention Facility** - A pond, wetland, swale or other feature situated within city limits on public property with the primary function of providing storm-sewer retention and treatment. Retention facilities also retain storm-sewer overflow and are typically located at local low points or adjacent to or part of an existing watercourse.
- 2.21 **Suburban Development Area** - Long-range planning for future suburban growth is accommodated within Suburban Development Areas. Suburban Development Areas contain approximately 8 to 10

neighbourhoods, a suburban centre, and employment lands, along with sufficient amenities and community facilities to support them. Alterations to established future growth patterns may be evaluated from time to time where demographic, market, or servicing considerations warrant.

2.22 Wetlands and Constructed Wetlands - Lands having water at, near, or above the land surface, or land that is saturated with water long enough to promote wetland or aquatic processes as indicated by saturated soils, aquatic vegetation, and various kinds of biological activity, which are adapted to a wet environment. Wetlands can hold water temporarily or permanently, with water levels fluctuating over the course of a single year and over many years with climactic cycles. Constructed wetlands are constructed and/or modified water bodies that fluctuate with water drainage, but hold water at all times. Constructed wetlands are designed to mimic some or all of the functions of naturally-occurring wetlands, including filtering pollutants from storm water runoff, and providing habitat with associated buffers/riparian areas.

3. POLICY

3.1 Park Provision: General Principles

The City of Saskatoon plans for the provision of parks according to a classification corresponding to the residential development units outlined in the City's Official Community Plan. The hierarchy is based on the neighbourhood as the central core and radiates to larger units and special uses. The park classifications consist of Neighbourhood Pocket Park, Neighbourhood Core Park, Linear Park, Village Square Park, District Park, Multi-District Parks, Naturalized Parks, and Industrial Parks.

The system also includes Special Use Park categories which are intended to provide city-wide recreation and unique programming opportunities.

Each park category is intended to address particular needs of particular groups of people, while simultaneously maintaining the flexibility of programming and attractive environment, which will encourage use by city residents in general.

Community consultation with residents in the identification of the park program plan is an important principle in the development of the Neighbourhood Core Park. In order to begin this process, the City of Saskatoon requires a minimum of 20% percent residential development (based on building permits issued) prior to park development for the Neighbourhood Core Park.

The development of the Neighbourhood Core Park, in advance of the 20% guideline, will require negotiation and subsequent agreement between the

developer and the City. The developer will pay the costs to advance construction of the park **and will be responsible for any subsequent damage to the park by the homes being built adjacent to the park.**

3.2 General Standards

a) Public Safety

- i. Park boundaries are to be configured in such a way as to optimize visual access into the site. A compact, rectangular shape is preferred. Configurations which will result in hidden corners are not acceptable.
- ii. Placement of planting and land forms must allow for play structures, paddling pools, and walkways to be visible from a passing vehicle.
- iii. All play equipment and other supplied recreational components must have approval from the City of Saskatoon, Facilities and Fleet Management, and Parks Divisions.
- iv. Principles of crime prevention through environmental design are to be applied throughout the park planning and design process with the intent to minimize the opportunity for crime and nuisance behaviour, and to create acceptable levels of actual and perceived public safety **as per Crime Prevention Through Environmental Design Review (CPTED) Policy No A09-034.**

b) Active Transportation, Safety, and Connectivity

- i. **Pedestrian, cyclist, and general park user safety is an important component of park design and must be considered early in the design process.**
- ii. **Prior to construction, park designs should be reviewed by the appropriate division(s) to ensure pedestrian and cyclist linkages are consistent with the Neighbourhood Concept Plan and the City's active transportation network.**
- iii. **Sidewalks and pathways must connect logically to the adjacent sidewalks and integrate to existing pedestrian infrastructure.**
- iv. **Sidewalks and pathways should start and end at crosswalks or at intersections (mid-block crossings are not desirable).**
- v. **Crosswalks are a component of park design.**
- vi. **Transit stops should be considered in the provision of walkways, pathways and sidewalks.**

c) Accessibility

- i. **Accessibility for people with disabilities is a priority for the City, and all parks should strive for an overall environment which is accessible and provides a fulfilling recreation experience for all people.**
- ii. **To ensure comprehensive accessibility, the design and construction of parks and parks amenities should comply**

with current universal design standards for accessibility and barrier free design.

d) Environmental Conditions

- i. Park design should recognize and, where possible, take advantage of natural site features including sloping land, existing vegetation, riverbank areas, and water bodies identified in the screening report completed for the neighbourhood.
- ii. Protect key natural and cultural resources that are valuable to the community, as identified in any Concept Plan(s) for the area.
- iii. Provide interpretive and educational opportunities featuring the unique characteristics of the land.
- iv. Provide passive recreational opportunities to enhance nature appreciation and education.
- v. Appendix B identifies the conditions for the construction or preservation of storm water retention facilities when integrated with Municipal Reserve. Storm water facilities, when located in or adjacent to parks, must complement the park development.
- vi. Appendix C identifies considerations when integrating environmental reserve with Municipal Reserve.
- vii. Parks may contain recreational lakes and natural or constructed wetlands, and the use is governed by the Recreational Uses of Storm Water Retention Ponds Policy No. C10-024/A10-024.

e) Services

- i. Storm water management should primarily be accommodated on Municipal Utility Parcels; however, where it is integrated with municipal reserve, please refer to the guidelines in Appendix B.
- ii. Planning and development of all integrated sites will be a collaborative process involving the Neighbourhood Developers, the Community Services Department, and the Transportation and Utilities Department. Funding for construction and the subsequent maintenance of the storm water management facilities on integrated sites must be one of the subjects of this collaborative process and subsequent agreement. The developer will bear the responsibility to address the costs associated with required landscape plans of the storm water management facility on integrated sites.
- iii. The placement of utility easements on parks must adhere to the requirements of these guidelines and Utility Easements on City Property Policy No. A09-025.
- iv. No sports fields within any Municipal Reserve will be allowed to be flooded for any longer than 24 hours.

- v. Where it is appropriate, utility easements may be used for recreation purposes. The design of the area shall complement the park development and recreational use.
- f) Structures
 - i. Structures should be designed to resist vandalism and may be developed in the various types of parks provided they are consistent with the park's programming objectives.
 - ii. **Play structures must be located in an area above the 1-in-5 year storm event waterline and should not be placed in low lying areas prone to retaining water.**
- g) Parking
 - i. The provision of appropriate parking for neighbourhood parks shall be a combined objective of the neighbourhood concept plan process, the neighbourhood park planning process, and the school site design process to create the opportunity for joint-use of parking facilities. Parking is a requirement in the design of District and Multi District Parks and is incorporated based on the program function of the park.
 - ii. **If the intent is to use on-street parking for users of the park, it is desirable to provide a sidewalk adjacent to the curb to connect to park pathways.**

3.3 Over-dedication of Lands

Defined as the dedication of more land than is legally required under *The Planning and Development Act, 2007*. Over-dedication of land may be acceptable to the City under the following conditions:

- a) that the developer agrees to pay the entire cost of developing those lands, which are deemed to be “over-dedicated” lands into park space; and
- b) that the developer agrees to pay into a reserve fund for the annual maintenance costs of the over-dedicated amount. The reserve fund must be sufficient and available for use by the City for a period of not less than 15 years from the date upon which the over-dedicated land is turned over to the City.

3.4 Park Categories: Specific Standards

Parks within a suburban neighbourhood are placed in a way that optimizes distribution of park space in the community and maximizes access to all residents.

Note: Park sizes noted below are based on a neighbourhood with a gross area of 143 hectares (353.4 acres) to 323.7 hectares (800 acres). Park sizes may be varied, at the City's discretion, in proportion with actual neighbourhood size. The guideline for distribution of dedicated land between park types is as follows: Neighbourhood - 61%, District - 36%, other - 3%. “Appendix A”

outlines the calculations for Municipal Reserve Dedication and Distribution within a standard Suburban Development Area (SDA).

Park Area Suitability Matrix				
Park Classifications	Neighbourhood	District Village	Suburban Centre	Industrial Area
Neighbourhood Core	Required	Permitted	Not Permitted	Not Permitted
Pocket	If Necessary	Not Permitted	Not Permitted	Not Permitted
Village Square	Permitted	Permitted	Permitted	Not Permitted
District	Under Special Circumstances	Permitted	Permitted	Under Special Circumstances
Multi-District	Under Special Circumstances	Under Special Circumstances	Permitted	Under Special Circumstances
Natural	If Necessary			
Special Use	Under Special Circumstances			

3.5 Neighbourhood Pocket Park (part of the Neighbourhood 61% allocation)

- a) Purpose
 - i. The Neighbourhood Pocket Park(s) will provide green space for residences located greater than 400 metres from the Neighbourhood Core Park.
 - ii. The Pocket Park character is small-scale, focusing on passive recreation and aesthetic appeal. Programming could include creative play apparatus.
- b) Function
 - i. Primarily passive recreation for all age groups.
 - ii. Creative play/play value primarily for preschool age children
 - iii. **Structures to accommodate leisure activities for all age groups.**
- c) Size
 - i. Minimum 0.25 hectares (0.6 acres), maximum 0.8 hectares (1.25 acres), **or 1 per 70 hectares (172.9 acres).**
- d) Location
 - i. Such that all neighbourhood residents are within 400 metres of the nearest **available** park space.
 - ii. Located on local or collector streets, not arterial.
 - iii. Pocket parks to be located in different parts of the neighbourhood from each other, and from Core Park, to achieve optimal distribution of open space in the neighbourhood.
 - iv. Where feasible, located close to multi-unit housing complexes.
- e) Access, Visibility, and Frontage
 - i. 100% visibility of site interior from street.

- ii. Site boundaries to have minimum 25% street frontage.
- iii. Easily accessible by walking, cycling, wheeling, and uninterrupted by arterial roads or other physical barriers. Linked by pathways and /or sidewalks.

3.6 Neighbourhood Core Park (part of the Neighbourhood 61% allocation)

a) Purpose

- i. The primary purpose is to provide sports fields to accommodate intra-neighbourhood league play for youth 13 years of age and under.
- ii. To serve the active and passive recreation needs of neighbourhood residents and community associations.
- iii. To serve as expanded play area for neighbourhood elementary schools and the integrated community centre.
- iv. **The configuration of the park shall be such that it maximizes access to park space for the adjacent elementary schools.**
- v. To serve as a central gathering place for event programming and a destination for the neighbourhood residents to meet and socialize. A Neighbourhood Core Park may be adjacent to a Village Square Park to serve as the passive recreation component for the neighbourhood.
- vi. **Park development and upgrades will conserve significant natural areas and/or areas of cultural and historical significance within the neighbourhood.**
- vii. Structures to accommodate active leisure programs for all ages are located in a neighbourhood core park (e.g. spray park, toboggan hill).

b) Function

- i. Organized sports primarily for children aged 13 and under.
- ii. General active and passive recreation for all ages.
- iii. One play structure per neighbourhood will meet minimum accessible playground requirements.
- iv. Specific programming in response to Community Services Department's public consultation and should provide a flexible site design that is adaptable to changes in the community demographics over time.

c) Size

- i. **Minimum ~~5.7~~ 6.5 hectares (14 16 acres).**
- ii. **The majority of the park should be relatively flat and rectangular in shape to accommodate sport fields and open space.**

d) Location

- i. Centrally located in neighbourhood, not combined with District Park.

- ii. Located on local or collector streets, not arterial.
 - iii. Ideally situated within 700 metre walking distance of all one-unit dwellings and other housing forms designed for households with children as per the Official Community Plan.
- e) Access, Visibility, and Frontage
- i. Site boundaries not abutting school property are to have 25% continuous street frontage (on primary collector street), not including school frontage.
 - ii. 100% visibility of site interior from park/street boundaries, but not necessarily from any one point on the boundary. Preference is to have a minimum 20 metre run of street frontage in addition to the 25% noted above.
 - iii. The City may accept frontage above 25%. If excess frontage is accepted above 40 percent, the City may impose off site levy charges based upon the excess frontage and incorporate such charges within a servicing agreement with the developer.
 - iv. Easily accessible by walking/cycling/wheeling uninterrupted by arterial roads or other physical barriers. Linked by pathways and/or sidewalks.

3.7 Linear Park (Part of the 61% Neighbourhood allocation)

- a) Purpose
- i. As part of the overall neighbourhood trail network/connectivity concept to achieve one or more of the following:
 - To provide safe active transportation routes to the neighbourhood's focal points and to nodal destinations outside the neighbourhood.
 - To provide limited recreational opportunities, generally unstructured in nature.
 - To buffer natural and heritage features.
- b) Function
- i. To provide recreational and non-recreational walking, running, bicycling, skiing and wheelchair travel.
 - ii. To provide opportunities for appreciation of natural features.
 - iii. To provide opportunities for sitting and picnicking.
 - iv. **Not intended to serve as a Municipal Utility Parcel.**
- c) Size
- i. Municipal Reserve contribution to linear park will be distributed entirely within the neighbourhood unit.
 - ii. **Linear park allocation will be such that it does not unduly impact the ability to meet all major park programming needs within other neighbourhood park allocations.**
 - iii. Maximum distance of segment of park between service vehicle and/or pedestrian access points, not including pedestrian walkways, to be 200 metres.

- iv. Width to vary, minimum 20 metres **and a maximum allowable width of 30 metres.**
- d) Access, Visibility and Safety
 - i. All access points, except walkways, to have a minimum width of 15 metres.
 - ii. Access points to be sited so as to discourage uncontrolled mid-block crossings of collector or arterial roads.

3.8 Village Square Park (part of the 61% Neighbourhood allocation)

- a) Purpose
 - i. The primary purpose is to serve as an informal and formal meeting place, by providing a community focal point and destination for passive recreation including socialization and event programming.
 - ii. To provide a visual focal or termination point in the design of the neighbourhood.
- b) Function
 - i. To provide opportunities for meeting.
 - ii. To provide opportunities for sitting and socializing.
 - iii. To provide a destination for walkers and cyclists.
 - iv. To provide for neighbourhood event programming (e.g. festivals, rallies, community garage sales).
- c) Size
 - i. Minimum of 0.3 hectares to maximum of 0.5 hectares (0.75 acres to 1.25 acres). **Anything outside these parameters would require approval of the City.**
- d) Location
 - i. Village Square Park could be located at the centre of the neighbourhood or at the entry of the neighbourhood as an entry feature.
 - ii. Adjacent to neighbourhood commercial property and/or cluster of higher density housing.
- e) Access, Visibility, and Frontage
 - i. 100% visibility of site interior from surrounding streets.
 - ii. **Minimum 25% percent street frontage.**

3.9 District Park (is the 36% District allocation)

- a) Purpose
 - i. To serve active and passive recreational needs of residents of multiple neighbourhoods.
 - ii. **There is an emphasis on structured sports. Passive allocation will be determined once active recreation needs have been met.**
 - iii. May serve athletic needs of high schools and have a particular emphasis on the athletic needs of young adults 14 years and older.
 - iv. The structured city-wide sports activities intended for District Parks will typically result in a high proportion of space required for active rather than passive recreation.
 - v. **Emerging sports and non-traditional sports should be accommodated within the district parks, particularly if partnership opportunities are presented (e.g. disc golf, outdoor lacrosse, etc.).**

- b) Function
 - i. To accommodate city-wide sports leagues for youth and adults. Specific programming in response to Community Services Department's sports facility inventory requirements and public consultation with user groups and general public (e.g. soccer, ball, football, ultimate Frisbee and lacrosse).
 - ii. To accommodate community-wide events (e.g. outdoor concerts).
 - iii. To accommodate informal active recreational activities.
 - iv. To accommodate passive recreational activities.
 - v. To accommodate structures for active recreational activities not found in the neighbourhood core park **(e.g. tennis courts, disc golf, satellite skateboard site, and dog park).**
 - vi. Specific programming in response to Community Services Department's public consultation.
 - vii. **To accommodate Parks Maintenance Buildings, which contain equipment, and material storage requirements associated with new park and open space development.**

- c) Size
 - i. **Minimum 10 hectares (24.3 acres).**
 - ii. **Typically, two district parks per Suburban Development Area. A district park typically serves 20,000 to 30,000 people.**

- d) Location
 - i. Located close to centre of catchment area served.
 - ii. District and Neighbourhood Core park sites to be separate from each other.

- iii. Located on arterial or collector streets with City transit service.
- e) Access, Visibility and Frontage
 - i. 100 percent visibility of site interior from park/street boundaries, but not necessarily from any one point on the boundary.
 - ii. Site boundaries not abutting school property to have 50% street exposure.
 - iii. Parking to be provided, quantities according to programming, with access from a collector street.

3.10 Multi-District Park (part of the 3% multi-district and special use allocation)

- a) Purpose
 - i. Is intended to accommodate city-wide use for both active and passive recreation.
 - ii. **There is an emphasis on structured sports and active recreation. Allocation for passive recreation uses will be determined once active recreation needs have been met.**
 - iii. Dimensions of sports fields shall be suitable for international level of competition (e.g. floodlighting sports fields).
 - iv. To serve the complementary activities associated with suburban leisure centres.
 - v. To serve leisure requirements not otherwise served by Neighbourhood and District parks.
- b) Function
 - i. To provide a variety of active and passive recreation activities at all seasons of the year.
 - ii. To provide siting for a suburban leisure centres.
 - iii. To provide siting for official competition sized sports fields and facilities adequate for national/international athletic events.
 - iv. To accommodate sports spectators.
 - v. To allow programming for uses not found in neighbourhood or district parks, (e.g. cultural facilities, multi-purpose leisure centre).
 - vi. **To accommodate Parks Maintenance Buildings, which contain equipment, and material storage requirements associated with new park and open space development.**
- c) Size
 - i. Minimum 16 hectares (39.5 acres).
 - ii. Minimum one per suburban development area, may be dispersed over more than one site.
- d) Location
 - i. Multi-District land associated with active recreation and suburban recreation complex uses to be in close proximity to the commercial portion of the suburban centre, or in an industrial

- area, or in a parcel surrounded by arterial roads and/or non-residential use, to minimize traffic disruptions in residential neighbourhoods, create the opportunity for joint-use of parking facilities, and allow for elements not suitable for residential areas (e.g. floodlighting sports fields).
 - ii. Location of Multi-District land associated with passive uses is discretionary.
 - iii. **Should not be located where natural and/or cultural resources have been identified by a screening report.**
 - e) Access, Visibility, and Frontage
 - i. 100% visibility of site interior from park/street boundaries, but not necessarily from any one point on the boundary.
 - ii. Site boundaries to have 50% street exposure.
 - iii. Parking to be provided, quantities according to programming, with access from a collector street.

3.11 Industrial Park Space (5% of gross developable non-residential area)

- a) **Purpose**
 - i. **Industrial Park space is intended as a city-wide resource.**
 - ii. **Industrial Parks, where appropriate, could accommodate sports fields and the purpose consistent with that described under district and multi-district parks.**
 - iii. **Each park responds to the unique site circumstances or provides unique programming opportunities.**
 - iv. **The location in industrial areas allows elements which are not suitable for residential neighbourhoods (i.e. Marquis Industrial).**
 - v. **This type of park can also facilitate the needs of employees working in the industrial area (e.g. landscaping, outdoor furniture).**
 - vi. **Of note, the 5% dedication could also be taken as money in lieu and used to enhance other Municipal Reserve, as per the Dedicated Lands Reserve Policy No. C09-005, or the land could be combined with the dedication for multi-district or special use parks.**
- b) **Function**
 - i. **To accommodate sports fields as per the District and Multi-District guidelines.**
 - ii. **To accommodate passive recreation for employees.**
- c) **Size**
 - i. **Industrial Park allocation is 5% of the gross developable area of the proposed non-residential area in a suburban development area.**

- d) **Location**
 - i. Located in areas not identified for residential development.
 - ii. To be in an industrial area or in a parcel surrounded by arterial roads and/or non-residential use to minimize traffic disruptions in residential neighbourhoods and allow for elements not suitable for residential areas (e.g. floodlighting sports fields).
- e) **Access, Visibility, and Frontage**
 - i. Similar to conditions listed under multi-district parks.

3.12 Naturalized Park (mostly dedicated as utility parcel or environmental reserve; may also be included within the Municipal Reserve dedication)

- a) **Purpose**
 - i. To conserve and enhance biodiversity, while accommodating passive recreation uses that provide opportunities for appreciation and interpretation of nature.
 - ii. To provide citizens with the opportunity to enjoy and appreciate nature, the natural heritage of the region, and to enhance biodiversity within an urban setting.
 - iii. A Naturalized Park is intended to conserve significant natural elements and features and accommodate local and city-wide needs.
 - iv. Consistent with the Wetlands Policy, Naturalized Parks are to be as high in ecological function as possible.
- b) **Function**
 - i. Passive recreation for all age groups and interpretation of our natural heritage.
 - ii. Infrastructure would be limited to trail systems, interpretive signage, waste receptacles, seating areas, and fencing, as may be required for conservation purposes.
 - iii. To minimize disturbance to resident wildlife, no active recreational activities should be permitted.
- c) **Size**
 - i. Naturalized Areas can function ecologically at a minimum size of one hectare when connectivity is provided via adjacent green spaces or corridors.
- d) **Location**
 - i. Prior to neighbourhood development, the location of Naturalized Park areas shall be determined to complement existing natural elements. Areas and features that are determined to be preserved and enhanced would be based on a screening report.

- e) **Access and Visibility**
 - i. **To maximize the provision of quality wildlife habitat (which requires vegetative cover for wetland and upland bird species), 100% site visibility into the park interior from all viewpoints may not be achievable or desirable.**

3.13 **Special Use Park**

The Special Use Park is a city-wide resource. Each park responds to unique site circumstances and/or provides unique programming opportunities. This park type, therefore, will be subject to less detailed development guidelines than the others in the hierarchy. The Forestry Farm Park, the Gordon Howe Complex, Diefenbaker Park, and the River Valley are examples of Special Use Parks.

4. **RESPONSIBILITY**

4.1 **Community Services Department**

- a) Shall review Sector and Concept Plans and plans of proposed subdivision for compliance with these guidelines.
- b) Shall co-ordinate the approval of these plans.
- c) Shall ensure at concept plan application stage that the correct frontage and site visibility conditions have been met.
- d) Specify programming for all categories of parks as required.
- e) Consult with affected school boards, neighbourhood lot owners, and community associations to review proposed park design concept.
- f) **Itemize and track documents and policies related to these guidelines to ensure guidelines are updated to reflect any policy changes and vice versa (i.e. Dedicated Lands Regulations, Official Community Plan, the *Planning and Development Act, 2007*, New Neighbourhood Design Standards, Utility Easements in City Property, etc.).**

4.2 **Asset and Financial Management**

- a) **Shall review Sector and Concept Plans and plans of proposed subdivision for compliance with these guidelines. Also, as it relates to design specifications and standards for recreation units, water play features, and play structures in parks.**

4.3 **Transportation and Utilities Department**

- a) Shall review Sector and Concept Plans and plans of proposed subdivision for consistency with these guidelines and recommend amendments as required.

- b) **Shall design and construct all storm water management areas and/or storm water drainage systems in compliance with this policy ensuring the systems complement park development.**

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APPENDIX A

Example Municipal Reserve Dedication and Distribution Within a Suburban Development Area

1. **Municipal Reserve Dedication for a Suburban Development Area**

Gross Area of Suburban Development Area = 1,570 ha

Suburban Development Area Municipal Reserve (MR) Break-down

Residential (10%) X 1,510 ha = 151 ha

Non-Residential (5%) X 60 ha = 3 ha

	Neighbourhood MR (61%)	District MR (36%)	Multi-District MR (3%)
Residential MR = 151 ha	X 0.61	X 0.36	X 0.03
	92.11 ha	54.36 ha	4.53 ha + 3 ha from Non-Residential MR
Total MR = 154 ha	92.11 ha	54.36 ha	7.53 ha
Note: Upon full build-out of the Suburban Development Area, 154 ha of MR open space should be provided			

2. **Municipal Reserve Dedication for a Neighbourhood**

Neighbourhood Municipal Reserve (MR) Break-down

A. Residential Distribution:

Average Residential Neighbourhood Subdivision = 151 ha X 10% = 15.1 ha of MR open space

	Neighbourhood MR (61%)	District MR (36%)	Multi-District MR (3%)
Residential MR = 15.1 ha	X 0.61	X 0.36	X 0.03
Total MR = 15.1 ha	9.21 ha	5.44 ha	.45 ha
Note: If District and Multi-District MR is not warranted in the developing Neighbourhood Subdivision, money-in-lieu will be required or deferred land will be provided. Within the developing Neighbourhood Subdivision, 9.21 ha of land will be allocated as Neighbourhood MR.			

B. Non-Residential Distribution:

Average Non-Residential Subdivision = 60 ha X 5% = 3 ha of MR open space

	Neighbourhood MR (61%)	District MR (36%)	Multi-District MR (3%)
Non-Residential MR = 3 ha	n/a	n/a	3.00 ha
Note: If Multi-District MR is not warranted in the developing Subdivision, money-in-lieu will be required or deferred land will be provided.			

APPENDIX B

CONDITIONS FOR THE CONSTRUCTION OF STORM WATER RETENTION FACILITIES WHEN INTEGRATED WITH MUNICIPAL RESERVE

Municipal Reserve may be used to convey storm water runoff to storm water retention facilities and may act as temporary water storage to allow for water retention for no longer than a 24-hour period after a storm event. Municipal Reserve land and land held for storm water management shall be integrated in all cases where circumstances permit. Storm water facilities, when located adjacent to parks, must be treated in a manner that complements the park development. This integration of two land uses will be subject to the following guidelines:

- a) **Integration of two land uses, Municipal Reserve and Storm Water Management areas, will require a landscape plan for both areas and uses. These landscape plans shall have a common design objective that will ensure a visually integrated land mass. These plans must be acceptable to representatives of the Parks Division, Public Works Division, Water and Wastewater Division, Planning and Development, Environmental and Corporate Initiatives, Recreation and Community Development, and the Developer.**
- b) **Areas surrounding wetlands, ponds, swales, river gardens, etc., are to be graded, top soiled, seeded or sodded, and landscaped, incorporating trees and shrubs to a level consistent with the surrounding or adjacent park development. Existing natural landscapes to be retained, if at all possible. These areas will not be irrigated.**
- c) **Wherever possible, ponds should not be located near elementary schools.**
- d) **Storm water retention facilities shall not be located within areas designed to accommodate playground equipment.**
- e) **No sports fields, trails, or play structures within any Municipal Reserve will be allowed to be flooded for any longer than a 24-hour period and will not be below the 1 in 5 year storm event waterline.**
- f) **The Core Neighbourhood Park may serve the purpose of periodic storm water retention. Portions of this park that are used for passive recreation, which is other than sports fields, primary trails, and play structure areas, may serve as a water storage area to hold water for up to a 48-hour period.**
- g) **Pocket parks and linear parks shall be located at elevations above the 1-in-5 year storm event waterline. If those areas are required to hold water for a period of time greater than 48 hours, the plans must be acceptable to the reviewing divisions.**

- h) An agreement will be established between the Parks Division and the Public Works Division for the maintenance of storm water retention facilities.**

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APPENDIX C

Conditions for the Integration of Environmental Reserve when Integrated with Municipal Reserve

The Saskatchewan *Planning and Development Act*, Section 185(1) allows “...part of that land as environmental reserve,...if the land consists of:

- (a) a ravine, coulee, swamp, natural drainage course or creek bed;
- (b) wildlife habitat or areas that:
 - (i) are environmentally sensitive; or
 - (ii) contain historical features or significant natural features;
- (c) land that is subject to flooding or is, in the opinion of the approving authority, unstable; or
- (d) land that abuts the bed and shore of any lake, river, stream or other body of water and that is required for the purpose of:
 - (i) the prevention of pollution;
 - (ii) the preservation of the bank; or
 - (iii) the protection of the land to be subdivided against flooding.”

An environmental reserve may be used as a public park, but if it is not used for that purpose, the environmental reserve must be managed to maintain its natural state or used as described within the Dedicated Lands Regulations, 2009. The integration of two land uses will be subject to the following guidelines:

- a) Integration of two land uses, municipal reserve and environmental reserve areas, will require a landscape plan for both areas. These landscape plans shall have a common design objective that will ensure a visually integrated land mass. These plans must be acceptable to representatives of the Parks Division, the Public Works Division, the Water and Wastewater Division, the Recreation and Community Development Division, and the Developer.
- b) Wherever possible, important natural areas, features, and systems shall be retained and integrated into new development areas and form part of the park and open space system, including the retention of natural corridors and natural ponding areas.
- c) Neighbourhood development and redevelopment plans shall identify all naturally significant areas and include

recommendations for their conservation relevant to the overall parks system.

- d) Long-term planning should take place to ensure the longevity and protection of environmentally significant areas, and resource management measures must be in place to maintain the ecological integrity of these areas.
- e) The environmental reserve area should not compromise or limit the defined intent of the park space. Likewise, park space should not compromise the integrity of a natural area.
- f) Preserve and maintain the existing natural landscapes and include low-impact pedestrian connections.
- g) Under the context of conserving and maintaining the existing natural landscapes, trails and park features may be included, allowing residents to enjoy and appreciate the distinctive landscape as well as learn more about the land and the plant and wildlife that inhabit the area.
- h) Provide interpretive and educational opportunities featuring the unique characteristics of the land.

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APPENDIX D

Park Designation Guide

Dedicated Lands
(per *Planning and Development Act, 2007*)

Land Type	Municipal Reserve		Environmental Reserve	Municipal Utility Parcel (when used as park)	Buffer Strips
Primary Purpose(s)	Active Recreation Programming and Other Program Amenities Passive Recreation		Conservation of Natural and/or Heritage Features/Areas Unserviceable Land	Stormwater Management Other Utility Needs	Separation of incompatible land uses
Secondary Purpose(s)	Preservation of Natural and/or Heritage Features/Areas Connectivity Stormwater Management		Passive Recreation Stormwater Management Connectivity	Passive Recreation Preservation of Natural and/or Heritage Features/Area Connectivity	Passive Recreation Connectivity Utility corridor
Allocation	Neighbourhood (61%)	Dist./Multi-Dist. (36%/3%)	As circumstances require	As circumstances require	As circumstances require
Possible Park Designations	Core Village Square Pocket Linear ¹ Naturalized ¹	District Multi-District Naturalized ¹ Special Use ²	Naturalized Special Use ² Any other designation ³		

¹ Linear park allocation will be such that it does not unduly impact the ability to meet all major park programming needs within other neighbourhood park allocations

² Only required when proposed park use does not meet any other specified classification

³ Only permissible when environmental reserve-dedicated lands are not significant environmentally or for heritage reasons (e.g. unserviceable land)

Employment Areas Study

Recommendation

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

1. That the information be received; and
2. That the recommended policy directions for employment areas be brought forward for further consideration as part of a proposed implementation plan for the overall Growth Plan to Half a Million.

Topic and Purpose

The purpose of this report is to present the Employment Areas Study for information and to request the proposed policy directions for employment areas be considered for implementation as part of the overall Growth Plan to Half a Million.

Report Highlights

1. The Employment Areas Study (Study) is a related component of the City of Saskatoon's (City) Growth Plan to Half a Million (Growth Plan) and is focused on ensuring that existing and future employment areas contribute to making Saskatoon a healthier, more sustainable, attractive, and accessible place to live and work.
2. The Saskatoon Speaks Community Vision and the Strategic Plan goals for Sustainable Growth and Moving Around are the basis for the goals for employment areas.
3. The Study includes an employment projection, which indicates that there is generally sufficient land available within the proposed Growth Plan to support employment growth to 500,000 people.
4. Existing policies and plans that shape employment growth were reviewed to identify any gaps or inconsistencies in current planning practices that may limit the City from achieving the goals for future employment areas.
5. The Study recommends a number of future policy directions centered on achieving employment areas that are well designed, accessible by all transportation modes, and located closer to where people live, while retaining a strong City Centre that is the focal point of commerce in the city and region.

Strategic Goals

The Study is specifically identified as a four-year priority under the Strategic Goal of Sustainable Growth. This Study also supports the long-term strategy to create new employment areas adjacent to existing residential areas under the Strategic Goal of Economic Diversity and Prosperity.

Background

The Growth Plan is comprised of a number of strategies related to land use and transportation, with the intent to guide the growth of Saskatoon to a population of 500,000. The Employment Areas Study is one of many supporting initiatives to the Growth Plan, contributing to a new growth model for Saskatoon that matches the vision and expectations of citizens, as expressed through Saskatoon Speaks and the Strategic Plan.

Report

Study Purpose

Focused on the areas where Saskatoon's residents work, the Study has two main purposes:

- a) to determine if existing and planned employment areas can support employment growth to a population of 500,000; and
- b) to evaluate whether current plans and policies for facilitating employment growth will achieve the goals for employment areas.

The Study is a related component of the Growth Plan. Considering how the City designs and locates employment areas is integral in:

- a) supporting growth along major corridors;
- b) coordinating investments in transit and roadway infrastructure;
- c) managing demands for new river crossings; and
- d) enhancing active transportation opportunities.

Goals for Employment Areas

- a) to retain the City Centre as the primary destination for corporate head offices, store-front retail, and cultural amenities for the City and region;
- b) to achieve a balanced distribution of employment areas throughout Saskatoon, supporting the efficient use of existing and planned transportation infrastructure and providing employment options closer to where people live;
- c) to ensure that existing and planned employment areas are well designed, can facilitate travel by all transportation modes (walking, cycling, automobiles, and public transit), and support convenient and higher frequency transit service; and
- d) to ensure an adequate supply of employment land is available to support existing and new businesses, and a growing workforce.

Employment at 500,000

To ensure that enough employment lands are available to support employment growth at a population of 500,000, an employment projection was conducted. The projection is

based on current and proposed growth plans, and assumptions about job growth in existing built up areas of the city.

Highlights of the key findings of the employment projection are summarized below:

- a) there is generally sufficient land available within the proposed Growth Plan to support employment growth to 500,000 people;
- b) 56.6% of employment will be concentrated in the Core Neighbourhood, North West Industrial, and University of Saskatchewan areas;
- c) 10,800 jobs will be added to the Central Business District, a 50% increase from today; and
- d) 44.4% of employment will be dispersed in smaller concentrations throughout Saskatoon, creating additional opportunities for people to work closer to where they live.

Planning for Employment Areas Today

How the City designs and locates employment areas affects how people get to their jobs, how they move around within employment areas, and whether or not they are able to access the services and amenities they may want or need while at work. There are a number of plans and policies that shape employment growth in Saskatoon. These include:

- a) Official Community Plan Bylaw No. 8769 (OCP);
- b) Sector Plans and Concept Plans;
- c) Zoning Bylaw No. 8770; and
- d) City Centre Plan and North Downtown Master Plan.

These and other documents were reviewed to identify any gaps or inconsistencies in current planning practices that may limit the City from achieving its goals for employment areas.

Recommended Policy Directions

To enable full achievement of the Study's goals for employment areas, a number of recommendations for future policy development were identified:

- 1) Employment Areas As Comprehensively Planned Units

The OCP has well-defined policies regarding the design and development of neighbourhoods, but not for employment areas. The absence of overarching policies to guide the detailed design and development of employment areas makes it difficult to achieve a high quality of urban design that is supportive of a mixture of amenities and all transportation modes.

To achieve higher quality employment areas, the following policy development items are recommended:

- a) create new “Employment Areas Design and Development” policies in the OCP to guide the development of detailed area concept plans for employment areas;
 - b) to align with current practice, clarify OCP policies to state that area concept plans should be required for non-residential development areas prior to being subdivided or developed;
 - c) explore areas where site plan control can be applied; and
 - d) create “Employment Area Design Guidelines” that provide direction on building and site design for developers.
- 2) Future Industrial Land
The majority of existing and proposed industrial lands are concentrated in the city’s northwest and will support employment growth to 500,000. As such, the current policy that encourages the majority of industrial development to concentrate in the city’s northwest should be re-considered. Policies that guide the location of future industrial land should be expanded to include consideration of matters such as:
- a) balanced distribution of employment areas;
 - b) impacts to existing and planned infrastructure;
 - c) commuting patterns;
 - d) proximity to existing and future residents; and
 - e) results of environmental screenings.
- 3) City Centre Office Development
Retaining the City Centre as the heart of commerce in Saskatoon and the region is a key goal of the Study. Office development is a major employment generator in the City Centre. As such, trends and developments within the City Centre and throughout Saskatoon should be monitored to ensure that the core remains a prominent office employment area as the city grows. A specific report dealing with office development in Saskatoon has been prepared.

Options to the Recommendation

The option exists to simply receive the report for information at this time. This is not recommended as the proposed policy directions support the principles of the Growth Plan and the overall vision for future city growth as outlined in the Saskatoon Speaks document and the Strategic Plan.

Public and/or Stakeholder Involvement

At the November 2014 Growth Plan Public Event, information on the Study was provided to the general public. Residents were asked to comment on the opportunities and challenges for employment areas as population and employment doubles. Feedback from this event is summarized in the “Growth Plan Engagement Summary

Employment Areas Study

Report #3.” Information boards were also available at the final Growth Plan Public Event held in October 2015.

Representatives from the real estate industry, business groups, business improvement districts, developers, and property managers were provided with an advance copy of the Study for information and were given the opportunity to ask questions and provide comments.

Communication Plan

A copy of the report will be made available to the public at www.growingfwd.ca. As individual recommendations from the Study are pursued, a specific communication plan for each will be created.

Policy Implications

The Study includes a number of recommendations for future policy changes. The specific policy changes will be addressed through recommendations to amend OCP Bylaw No. 8769 and Zoning Bylaw No. 8770.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Beginning in 2017, the Administration will prepare reports to implement the recommended policy directions.

Public Notice

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

Attachment

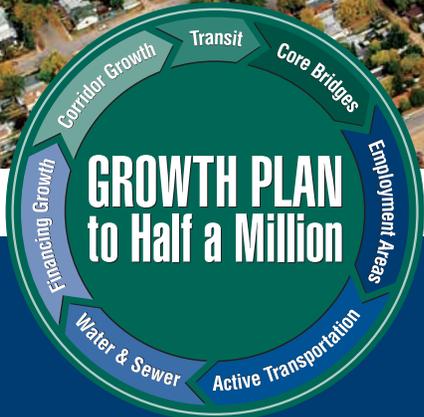
1. Employment Areas Study

Report Approval

Written by: Michelle Grenwich, Planner, Long Range Planning
Reviewed by: Alan Wallace, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/2016/PD/PDCS - Employment Areas Study/ks

EMPLOYMENT AREAS STUDY



March 2016

Employment Areas Executive Summary

Employment areas contribute significantly to the fabric of Saskatoon. They are vital to the city's economy, providing opportunities for the production, distribution and trade of goods and services. They are also places that residents travel to and from daily for work, often spending a large portion of their time there. The Saskatoon Speaks Community Vision for Sustainable Growth and Moving Around provide the basis for the goals for employment areas.

Goals for Employment Areas

- To retain the City Centre as the primary destination for corporate head offices, store-front retail and cultural amenities for the city and region.
- To achieve a balanced distribution of employment areas throughout Saskatoon, supporting the efficient use of existing and planned transportation infrastructure and providing employment options closer to where people live.
- To ensure that existing and planned employment areas are well-designed, can facilitate travel by all transportation modes (walking, cycling, automobiles, public transit) and support convenient and higher frequency transit service.
- To ensure an adequate supply of employment land is available to support new businesses and a growing workforce.

The Employment Areas Study forms an integral component of the City's overall Growth Plan to Half a Million (Growth Plan). Focused on the areas where Saskatoon's residents work, the Employment Areas Study has two main purposes:

- 1) To determine if our existing and planned employment areas can support employment growth to a population of 500,000, and
- 2) To evaluate whether our current plans and policies for facilitating employment growth will achieve the goals for employment areas.

Employment Today

- 65 percent of employment is concentrated in the Core Neighbourhood, North West Industrial, and University of Saskatchewan areas.
- 35 percent of employment is dispersed throughout the city in smaller concentrations focused in industrial areas, large-scale institutional lands, along major arterial roadways and at larger commercial nodes such as suburban centres.
- There are few jobs within residential neighbourhoods, except home based businesses and where there are nodes of commercial and/or institutional activities such as schools or hospitals.

- Small businesses constitute a significant portion of overall employment in Saskatoon with over 70 percent of businesses employing less than 10 people.
- 20 percent of people who live within Circle Drive walk, cycle or take transit to work, compared to 7.5 percent of people who live outside of Circle Drive.

Employment Tomorrow (at 500,000 population)

To ensure that enough employment lands are available to support employment at a population of 500,000 an employment projection was conducted. The projection calculated the expected number of jobs at the 300,000, 400,000 and 500,000 population horizons. These jobs were then allocated to various areas of Saskatoon

based on approved and in-progress growth plans and assumptions about job growth in existing built up areas of the city. The findings of the employment projection are summarized below and illustrated in Figure 1:

- There is sufficient land available within current boundaries to support employment growth to 500,000 people.
- 56.6 percent of employment will be concentrated in the Core Neighbourhood, North West Industrial, and University of Saskatchewan areas.
- 10,800 jobs will be added to the Central Business District, a 50 percent increase from today.
- 44.4 percent of employment will be dispersed in smaller concentrations throughout Saskatoon.
- Current policies require significant employment opportunities to be identified in new suburban development areas resulting in a more dispersed employment pattern.

- 62 percent of people will live east of the South Saskatchewan River, while 65 percent of jobs will be located west of the river.

Planning for Employment Areas Today

- There are a number of plans and policies that shape employment growth in Saskatoon today. These include:
 - Official Community Plan Bylaw No. 8769 (OCP)
 - Sector Plans and Concept Plans
 - Zoning Bylaw No. 8770
 - City Centre Plan and North Downtown Master Plan
- These and other documents were reviewed to identify any gaps in our current planning practices that may limit us from achieving our goals for future employment areas.

Growth Plan

The Growth Plan will support transportation choice in new and existing employment areas.

- The proposed Bus Rapid Transit system will enhance opportunities for transit use to new and existing employment areas and will support employment growth along the rapid transit corridors.
- The Active Transportation Plan supports the enhancement of non-motorized transportation modes, such as walking and cycling, in all employment areas.

Future Policy Directions

A number of recommended policy directions were identified to enable full achievement of the goals of this study:

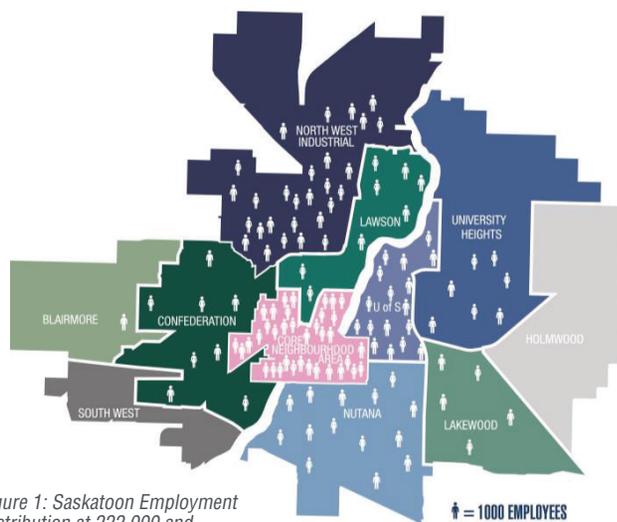
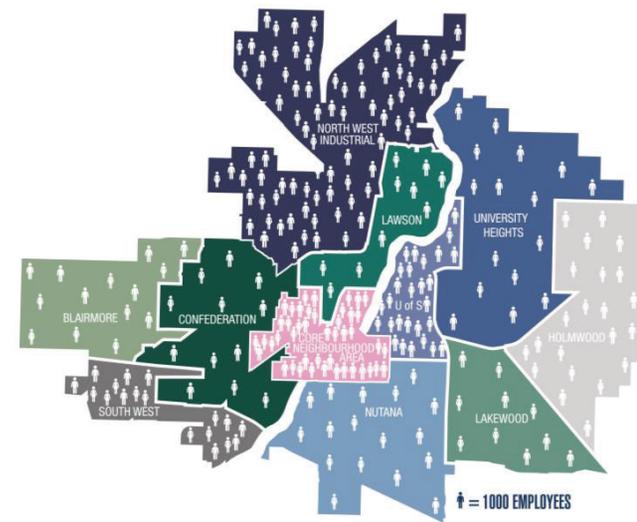
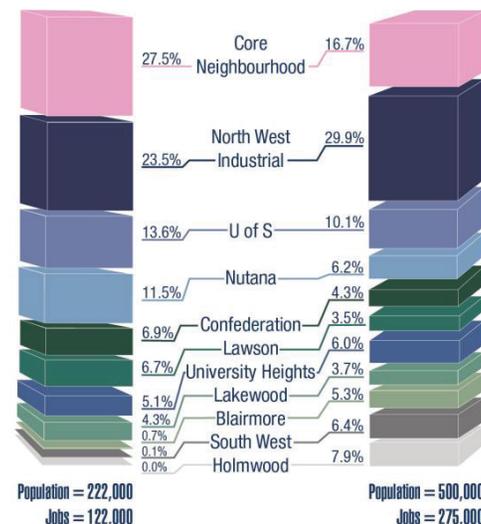


Figure 1: Saskatoon Employment Distribution at 222,000 and 500,000 Population Horizons



1) Employment Areas as Comprehensively Planned Units:

Establish policy that considers employment areas as comprehensively planned units rather than areas of blanket zoning within which subdivision is effectively permitted on an ad hoc basis:

- OCP Amendments:
 - Create a new Employment Areas Design and Development section containing an objective statement and policies that would guide the development of detailed area concept plans for employment areas.
 - Clearly define when non-residential area concept plans are required to ensure a coordinated development pattern with a high quality of urban design.
- Review non-residential zoning regulations periodically to ensure that the overall vision and land use plan for employment areas can be realized as development occurs.

- Create employment area design guidelines to provide greater clarity on how to achieve the desired outcomes for employment areas as outlined in the OCP and the Growth Plan, including guidance for transit-oriented development, building placement and orientation, parking, etc.

- Identify additional commercial and industrial employment areas where site plan control can be applied.

2) Future Industrial Land:

- Remove current OCP policy that encourages the majority of heavy industrial development to be concentrated in the city's northwest.
- Policies that guide the location of future industrial land should consider matters such as:
 - Balanced distribution of employment areas,
 - Impacts to existing and planned infrastructure,
 - Commuting patterns,
 - Proximity to existing and future residents, and
 - Results of environmental screenings.

- Future planning work should consider emerging best practices relating to mixing employment with residential and other types of land uses.

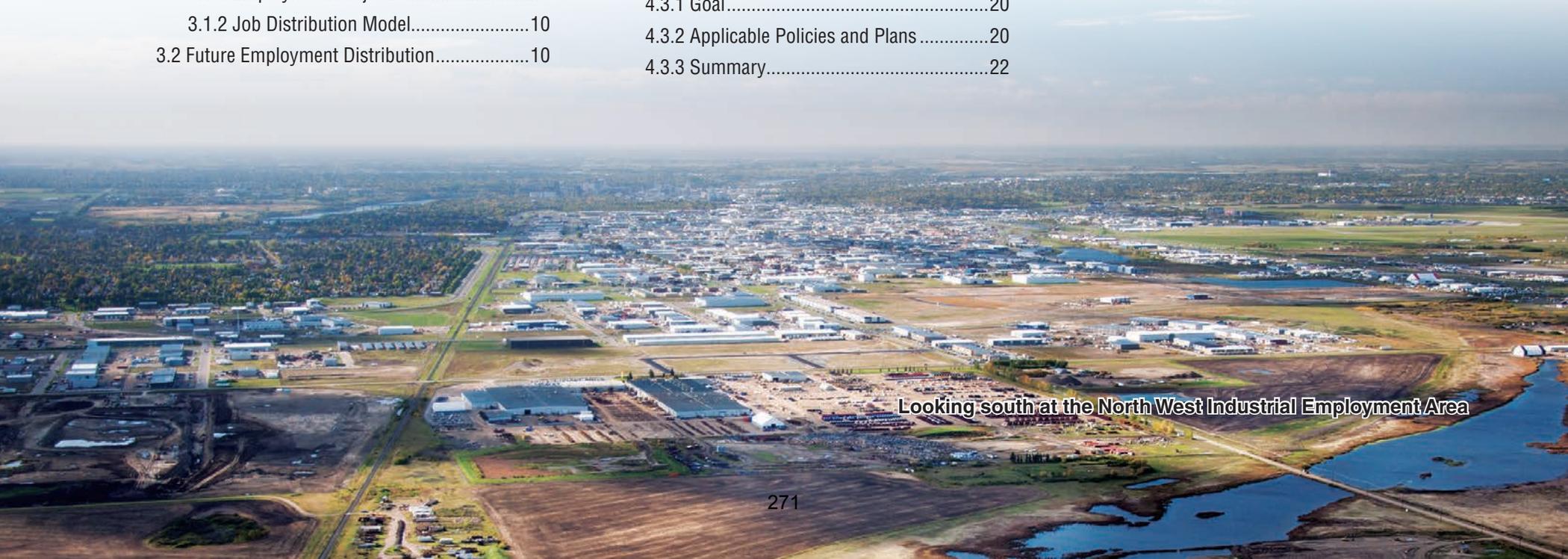
3) City Centre Office Development:

- Retaining the City Centre as the heart of commerce in Saskatoon and the Region is a key goal of this Study.
- Office development is a major employment generator in the City Centre.
- To ensure that the City Centre continues to be the preferred location for major office developments, a supplementary report has been prepared with a key focus on identifying options to ensure that the City Centre remains the pre-dominant office employment area in Saskatoon.

Note: All photos credited to City of Saskatoon.

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Looking south at the North West Industrial Employment Area



Broadway Street Fair

1.0 Introduction

Employment areas contribute significantly to the fabric of Saskatoon. They are vital to the city's economy, providing opportunities for the production, distribution and trade of goods and services. They are also places that residents travel to and from daily for work, often spending a large portion of their time there. The Saskatoon Speaks Community Vision for Sustainable Growth and Moving Around provide the basis for the goals for employment areas.

Goals for Employment Areas

- To retain the City Centre as the primary destination for corporate head offices, store-front retail and cultural amenities for the city and region.
- To achieve a balanced distribution of employment areas throughout Saskatoon, supporting the efficient use of existing and planned transportation infrastructure and providing employment options closer to where people live.
- To ensure that existing and planned employment areas are well-designed, can facilitate travel by all transportation modes (walking, cycling, automobiles, public transit) and support convenient and higher frequency transit service.
- To ensure an adequate supply of employment land is available to support new businesses and a growing workforce.

1.1 Purpose

The Employment Areas Study forms an integral component of the city's overall Growth Plan to Half a Million (Growth Plan). Focused on the areas that Saskatoon's residents work, the Employment Areas Study has two main purposes:

- 1) To determine if our existing and planned employment areas can support employment growth to a population of 500,000, and
- 2) To evaluate whether our current plans and policies for facilitating employment growth will achieve the goals for employment areas.

1.2 Context

Planning for population growth also means planning for corresponding employment growth. The relationship between where people live and work can have significant impacts on land use and transportation patterns and can greatly influence the number of automobile, pedestrian, cycling and transit trips. The most predictable trips are those to and from work. Locating employment areas closer to where people live and considering their design and accessibility to all modes of transportation can have positive impacts on our civic infrastructure and the quality of life of Saskatoon residents. A long-term goal of the City has been to direct a significant portion of

employment growth to the City Centre so that it remains the heart and centre of commerce in the city and region as Saskatoon grows.

For the purposes of this study, employment areas are defined as:

- Areas of the city where employment is a defining characteristic of the land use,
- A broad category that includes commercial, industrial and office/institutional lands, as well as some special use areas, such as the University of Saskatchewan.

City of Saskatoon Strategic Plan 2013-2023 (Strategic Plan)

The Strategic Plan outlines a corporate vision to describe Saskatoon 20-30 years from now. Informed by the community vision developed through Saskatoon Speaks, the Strategic Plan serves as a road map to achieve the vision of what our city will look like in the decades to come. Seven Strategic Goals were identified to realize this vision.

The Employment Areas Study is specifically identified as a four-year priority under the Strategic Goal of Sustainable Growth, forming an integral part of the City's Growth Plan. Creating new employment areas adjacent to existing residential areas is identified as a long-term strategy under the Strategic Goal of Economic Diversity and Prosperity.



33rd Street

Growth Plan

This Study is a related component of the City's Growth Plan, paying particular attention to the characteristics of employment in our city today, what it may look like in the future and how we ensure that existing and future employment areas contribute to making Saskatoon a healthier, more sustainable, attractive and accessible place to live.

How we design and locate employment areas affects how people get to their jobs, how they move around within employment areas, and whether or not they are able to access the services and amenities they may want or need while at work.

Considering these factors is integral in:

- supporting growth along major corridors;
- coordinating investments in transit and roadway infrastructure;
- managing demands for new river crossings; and
- enhancing active transportation opportunities.



Figure 1: Growth Plan Themes

2.0 Employment Today

To effectively plan for employment growth it is important to understand current employment characteristics as they relate to population, commuting trends, industry sectors and geographic distribution across the city. This baseline data represents a snapshot of employment in Saskatoon today, providing valuable data to project employment trends and understand how current policies and plans will affect employment growth and associated land and infrastructure needs. Unless otherwise noted, population and employment figures used and projected in this study are based on 2011 data in order to align with the Federal Census. Job count figures used throughout this report were obtained from the City of Saskatoon Business License Program which collects data from all commercial, industrial and institutional businesses in Saskatoon.

2.1 Current Employment Trends

Saskatoon's forecasted population in July of 2015 was 260,900 with yearly growth averaging 3.0% since 2010.

Between 2010 and 2014 population growth in Saskatoon has outpaced other major western Canadian cities such as Calgary, Edmonton and Winnipeg.ⁱ This population growth has been matched by employment growth with an estimated 133,635 jobs in 2014.ⁱⁱ

According to a recent study conducted by the Conference Board of Canada, the cost of doing business in Saskatoon remains lower than other Western Canadian cities making Saskatoon an attractive place to do business.ⁱⁱⁱ Key sectors in Saskatoon's economy include mining, construction, wholesale trade, and professional services. Jobs in the manufacturing sector decreased by 12 percent^{iv} between 2006 and 2011 and are not expected to see significant gains in the future.^v During the same time period jobs in the construction and mining, oil and gas sectors grew by 99 percent and 80 percent respectively.^{vi} Industries most important to Saskatoon's growth include: mining, education and health services, and construction.^{vii}

Downtown office vacancy rates have risen in recent years reaching a 10 year high of nearly 15 percent at

the end of 2015 and are expected to remain high into 2016.^{viii} The contraction of the resource sector and increasing competition from new suburban areas are cited as the main reasons for the reduction in downtown office tenants.^{ix} As Saskatoon continues to grow it is important to ensure that the downtown remains the heart of commerce in the city and region.

Business Characteristics

Small businesses constitute a significant portion of the overall employment in Saskatoon with over 70 percent of businesses employing less than 10 people. Saskatoon's economy is primarily comprised of businesses in the services producing sector (77 percent) highlighting its role as a regional service centre. Business growth was highest in the mining, oil and gas, and construction industries.^x

Home based businesses are becoming an increasing source of employment and entrepreneurship in Saskatoon. Home based businesses constitute 41 percent of all licensed businesses in Saskatoon. Between

i Population Growth and Rate of Change, Performance Dashboard, City of Saskatoon, https://www.saskatoon.ca/sites/default/files/documents/corporate-performance/pip/population_growth_and_rate_of_change.pdf.

ii City of Saskatoon Business License Program, 2014.

iii Butler, Erin and Natalie Ward. Growing Saskatoon: Saskatoon's Regional Economic Map. Ottawa: The Conference Board of Canada, 2014.

iv Saskatoon Employment Trends Employment Profile, City of Saskatoon, 2013.

v Butler, Erin and Natalie Ward. Growing Saskatoon: Saskatoon's Regional Economic Map. Ottawa: The Conference Board of Canada, 2014.

vi Saskatoon Employment Trends Employment Profile, City of Saskatoon, 2013.

vii Butler, Erin and Natalie Ward. Growing Saskatoon: Saskatoon's Regional Economic Map. Ottawa: The Conference Board of Canada, 2014.

viii 2016 Commercial Real Estate – Review and Forecast, Colliers International.

ix Ibid.

x Saskatoon Employment Trends Employment Profile, City of Saskatoon, 2013.

2006 and 2011 home based businesses increased by 74 percent, with the majority of new businesses focused on the construction industry.^{xi} Home based businesses are an important component of overall employment in Saskatoon, providing opportunities for people to work where they live.

2.2 Current Employment Distribution

One of the goals of this study is to achieve a balanced distribution of employment throughout Saskatoon that provides more opportunities for people to work closer to where they live. The distribution of employment in relation to where people live can significantly impact the demands on local infrastructure, such as arterial roads and bridges that move people to and from work each day. The amount of time spent commuting to and from work can have an impact on the quality of life of Saskatoon's residents. While it is important to create opportunities for people to work closer to where they live, this must be balanced with the need to retain a strong City Centre that is a destination for corporate head offices, storefront retail and cultural amenities.

Figure 2 shows the general distribution of jobs in Saskatoon. Jobs are generally well dispersed with three notable concentrations.

Core Neighbourhood Area

Presently, the Core Neighbourhood Area (CNA) is Saskatoon's largest employment area accounting for 27.5 percent of jobs in the city. This employment area includes the Central Business District (CBD) and the neighbourhoods of Pleasant Hill, Caswell Hill, Westmount, King George, Riversdale, City Park,

Nutana and Varsity View. Though the CBD is the major employment generator, the surrounding residential neighbourhoods contain notable amounts of employment that is concentrated along the major corridors leading to the City Centre such as 2nd Avenue, Broadway Avenue, 20th Street, College Drive and Idylwyld Drive.

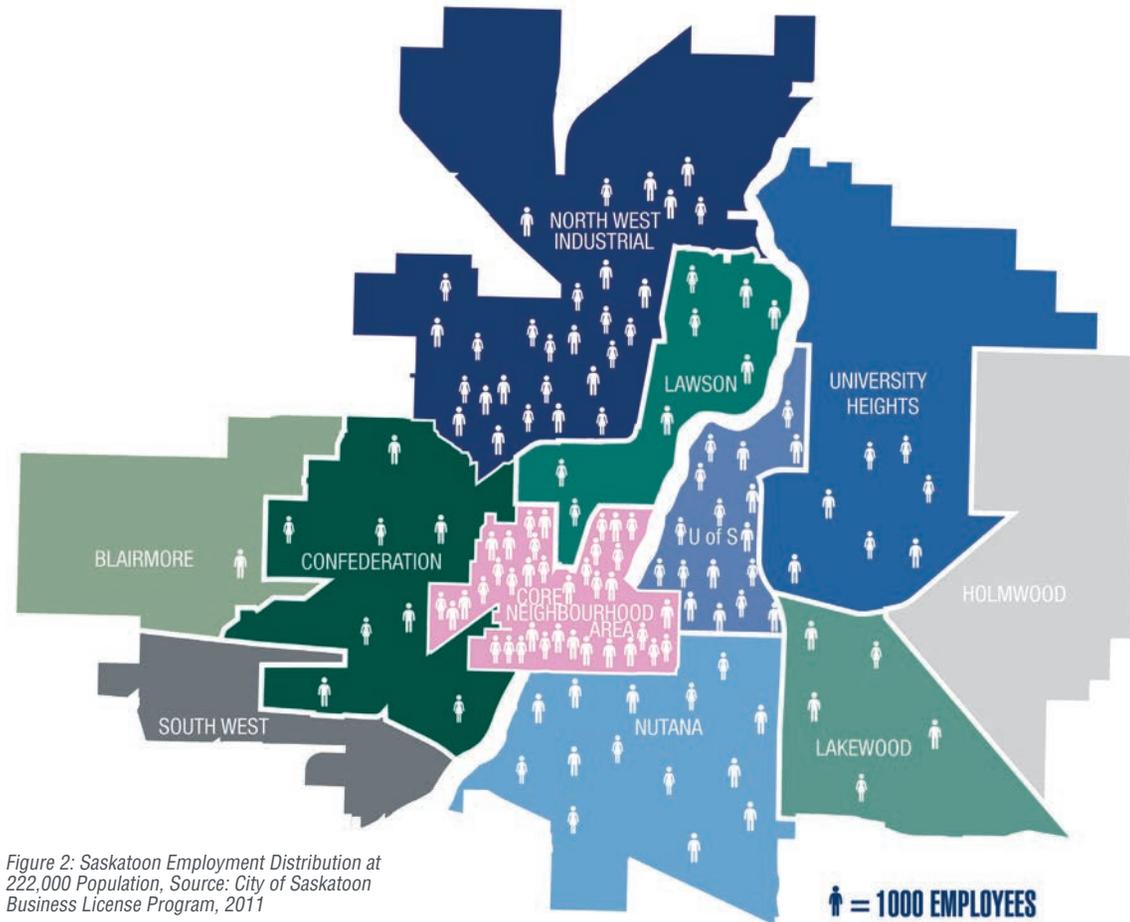


Figure 2: Saskatoon Employment Distribution at 222,000 Population, Source: City of Saskatoon Business License Program, 2011

xi Ibid



The CNA has some of the highest development densities in the city and follows a grid-like street pattern that allows multiple connections for motorized and non-motorized travel. Furthermore, this area is highly accessible for transit as all routes travel through the CBD. The CBD is the heart of commerce in Saskatoon and is the predominant office employment area representing nearly 50 percent of city-wide office development containing most of Saskatoon’s largest office buildings.^{xii} Notable office developments are also located along some of the major corridors leading into the CBD.

The City Centre Plan, focused on the CBD and the major corridors leading to it, is one of several initiatives undertaken by the City of Saskatoon to enhance the City Centre and ensure that a portion of residential and business growth is encouraged here.

North West Industrial Area

The Official Community Plan directs that the majority of heavy industrial development occur in the northwest area of Saskatoon, which provides easy access to rail,

air and highways 11, 12 and 16. Due, at least in part, to this policy direction, the North West Industrial Area contains 75 percent of all industrial zoned lands in Saskatoon and accounts for 23.5 percent of city-wide jobs. Furthermore, the recently adopted North Sector Plan provides a broad framework for the expansion of the North West Industrial Area. The North Sector Plan identifies approximately 1984 hectares (4903 acres) of land primarily for light and heavy industrial uses with a few arterial commercial nodes located at key intersections within the sector.



Industrial employment areas typically require large parcels of land, convenient access to rail and highway infrastructure, and adequate separation distances from residential uses to reduce conflicts. The North West Industrial Area is generally segregated from residential areas and follows a dispersed pattern of low density light and heavy industrial development. Typical of many industrial areas, Saskatoon’s North West Industrial Area offers limited sidewalks and pedestrian amenities, and transit service that is infrequent with limited coverage.

As such, opportunities for active transportation or the use of transit as a viable commuting option is limited making it difficult for people to commute to this area of Saskatoon without the use of a private vehicle. The completion of the North Commuter Parkway bridge project will improve connections to the North West Industrial Area for growing residential neighbourhoods in the northeast.

University of Saskatchewan (U of S) Area

This area is the third largest employment area in Saskatoon in terms of total jobs. It includes the Royal University Hospital, the University of Saskatchewan core campus and Innovation Place, and accounts for 13.6 percent of city-wide employment. The U of S employment area is located in close proximity to the City Centre and several residential neighbourhoods on both sides of the South Saskatchewan River. The area is well served by transit and is located adjacent to the Growth Plan’s proposed east-west bus rapid transit corridor that will be accommodated on College Drive and Preston Avenue.



xii City of Saskatoon Assessment Data, 2014

The U of S employment area contains a significant amount of undeveloped land that represents a significant infill opportunity for residential and employment uses adjacent to Saskatoon's Core Neighbourhood Area. The University of Saskatchewan Vision 2057 Plan (Vision 2057) has identified 401 hectares (991 acres) of land for potential mixed-use development over the next 50 years. The first phase of Vision 2057, the College Quarter Concept Plan, is a detailed plan for an academic mixed-use development on 59 hectares (146 acres) of land located directly south of the main campus adjacent to College Drive.

Remaining Employment Areas

The three largest concentrations of employment described above account for approximately 65 percent of jobs in Saskatoon. The remaining 35 percent is dispersed throughout the city in smaller concentrations. Specifically, the remaining jobs tend to be concentrated in industrial areas, large-scale institutional lands, along major arterial roadways and at larger commercial nodes such as suburban centres. Typically, there are few jobs within residential neighbourhoods, except home base



businesses and where there are nodes of commercial and/or institutional activities such as schools or hospitals present in neighbourhoods. This dispersed employment complements the three major employment areas by creating additional opportunities for people to work closer to where they live.

2.3 Commuting Patterns

Transportation Mode Share to Work

Best practices in urban planning suggest it is important to encourage new and existing employment areas to be designed and located such that opportunities for non-motorized travel and use of public transit are enhanced. Currently, of the total labour force that lives and works in Saskatoon excluding those that worked at home, approximately 7.5 percent of residents cycle or walk to work, while 5.1 percent use public transit. Figure 3 illustrates the transportation mode share to work for the city and within and outside of Circle Drive.

There is significant variation in transportation mode choice to work throughout Saskatoon. The most apparent difference in mode choice is between those living within and those living outside of Circle Drive. Within Circle Drive, approximately 13.9 percent of residents walked or cycled to work compared to 3.2 percent of those living outside of Circle Drive. Transit usage within Circle Drive was 6.2 percent, compared to 4.3 percent beyond Circle Drive.

The higher percentages of travel by transit and non-motorized means within Circle Drive can be attributed to the proximity of significant and relatively high density residential development to major employment areas

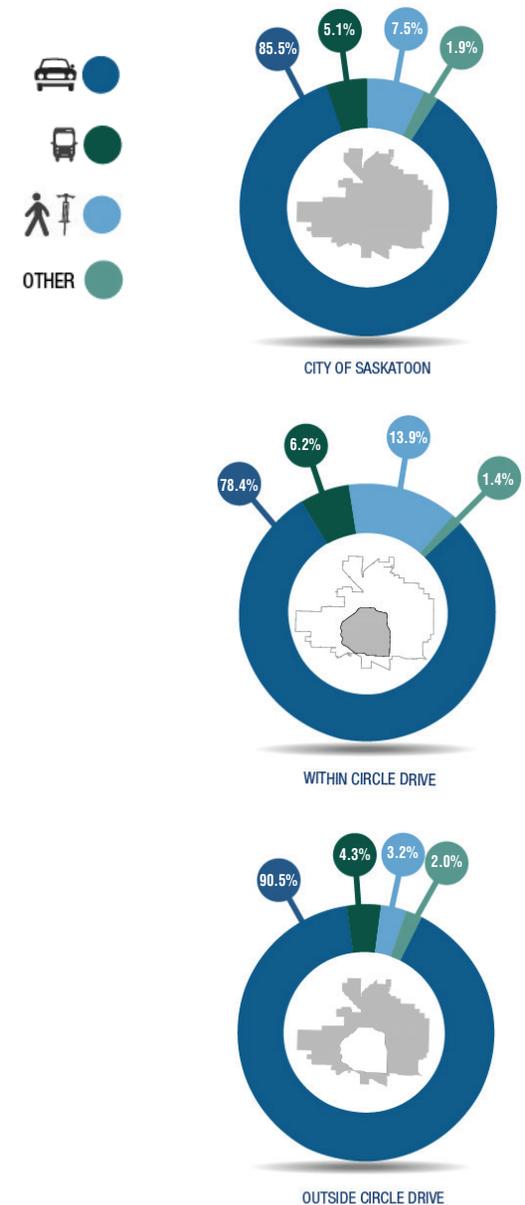


Figure 3: Transportation Mode to Work, City of Saskatoon, 2011, Source: Statistics Canada, National Household Survey 2011

such as the Core Neighbourhood and U of S areas. Additionally, development patterns within Circle Drive consist of many streets with frequent connections between them providing multiple routes and direct connections for walking and cycling. Conversely, urban development outside of Circle Drive tends to be much more segregated by land use than inside Circle Drive, with longer distances between places of residence and places of work. These areas have few arterial roads, spaced relatively far apart, and focused on moving large volumes of traffic. Despite reasonable connectivity within neighbourhoods and provision for occasional trails and connections for non-motorized modes of transportation, these areas of the city generally limit access and include significant barriers between neighbourhoods and to other areas of the city.

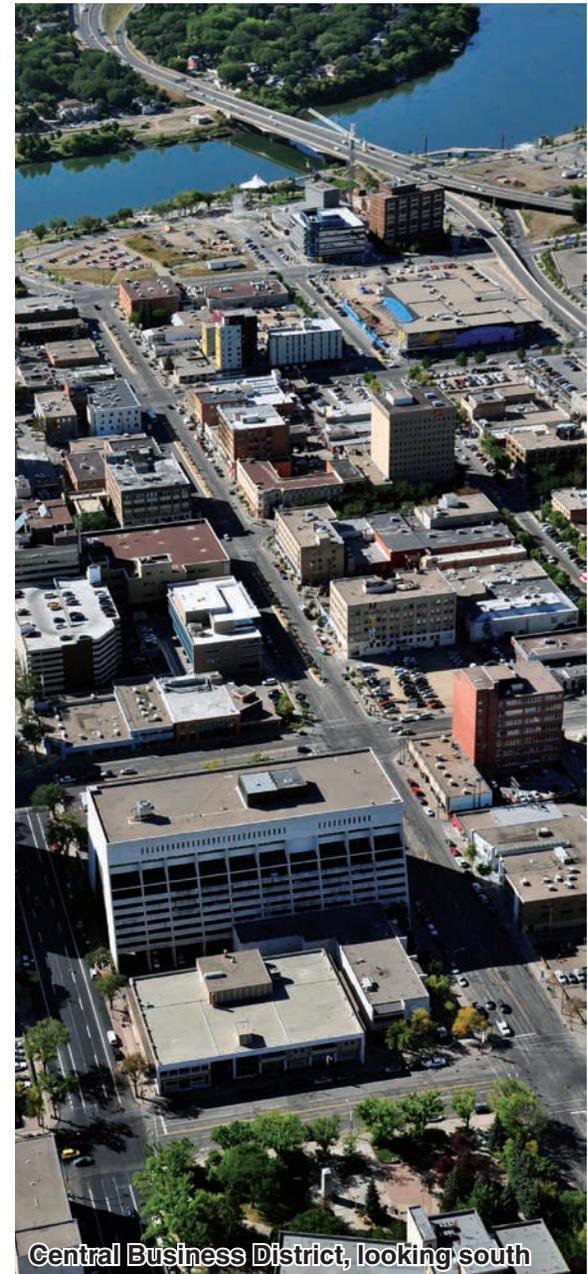
Trips by personal motor vehicles represent a significant amount of the overall transportation mode share to work in Saskatoon. This is expected to continue into the future. However, encouraging the development of employment areas close to where people live and even within neighbourhoods (in well-designed, mixed-use communities) can help mitigate overall travel demand by reducing distances travelled to work. This reduces the overall impact of each vehicle on the transportation system.

City of Saskatoon Transportation Mode Share Targets

The City of Saskatoon monitors several indicators in order to measure our progress and performance in furthering the strategic goals set out in the City’s Strategic Plan. Under the Strategic Goal of Moving Around the City monitors the proportion of residents using transit, walking, and cycling to get to work with a long-term combined target of 20 percent. City-wide this target is not met; however within Circle Drive the transit, walking and cycling mode share is 20 percent.

Mobility Considerations

When planning for future employment areas or redeveloping/intensifying existing ones it is important to consider the implications of how people commute between their place of residence and their place of work. There are several natural and man-made factors that can impact mobility in Saskatoon, including work trips. Major transportation infrastructure such as rail lines, airports and freeways typically offer few crossings with limited connections between the areas that they bisect. Major geographical features such as the river and swales, as well as large undeveloped parcels such as the University of Saskatchewan agricultural lands, can limit access to certain areas to a few crossings and major roadways. While many of these factors will not change, consideration should be given on how to improve connectivity around these areas when planning for employment areas.



Central Business District, looking south

2.4 Regional Considerations

Saskatoon is a regional service centre and provides employment opportunities to people who live outside of the city. The Saskatoon Census Metropolis Area (CMA) has experienced significant population growth in recent years, outpacing population growth in Saskatoon. This trend is expected to continue and as such, more jobs in Saskatoon will be filled by non-residents. According to the most recent census data available from 2011, approximately 16,740 workers commuted to Saskatoon from outside the city for employment. The neighbouring communities of Warman, Martensville and the Rural Municipality of Corman Park account for 47.5 percent of inbound commuters to Saskatoon. Given the pace of growth in the region since 2011 it is anticipated that the 2016 census data will show a marked increase in workers commuting to Saskatoon for employment.

Though many residents from the region fill jobs in Saskatoon, notable employment opportunities can be found outside of Saskatoon. 2011 census data indicates that 6,645 Saskatoon residents are employed outside of the city. The Rural Municipalities of Corman Park and Vanscoy accommodate the largest share of Saskatoon's labour export which is likely attributed to the Cory and Agrium potash mines, and the Biz Hub and East Cory Industrial Parks situated within these municipalities.

To coordinate growth in the region the Saskatoon North Partnership for Growth Regional Plan is currently under development to outline a land use and servicing strategy for areas surrounding Saskatoon and includes the Rural Municipality of Corman Park, the cities of Warman, Martensville and Saskatoon, and the Town of Osler. Though the scope of the Employment Areas Study does not include the region, it is important to recognize the

contributions the region makes to Saskatoon's workforce and the employment opportunities provided to residents of Saskatoon when planning for employment growth.



3.0 Employment Tomorrow

In order to determine the future land requirements needed to support a growing population it is important to note the pace of population growth so that the appropriate land and infrastructure is available when needed. The same is true for employment growth. While we need to plan for where people will live we also need to consider where future residents will work and how this impacts transportation and land use patterns in order to grow in an efficient and sustainable manner. The concept of ‘complete communities’ is founded on the basis of creating places where people can live, work, shop, and play. Considering employment and population growth together is a step towards achieving more complete communities in Saskatoon. Furthermore, the relationship between where people live and where they work has a significant impact on the number of automobile, pedestrian, cycling and transit trips and the infrastructure needed to support these trips.

A key goal of this study is to ensure that there is an adequate supply of employment land available to support new businesses and a growing workforce. This section of the report describes the methodology behind the employment projection, key findings and the projected future distribution of employment at a population of 500,000.

3.1 Methodology

3.1.1 Employment Projection

To evaluate the need for employment lands at a 500,000 population as well as a number of intermediate population horizons, it was first necessary to project

population growth. The population projection uses the 2011 Census population for Saskatoon (222,189) as a base, applying an annual compounding growth rate of 2.5 percent to the population. This growth rate is consistent with the “Medium” scenario used in the City of Saskatoon & Saskatoon Census Metropolitan Area

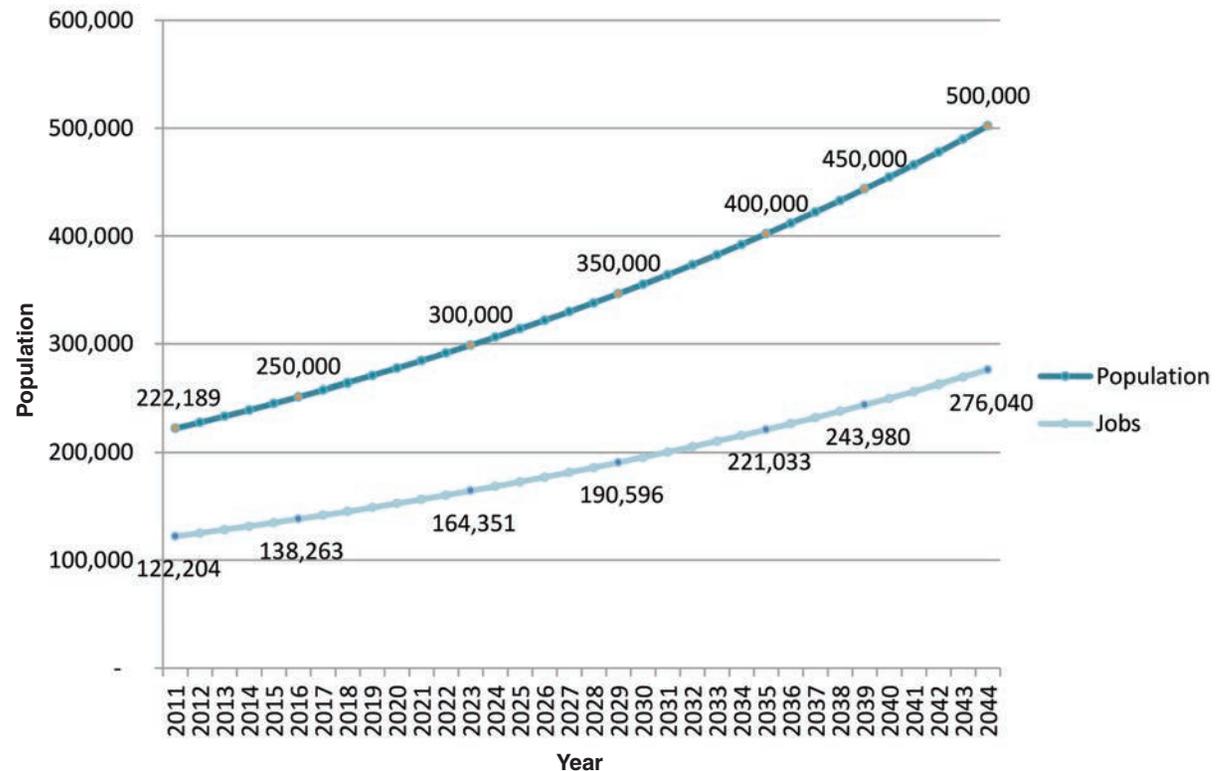


Figure 4: Population and Job Projection Based on a 2.5 Percent Growth Rate

Population Projection 2012-2032. The City has adopted this Medium growth scenario (2.5 percent) in the Growth Plan.

To determine the number of jobs in Saskatoon at any population horizon, job data from the City of Saskatoon’s Business License database (2011-2012)¹ was compared to the 2011 Census data. The result was a jobs/population ratio of 0.550. Figure 4 is a chart that shows the forecast population and job count within Saskatoon based on a 2.5 percent annual growth rate. Based on this projection, Saskatoon can be expected to reach a population of 500,000 by 2044 at which point there are projected to be approximately 276,000 jobs within the city.

Recent indications are that Saskatoon’s pace of growth may have moderated since 2014. It is too early to predict whether the growth rate has fallen below the 2.5 percent projection. If it has, the length of time it may remain below this level is uncertain. In all cases, this does not present any significant problems for the job growth projection or job distribution modelling as these focus on projecting the count and distribution of jobs at any population level. The rate of population growth only affects the timing.

Regional impacts on employment are factored into the projection implicitly. The projection is based on the assumption that jobs in the city are directly related to population and that this relationship will remain the same in the future. Thus, it is assumed that the net effect of regional employment (i.e. city residents working outside and outside residents working in) is constant over time.

This is a modest oversimplification of the actual trend which shows regional population growth occurring faster than city growth (likely meaning a larger share will be commuting into the city in the future than do currently). However, the effect of this oversimplification on the overall job projection (± 2.85 percent) is not considered to be significant given the timeframe of the projection.

3.1.2 Job Distribution Model

The job distribution model allocates the projected job growth across the city for each population horizon (300,000, 400,000 and 500,000) based on the City’s approved and in-progress growth plans and assumptions about job growth in existing built up areas of the city. In all cases, these allocations should be considered as “best guess” estimates based on the available information at the time of this study and reasonable assumptions made about likely future development. A

high degree of accuracy at this scale, given the multi-decade timeframe, is not possible. However, this modelling exercise provides a reasonable methodology to predict future employment land needs and the general distribution of jobs around the city. The results of the job distribution model indicate that there is sufficient land available within current city boundaries to accommodate employment growth to 500,000 people. Table 1 provides a summary of the job distribution model. A more detailed methodology for each of the allocation areas summarized in Table 1, including an overview of the process and key assumptions, can be found in Appendix A.

3.2 Future Employment Distribution

The allocation of jobs at 500,000 was based on employment lands identified in existing approved and in-progress sector plans. The job distribution model described in section 3.1.2 is illustrated in Figure 5.

Population Horizon	222,189	300,000	400,000	500,000
Allocation Area				
Central Business District	20,322	22,222	25,188	31,139
U of S Lands	16,665	20,067	24,478	27,690
Existing Industrial	39,513	45,865	55,714	61,467
Existing Neighbourhoods	34,042	34,592	35,643	37,857
Existing Suburban Centres	7,851	8,460	8,774	8,774
Future Growth Areas	2,929	32,731	68,860	105,988
Existing Management and Residual Areas	950	1,154	1,466	2,025
Projected Job Count (projection-based)	122,272	165,092	220,123	275,153

Table 1: Job Distribution Model Summary

¹ Business License Job Count is preferred over 2011 Census employment data because the Business License data represents jobs within the city and can be linked directly to specific site and land use requirements whereas the Census counts employed persons which may or may not work more than one job either inside or outside the city

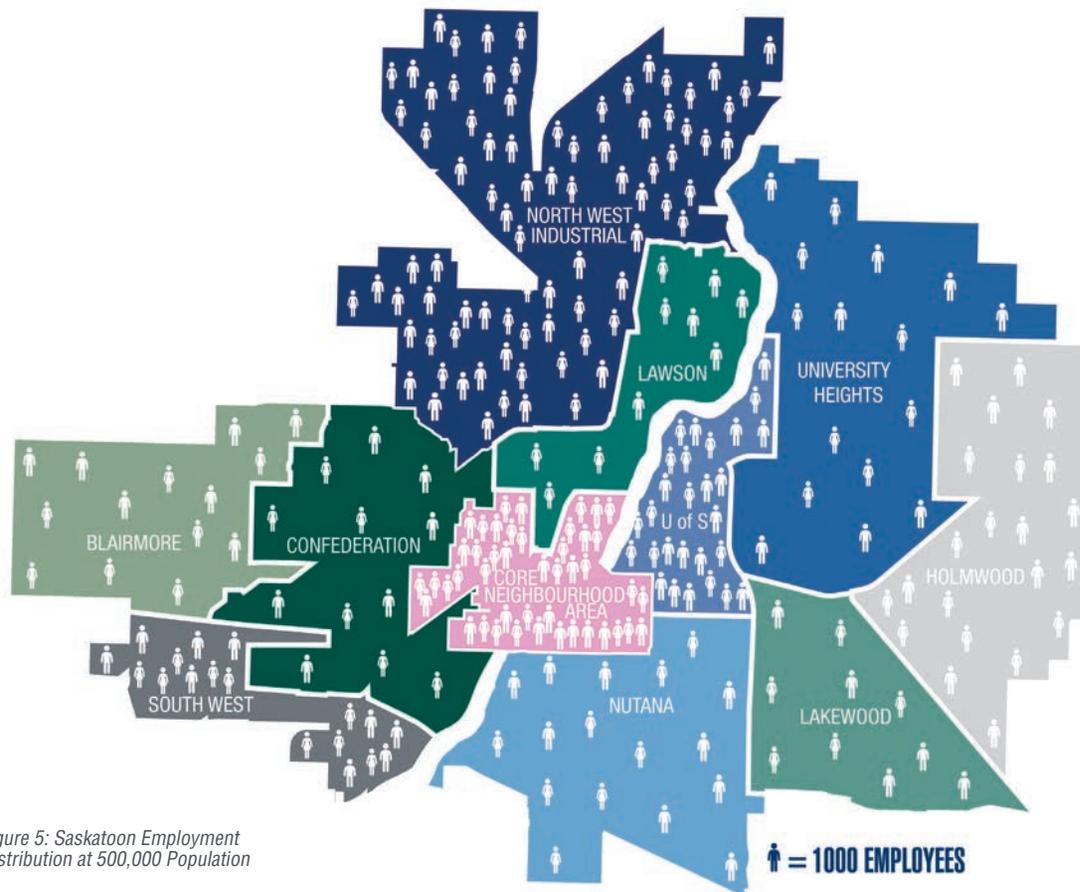


Figure 5: Saskatoon Employment Distribution at 500,000 Population

Major Employment Areas

The employment projection indicates that the three major employment areas today will remain the top three employment areas when Saskatoon's population reaches 500,000; however their combined share of city-wide jobs will decrease from 65 percent to 56.6 percent. Though today's major employment areas will remain prominent as Saskatoon grows there will be a shift in order of dominance. Presently, the Core Neighbourhood Area (CNA), which includes the Central Business

District (CBD), is the largest employment area representing 27.5 percent of city-wide jobs. As Saskatoon's population doubles the CNA share of employment will decrease to 16.7 percent and the North West Industrial Area will become the largest employment area representing 29.9 percent of city-wide jobs, up from 23.5 percent today. It is anticipated that the U of S employment area will continue to be an important employment area with a 10 percent share of jobs at 500,000 population.

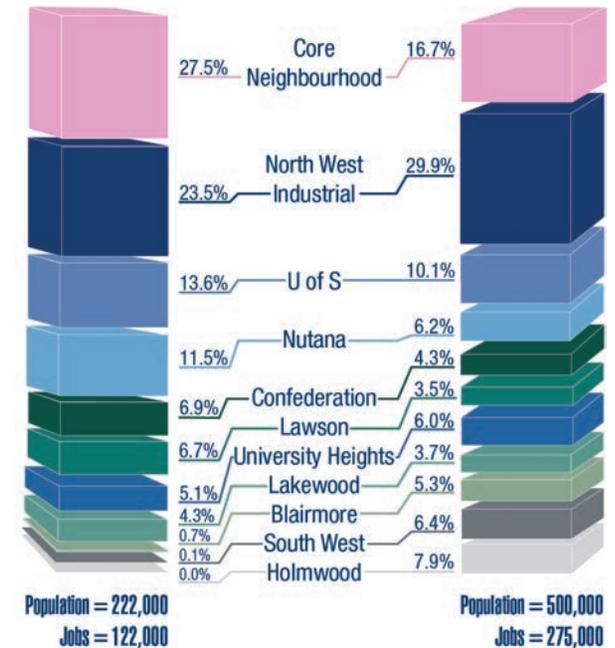


Figure 6: Saskatoon Employment Distribution at 222,000 and 500,000 Population Horizons

Though the overall share of city-wide employment decreases in the CNA, the employment projection indicates that approximately 12,300 additional jobs will be added to this employment area at a population horizon of 500,000. This represents 7 percent of overall employment growth over the time horizon of this study. Job growth in the CNA is primarily attributed to incremental redevelopment of individual properties while factoring some planned major redevelopment projects in the North Downtown and River Landing that serve to increase the overall density of the area. The CNA and CBD in particular, are expected to see significant employment intensification (an increase of 50 percent for the CBD or 10,800 jobs) as the city grows to 500,000. However, given that the CNA is constrained in area and

adding employees requires incremental redevelopment, it is assumed that employment will grow at a slower rate than the other major employment areas which have significant amounts of undeveloped land to accommodate new employment growth.

U of S Area

Vision 2057, the University of Saskatchewan’s long-term vision for the redevelopment of their core lands, was the basis for the employment allocation in this area. This project is a significant opportunity for the University and the City and has been identified as “Strategic Infill”. While some significant employment growth is expected as part of the long-term vision, the nature of this project as a mixed-use development means that the projected growth in jobs is not as high as it might be were this a single-use employment area.

North West Industrial Area

Employment growth in the North West Industrial Area is primarily attributed to new greenfield development, However, some modest intensification of existing industrial lands in some areas was included to account for full build out and maturation of recently-developed industrial employment land over time.

Core Neighbourhood Area

Job growth in the CNA represents significant intensification within an already-existing area and thus a gradual change in character over time. Job growth on the U of S lands and the North West Industrial Area means urban expansion into rural/undeveloped areas. The character of already-developed land in these areas is therefore not expected to change significantly.

Remaining Employment Areas

As population growth and urban development continue, employment in Saskatoon will become more dispersed. Today jobs outside of the three major employment areas account for 35 percent of the city-wide share. At 500,000 people this figure is projected to reach 44.4 percent. In order to create opportunities for employment closer to where people live, current Official Community Plan policies require that significant employment areas be identified in Suburban Development Areas (SDAs). As a result of this policy direction sector plans for new areas

have identified significant amounts of land to support employment growth in SDAs which will result in more dispersed employment in Saskatoon. The effect of this policy is apparent in the significant increase in share of total employment seen in the Blairmore and Holmwood SDAs in the 500,000 projection. Growth along major corridors resulting from the Growth Plan is beyond what is projected in this job distribution model and is expected to increase employment densities along major streets such as 8th and 22nd Streets to support investments in bus rapid transit.

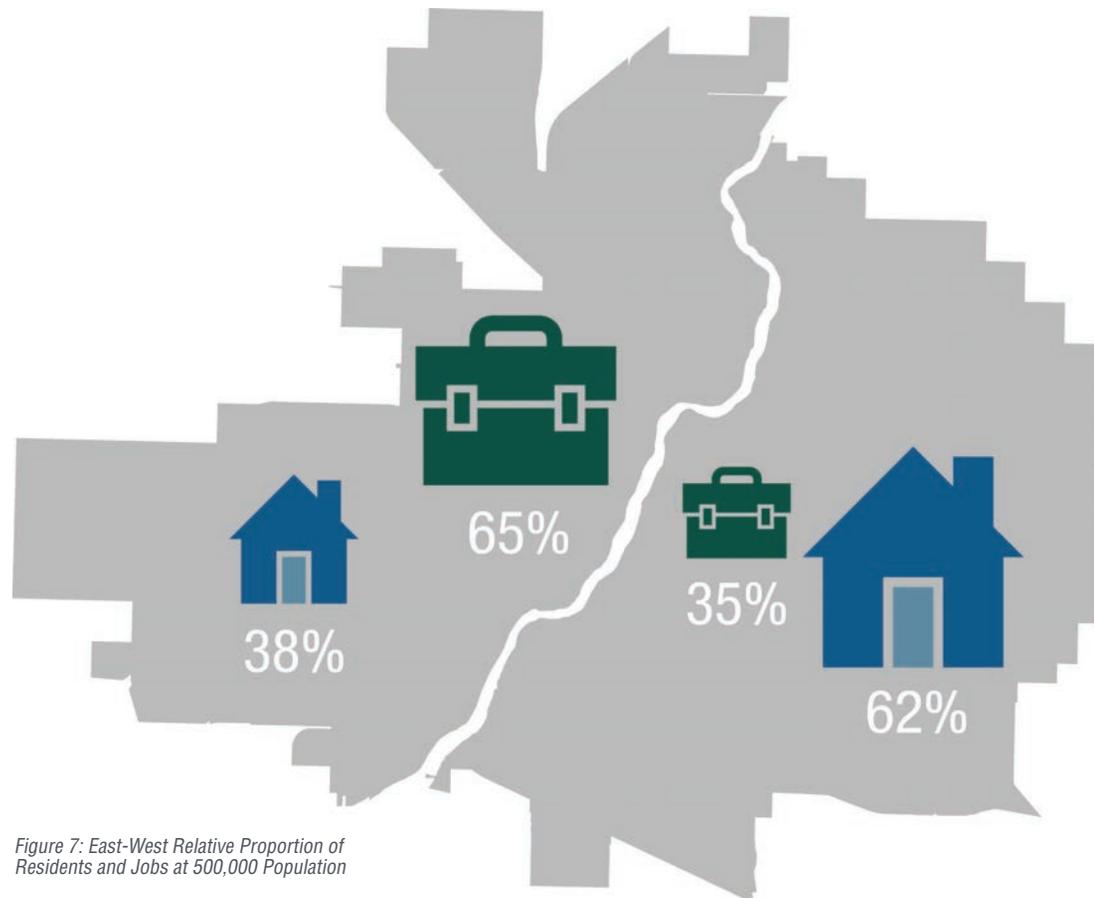


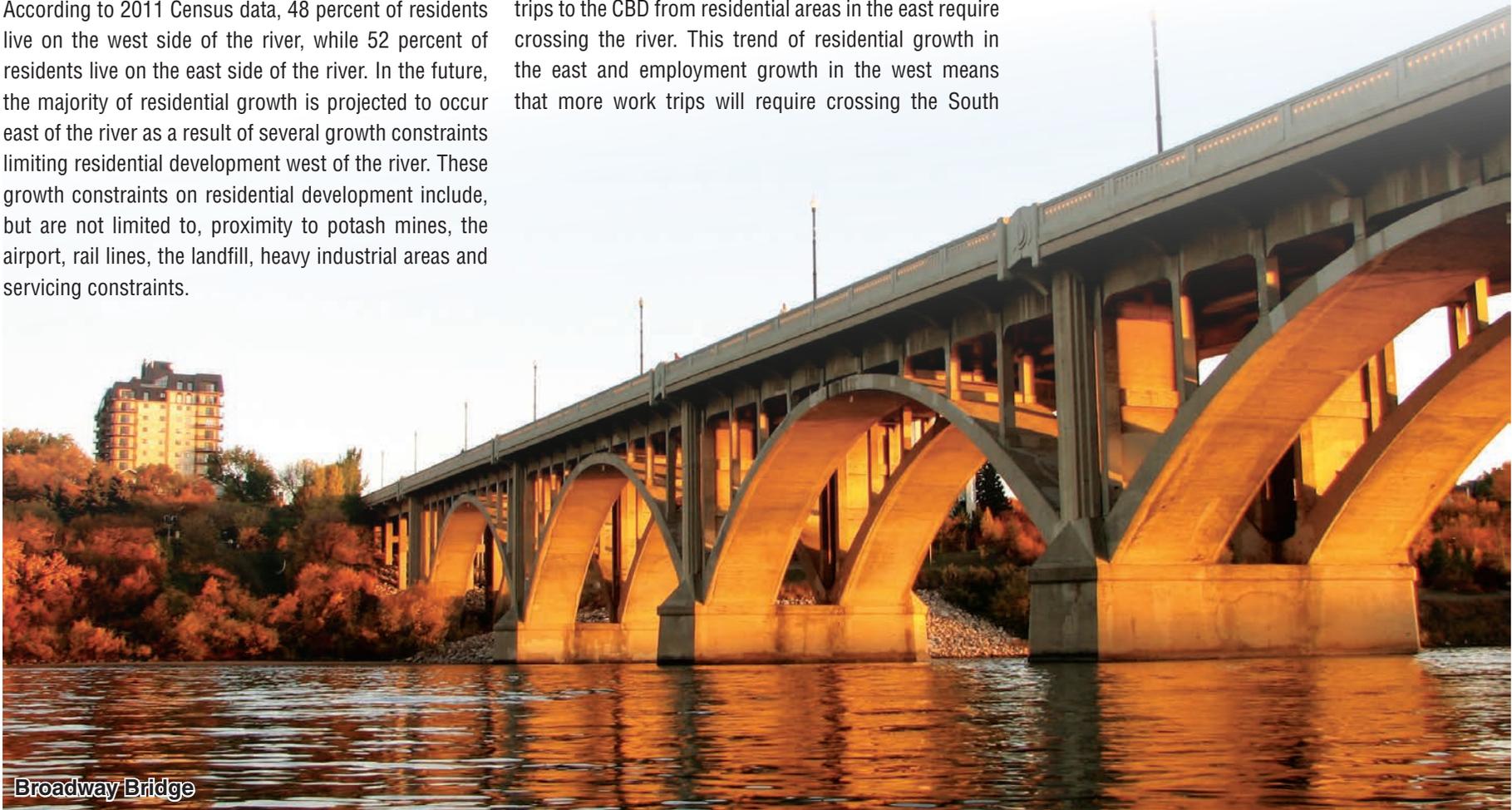
Figure 7: East-West Relative Proportion of Residents and Jobs at 500,000 Population

The River and Balancing Growth

Saskatoon is bisected by the South Saskatchewan River which limits east-west movement throughout the city to five vehicular crossings. The location of residential areas in relationship to employment areas is especially important when work trips require crossing the river. Presently, Saskatoon's residential population has a relatively well balanced east-west distribution. According to 2011 Census data, 48 percent of residents live on the west side of the river, while 52 percent of residents live on the east side of the river. In the future, the majority of residential growth is projected to occur east of the river as a result of several growth constraints limiting residential development west of the river. These growth constraints on residential development include, but are not limited to, proximity to potash mines, the airport, rail lines, the landfill, heavy industrial areas and servicing constraints.

As illustrated in Figure 7, when Saskatoon's population reaches 500,000, the growth model projects that 62 percent of residents will live on the east side of the river, up from 52 percent today. At the same time, employment on the west side of the river is projected to reach 65 percent. This figure includes the Central Business District (CBD), which accounts for 11.3 percent of total employment west of the river. Though centrally located, trips to the CBD from residential areas in the east require crossing the river. This trend of residential growth in the east and employment growth in the west means that more work trips will require crossing the South

Saskatchewan River, placing added pressure on existing river crossings and potentially resulting in a need for additional river crossings. Considering work trips when planning for future residential and employment areas is integral in ensuring our infrastructure is used to its fullest potential and will help to reduce the need for premature upgrades and/or construction of new infrastructure.



Broadway Bridge



South Saskatchewan River, looking south at Silverwood Heights and the North West Industrial Employment Area

4.0 Planning For Employment Areas Today

The purpose of this section is to review how we currently plan for employment areas and determine if our current policies and practices guide us in achieving employment areas that are well-designed, accessible to multiple transportation modes, and located closer to where people live. There are a number of plans and policies that shape employment growth in Saskatoon today. These were reviewed to identify any gaps or inconsistencies in our current planning practices that may limit us from achieving the goals for future employment areas as outlined at the beginning of this report. The following is a brief summary of some of the key documents that guide the growth and development of employment areas in Saskatoon.

City of Saskatoon Official Community Plan Bylaw No. 8769

The Official Community Plan (OCP) shapes the overall growth of the city as a whole. Established under the provisions of the Planning and Development Act, the OCP is intended to guide the growth of Saskatoon to 500,000 people. Policies in the OCP provide general guidance for the location, distribution and design of existing and future employment areas – contributing to the overall form and shape of Saskatoon as the population doubles.

Sector Plans and Concept Plans

In accordance with the policies of the OCP, the size and location of future employment areas are identified through the sector plan process to ensure employment areas are provided in proximity to residential areas. Sector plans are developed for each Suburban Development Area (SDA) and provide a broad, comprehensive framework for future urban development, including the size and location of future neighbourhoods, arterial road alignments, employment areas, parks and significant natural areas. Civic services, concept plans, land use and zoning redesignations are undertaken in accordance with the framework set out in a sector plan.

Concept plans provide a detailed framework for a defined area within a sector plan which includes: land use patterns, lotting arrangements, open spaces and other relevant design features. Concept plans can be required for a neighbourhood, suburban centre, industrial area or similar area; however until recently concept plans have only been undertaken for new neighbourhoods, suburban centres and some special use areas such as College Quarter and the Aerogreen Business Park.

City of Saskatoon Zoning Bylaw No. 8770

The Zoning Bylaw is a statutory plan established under the provisions of the Planning and Development Act and contains specific regulations controlling the use and

development of land in accordance with the policies established in the OCP. The City is divided into a number of different zoning districts each with their own set of land use and site development requirements.

City Centre Plan and North Downtown Master Plan

These plans are focused on the redevelopment and revitalization of Saskatoon’s core areas, with a strong focus on encouraging more people to live and work in the City Centre area. The City Centre Plan, which was adopted by City Council in the fall of 2013, is a comprehensive plan for the downtown and the major corridors leading into the core. The Plan is focused on improving the City Centre by creating market demand for residential, office and business uses so that the City Centre continues to be the cultural and entertainment hub for the region with employment, corporate offices, and store-front retail.

The North Downtown Master Plan will create a vision for an integrated community which is compact, diverse and walkable on an underutilized site directly north of Saskatoon’s City Centre.

The following sections provide a detailed review of existing policies and plans that guide the growth of employment areas in Saskatoon and how they align with the goals for employment areas outlined in this Study.

4.1 The City Centre

4.1.1 Goal

“To retain the City Centre as the primary destination for corporate head offices, store-front retail and cultural amenities for the City and Region.”

4.1.2 Applicable Policies, Plans and Programs

City of Saskatoon Official Community Plan Bylaw No. 8769 (OCP)

Policies state that the downtown shall remain the centre and heart of financial, administrative, cultural and commercial uses with the highest development densities in the city. Specific policies are in place to encourage store-front retail and pedestrian amenities in the core. Furthermore, the long term viability of retail and commercial in the downtown is to be a key consideration in the review of major retail and commercial developments occurring throughout Saskatoon. Office development is identified as a desired use in the downtown; however policies do not contemplate the impact of major office development locating in areas outside of the City Centre.



The City Centre

Sector Plans

New suburban development areas are intended to accommodate up to 70,000 people and OCP policies require sector plans to include significant employment lands in these new development areas to ensure opportunities are available for employment closer to where people live. As such, recently adopted sector plans have identified significant amounts of land for future employment outside of the City Centre. As growth continues, a careful balance is needed to ensure that these new employment areas meet projected demand for future jobs, while limiting negative impacts to the long-term viability of the City Centre.

Zoning Bylaw No. 8770

The Zoning Bylaw contains zoning districts that are specifically applied to the downtown and the corridors leading to it. These districts allow the highest densities in the city and permit a variety of commercial, institutional and residential uses. Recent amendments were made to the B6 – Downtown Commercial District to allow a building height bonus when a community benefit, such as a green roof or structured parking, is incorporated into the development.

In order to limit negative impacts to the City Centre and established commercial areas, the size of retail uses is limited in industrial districts. Office developments, which are a critical component of a healthy downtown, are listed as a permitted use in most commercial, industrial and institutional zoning districts and have no specific size limitations beyond the minimum development standards of the district. The flexibility of these districts and standards, and the pace of new growth, has resulted in major offices locating outside of the City Centre.

City Centre Plan

The City Centre Plan proposes several policy changes and initiatives that are intended to enhance the downtown experience and promote residential and employment growth in the core. Some of these recommendations include:

- Structured or underground parking requirement for buildings above 40m in height and greater than 5000 square metres in area,
- Surface parking lots as a primary use on a lot will not be a permitted use within the B6 zoning district, and
- Requirement that ground floors contain retail uses and have facades that comply with proposed architectural guidelines to enhance the City Centre streetscape and pedestrian realm.

Phase IV of the City Centre Plan includes the creation of a detailed Civic Precinct Master Plan that will serve to enhance the downtown experience.

Vacant Lot & Adaptive Re-Use Incentive Program

The Vacant Lot & Adaptive Re-use (VLAR) incentive program was initiated in 2011 to promote development on chronically vacant and/or brownfield sites and the adaptive re-use of vacant buildings within Saskatoon's established neighborhood's, including the City Centre. Applicants are given the choice of a grant or five-year tax abatement for eligible infill and adaptive reuse projects. The program is available to developers of residential, commercial, industrial and mixed-use sites provided they have been vacant for a minimum of 48 months. The maximum grant for commercial, industrial and mixed-use projects is \$200,000.

In 2014, as part of the City Centre Plan implementation, amendments were made to the VLAR program to add incentives to further promote Office and Structured Parking development in the downtown. These amendments include:

- Waiver of the 48 month vacancy requirements for office buildings and parking structures in the downtown,
- The expansion of office space within a downtown office building is now eligible for the grants and/or a tax abatement under the program,
- Any office or parking structure proposed in the downtown that does not otherwise meet the criteria of the VLAR program is eligible for a five year tax abatement equal to the incentive amount if a one-time grant were offered.

4.1.3 Summary

The OCP has several policies that support the goal of maintaining the City Centre as the focal point for administrative, cultural and retail activities within the city and region. Furthermore, the City of Saskatoon has undertaken several initiatives to maintain and enhance the prominence of the City Centre as the heart and centre of the city. The City Centre Plan has several short, medium and long term projects to realize the vision of Saskatoon's Downtown as a destination for the region and a premier location to live, grow innovative business, and enjoy the benefits of a strong community. As part of the City Centre Plan short term implementation priorities, amendments were made to the VLAR incentive program to promote the development of new office buildings and

the expansion of existing offices, development of surface parking lots and investments in parking structures. Other City Centre initiatives currently underway include a Comprehensive Parking Strategy and a Civic Precinct Master Plan that will contribute to the overall quality of the downtown environment.

Significant investments have been made in the City Centre to attract a portion of business and residential growth. Though it is important to create a balanced distribution of employment areas in proximity to residential areas, it is also important to maintain a strong City Centre that is the focal point of commerce for the city and region by continuing to promote growth in the city's core. However, because of the increasingly dispersed employment as the city grows, City Centre employment is not expected to grow at the same pace as population. Trends and developments within the City Centre and throughout Saskatoon should be continually monitored to ensure that the core remains a prominent employment area.

Key Findings

- It is important to maintain a strong City Centre that is the focal point of commerce for the city and region by continuing to promote growth in the city's core.
- As growth continues, a careful balance is needed to ensure that new employment areas meet projected demand for future jobs, while minimizing negative impacts to the long-term viability of the City Centre.
- Office development is a critical component of overall employment in the City Centre, particularly large offices.

- Flexible zoning districts and the recent pace of growth have created many opportunities for large office developments to locate outside of the City Centre in suburban and industrial areas.
- Trends and developments within the City Centre and throughout Saskatoon should be continually monitored to ensure that the core remains a prominent employment area as the city grows.

4.2 Balanced Distribution of Employment Areas

4.2.1 Goal

"To achieve a balanced distribution of employment areas throughout Saskatoon, supporting the efficient use of existing and planned transportation infrastructure and providing employment options closer to where people live"

4.2.2 Applicable Policies and Plans

City of Saskatoon Official Community Plan Bylaw No. 8769 (OCP)

Policies guiding the overall form and structure of Saskatoon support this goal by stating that the proximity of residential development to the downtown and other major areas of employment should be the goal in determining the overall form of the city. Furthermore, policies encourage significant commercial, multi-unit residential and community facilities to locate in or along major nodes and corridors to support the efficient use of infrastructure and encourage the use of public transit.



Hudson Bay Industrial Area

The OCP guides the location of commercial, mixed-use and institutional development areas throughout the city based on a hierarchy of population and area served. This has resulted in a relatively well balanced distribution of these types of employment uses throughout Saskatoon that are located in close proximity to where people live. Office development is primarily concentrated in the City Centre; however notable shares of office development can be found in City Park, Innovation Place, Stonebridge, Airport Business Area, and the North and Southwest Industrial areas.

Industrial employment areas typically require large parcels of land, convenient access to rail and highway infrastructure, and adequate separation distances from residential uses to minimize conflicts. Due in part to these factors, OCP land use policies direct the majority of new heavy industrial development to concentrate in a small number of separate locations, primarily in the north industrial area which provides easy access to rail, air and Highways 11, 12 and 16. As a result of this policy direction, the majority of industrial land is concentrated in the North West Industrial Area. Though the OCP does

not contain a similar policy directing light industrial development to concentrate in the city's northwest, light industrial development has clustered adjacent to the heavy industrial development in the northwest. Approximately 75 percent of all existing industrial zoned

land is located in Saskatoon's North West Industrial Area making it Saskatoon's second largest employment area today, by number of jobs. Figure 8 highlights the existing industrial areas in Saskatoon.

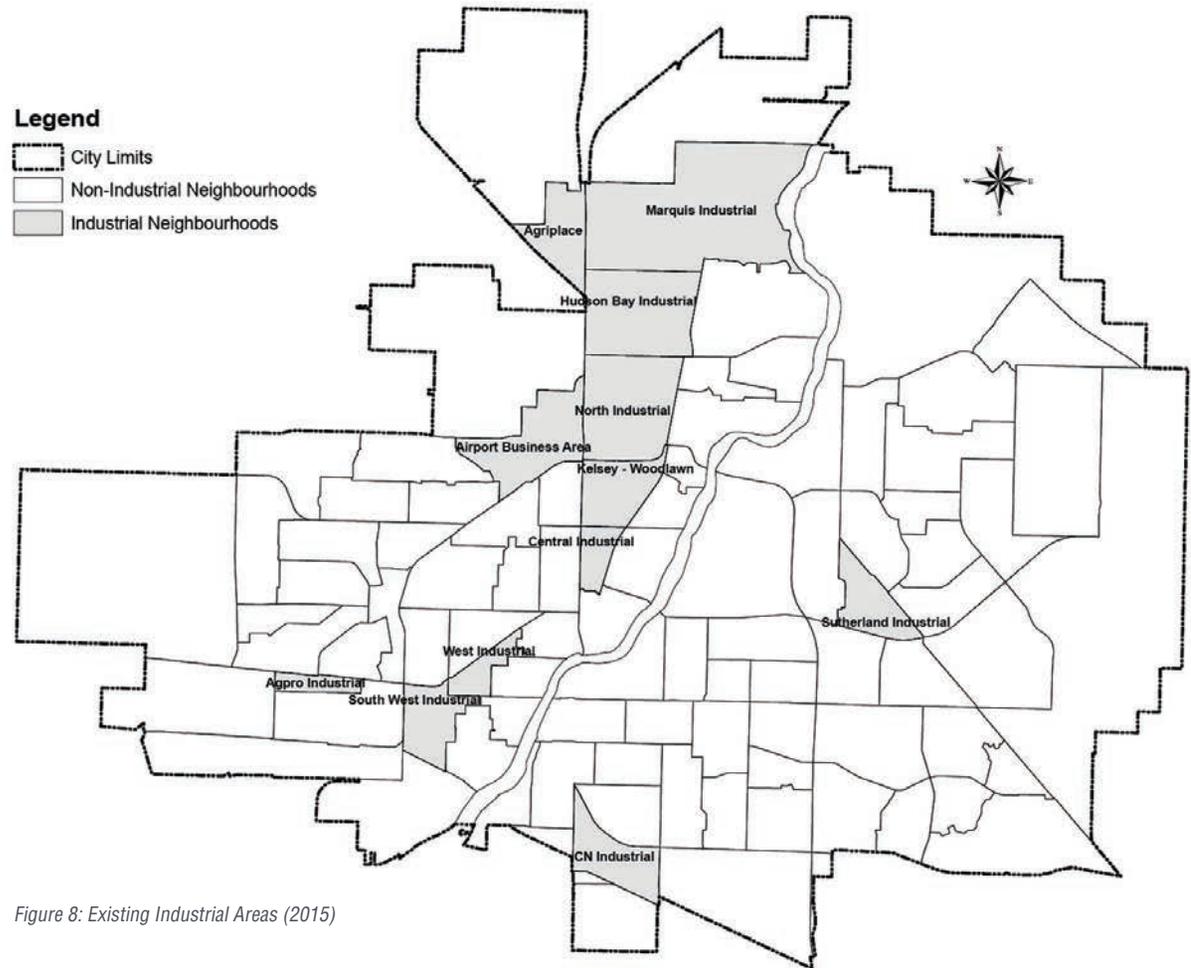


Figure 8: Existing Industrial Areas (2015)

Sector Plans

Sector plans are the primary tool used in planning for employment areas at a city-wide scale. In accordance with the policies of the OCP, sector plans for residential SDA's are required to identify the general location of future employment areas to ensure opportunities for employment are provided in proximity to where people live. In support of these policies, recently-adopted residential sector plans have identified some form of large commercial and/or industrial employment lands within their respective land use plans in addition to residential neighbourhoods. The recently adopted North Sector Plan and the forthcoming Southwest Sector Plan are centered on creating industrial employment areas and do not include a residential component.

Conducted in 2011, the *Commercial and Industrial Development Study* identifies the future amount of commercial and industrial lands to support Saskatoon's population to 325,000. The information in this report is used to help guide the amount and location of employment lands in the development of sector plans and subsequent planning work.

The North Sector plan includes an additional 1984 hectares (4903 acres) of land that is intended to accommodate primarily light and heavy industrial development. This supports the current OCP policies that direct the majority of heavy industrial growth to occur in the northwest. Concentrating industrial uses in the northwest has served Saskatoon well as the area is well served by rail, highways and air and, in many cases due to existing land use patterns, may not suitable for residential development. The employment projection, which is based on existing and in-progress plans and

policies including the North Sector Plan, has confirmed that a sufficient amount of land is available to support employment growth to 500,000 people.

City Centre and North Downtown Master Plan

These plans support the goal of creating opportunities for people to live closer to where they work, supporting the efficient use of existing infrastructure. A key objective of the City Centre Plan is to direct a portion of residential and business growth to the City's core while the North Downtown Masterplan will guide the development of a new residential and mixed-use neighbourhood adjacent to the City Centre.

University of Saskatchewan Lands

The University of Saskatchewan has significant land holdings within Circle Drive and in close proximity to the City Centre. The University, through its Vision 2057 planning process, has designated 401 hectares (991 acres) of endowment lands for potential mixed-use development over the next 50 years. These lands represent a significant opportunity to bring more residences in closer proximity to two of the city's largest employment areas, the Core Neighbourhood Area and the U of S. Based on data from the Vision 2057 document, these endowment lands have the potential to accommodate 40,000 new residents to the area, as well as significant commercial, recreational and institutional uses.

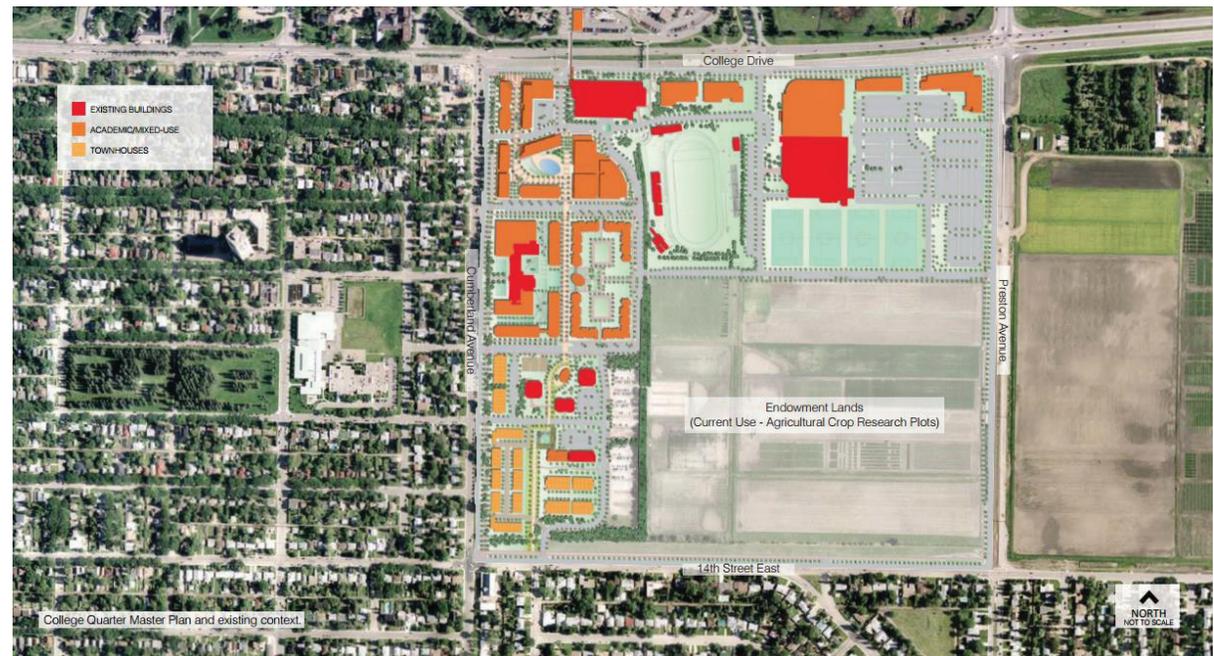


Figure 9: College Quarter Master Plan Concept, Source: College Quarter Master Plan Report, University of Saskatchewan, 2010

Located directly south of the main campus adjacent to College Drive the College Quarter Concept Plan is the first phase of Vision 2057, and includes 59 hectares (146 acres) of land. This site will be developed into a mixed-use site focused primarily, but not exclusively, on academics. It will accommodate a variety of commercial, institutional and residential uses that will serve the university and the surrounding community. This mixed-use development will create more employment opportunities in the university area and enable more people to live in the area.

4.2.3 Summary

Overall, Saskatoon’s policies and plans affecting employment growth support the goal to create a balanced distribution of employment areas that support the efficient use of existing infrastructure and enable opportunities for people to live closer to where they work. Commercial, mixed-use and institutional uses are encouraged to locate throughout the city to serve the residential population and Suburban Developments Areas include a significant employment component. The University of Saskatchewan’s long term plan for mixed-use development of its endowment lands will establish a strong population base close to the City Centre. Redevelopment of existing industrial areas such as the CN, Sutherland, South West and West industrial areas represents a significant opportunity to utilize existing infrastructure in areas that are already in close proximity to where people live.

The current policy direction to concentrate the majority of industrial development in the northwest has served the City well and has supported the identification of

sufficient lands to support employment growth to a population of 500,000. In the long term, policies and plans guiding the location of industrial areas should be reviewed to encourage a more balanced distribution of major industrial employment areas that support the efficient use of transportation infrastructure and consider the proximity to existing and planned residential areas.

Key Findings

- Commercial, mixed-use and institutional development is relatively well distributed throughout the city, located in close proximity to residences.
- The majority of industrial land is concentrated in the North West Industrial Area which accounts for 75 percent of all industrial zoned lands in the city. This is largely a result of the OCP policy that encourages the majority of heavy industrial land to concentrate in the North West.
- In the long term, policies and plans guiding the location of industrial areas should be reviewed to encourage a more balanced distribution of major industrial employment areas that support the efficient use of transportation infrastructure and consider the proximity to existing and planned residential areas.
- The potential mixed-use development of the University of Saskatchewan’s endowment lands over the next 50 years, and development plans for the College Quarter area represent a significant opportunity to bring more residents in proximity to the city’s largest employment areas, the Core Neighbourhood and the U of S areas.
- Redevelopment of existing industrial areas such as the CN, Sutherland, South West and West industrial areas represents a significant opportunity to utilize existing infrastructure in areas that are already in close proximity to where people live.

4.3 Travel by All Transportation Modes

4.3.1 Goal

“To ensure that existing and planned employment areas are well-designed, facilitate travel by all transportation modes (walking, cycling, automobiles, public transit) and support convenient and higher frequency transit service”

4.3.2 Applicable Policies and Plans

City of Saskatoon Official Community Plan Bylaw No. 8769 (OCP)

As detailed in section 4.2.2, the OCP contains policies that encourage an overall development pattern that is supportive of facilitating travel by all transportation modes. Transportation policies are centered on the objective to develop an urban form and settlement pattern that will enhance the efficiency of the transportation system and encourage a variety of transportation options to promote a balanced transportation system. Residential, commercial and employment infill development are encouraged as a means to support a variety of transportation options. The downtown is identified as the focal point of the transit system with transit routes provided within walking distance of most residential areas. Cycling policies promote design features for safe and convenient cycling to support the objective to facilitate cycling as an integral form of transportation within a balanced transportation system. Standards for bike parking facilities are encouraged to be included in the Zoning Bylaw. Pedestrian-oriented design is encouraged in new residential, institutional and commercial development areas. However, there is no such provision for pedestrian-oriented design in industrial areas which are

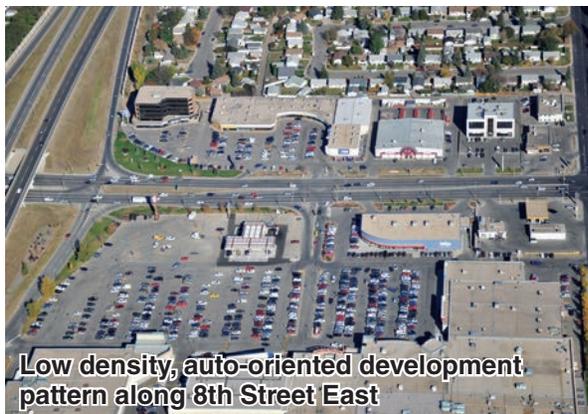
a major source of employment in Saskatoon, accounting for nearly one-third of city-wide employment.

The OCP includes a firm requirement that a concept plan be submitted and approved by Council prior to subdivision and development within any new neighbourhood. There is no explicit requirement for submission of a concept plan for non-residential development areas. As such, the development of large commercial or industrial areas has typically been piecemeal with subdivision and zoning possible with no more than an approved sector plan for the area. This means that there has typically been no comprehensive area plan with sufficient detail to guide a cohesive and integrated development pattern.

Zoning Bylaw No. 8770

Development standards in the zoning bylaw are primarily focused on parking and access requirements for private vehicles only. There are no standards specific to pedestrian and cycling facilities, including bike parking.

Most zoning districts enable a low density development pattern where buildings are set back from the street with parking in the front of the building along the



Low density, auto-oriented development pattern along 8th Street East

principal street. Furthermore, development along major arterials is typically segregated between individual sites often with physical barriers that force people and motorists to use the public street to access adjacent developments. These development patterns are car-oriented and do not support walking, cycling or transit usage. One of the key components of the Growth Plan is to encourage a development pattern that supports all modes of transportation including walking, cycling, transit and driving.

To enable a development pattern that supports transportation choice, the B4MX – Integrated Commercial Mixed-Use District has been added to the zoning bylaw. The B4MX district promotes a compact pedestrian-oriented built form that supports a variety of transportation options, street-oriented buildings and active uses at grade level. This new zoning district is intended to be applied to arterial roadways in new neighbourhoods and to existing arterial roadways as they are redeveloped into more urban, pedestrian and transit-oriented streets. As the Growth Plan is implemented, it is anticipated that new zoning districts and/or standards will be created to achieve a built environment that supports the use of a variety of transportation options.

Recent amendments to the OCP and zoning bylaw have allowed for site plan control on regional commercial sites. Site plan control provides the approving authority with the ability to require enhancements to site design that address traffic calming, pedestrian access between buildings, parking areas, internal and external sidewalks and transit stops to promote safety on the site. The application of site plan control allows the Development Officer some ability to improve pedestrian and transit access to and within a particular site. Without site plan

control civic administration has limited ability, beyond the minimum standards established in the Zoning Bylaw, to require enhancements to site design to improve safety and connectivity for all modes.

Sector Plans

Recently adopted sector plans have placed high importance on the need to consider all transportation modes when undertaking more detailed design work for residential and employment areas. The University Heights, Holmwood, Blairmore and North Sector plans require that any Traffic Impact Assessments address pedestrian, cycling and automobile transportation. Furthermore, in the absence of city-wide design guidelines these sector plans also include general design guidelines and principles for their respective employment areas.

Though the OCP does not explicitly require concept plans for non-residential areas, recently adopted sector plans have included the requirement for concept plans to be submitted for commercial and industrial employment areas within the sector. Through the concept plan process a comprehensive plan for individual employment areas is created which enables the needs of all transportation modes to be better integrated into the overall design of the development area.

Roadway Design Standards

Standards for roadway design can have a significant impact on the built environment in employment areas and can affect the ability to fully achieve the policies in the OCP and a goal of this study to support the use of all transportation modes as a means to get to work.

The City of Saskatoon Roadway Design Standards provide detailed specifications and drawings for the various roadway classifications in Saskatoon, including requirements for pedestrian and cycling facilities. According to these standards, sidewalks are not required on industrial roadways and are only required on one side of arterial streets.

University of Saskatchewan Lands

Vision 2057 and the College Quarter Master Plan have identified over 404 hectares (1000 acres) of University lands for future mixed-use urban development. The development of these lands will result in more people living closer to the Core Neighbourhood and U of S employment areas thereby enhancing opportunities for greater use of alternative transportation modes to work. Furthermore, the intent to develop these lands into a mixed-use community that includes opportunities for commercial, institutional and residential development promotes greater use of all transportation modes. Increasing the residential and employment population on the University lands will support greater use of public transit as more people will be living and working close to the proposed bus rapid transit route along Preston Avenue and College Drive.

Active Transportation Plan

The ATP is another integral component of the overall Growth Plan. Currently under development, this plan will look at ways to increase opportunities for safe and easy walking to daily activities, including to areas of employment. The final plan will recommend improvements to active transportation facilities, policies

and programs that will help provide more safe and convenient transportation choices for moving around Saskatoon. Recommendations from the ATP will support the enhancement of walking, biking and other modes of active transportation in new and existing employment areas, residential areas, along future bus rapid transit corridors, transit hubs and on core area bridges.

Bus Rapid Transit (BRT)

A key component of the Growth Plan is the development of a long-term transit plan that includes an enhanced customer experience, improved transit services and facilities as well as the provision of BRT. BRT will complement the overall transit system and serve as the spine of the transit network. The proposed BRT system will enhance opportunities for residents to use transit as a means to get to work.

Figure 10 shows the recommended east-west and north-south BRT corridors. The proposed BRT network will serve existing, new and growing employment areas. The Downtown, U of S and Core Neighbourhood employment areas will benefit from more frequent and direct transit service. The proposed red and blue BRT lines will support employment growth along major corridors and will enhance connections to new and growing employment areas in the north and in two new suburban centres located in Blairmore and Holmwood.

4.3.3 Summary

To enable more opportunities for alternative transportation modes the OCP encourages new residential development to be located in proximity to the downtown and other major employment areas. Significant commercial, multi-

unit residential and community facilities are encouraged to concentrate along designated nodes and corridors to support greater use of public transit. The development of the University of Saskatchewan lands will greatly enhance opportunities for alternative transportation modes adjacent to the Core Neighbourhood employment area and the proposed east-west bus rapid transit route.

The OCP contains policies that encourage development to provide facilities for walking, cycling and transit. However, the lack of a firm policy requirement for commercial and industrial area concept plans makes it difficult to achieve an integrated and connected development pattern that supports a variety of transportation options in these areas. Furthermore, the OCP does not contain policies requiring incorporation of facilities for cyclists, pedestrians and transit in industrial areas and the City's Roadway Design Standards do not require sidewalks on industrial roadways. This lack of policy direction to accommodate non-motorized travel modes in industrial areas has resulted in a development pattern in these areas that favours use of private automobiles.

The implementation of site plan control on regional commercial sites provides civic administration with the ability to enhance the design of these sites to better accommodate all transportation modes. At this time, regional commercial sites are the only type of employment area where site plan control can be applied.

Though commercial and industrial concept plans are not an explicit requirement in the OCP, sector plans now include a requirement for a detailed area concept plan to be submitted for the commercial and industrial employment areas identified within the sector. Also, recently adopted

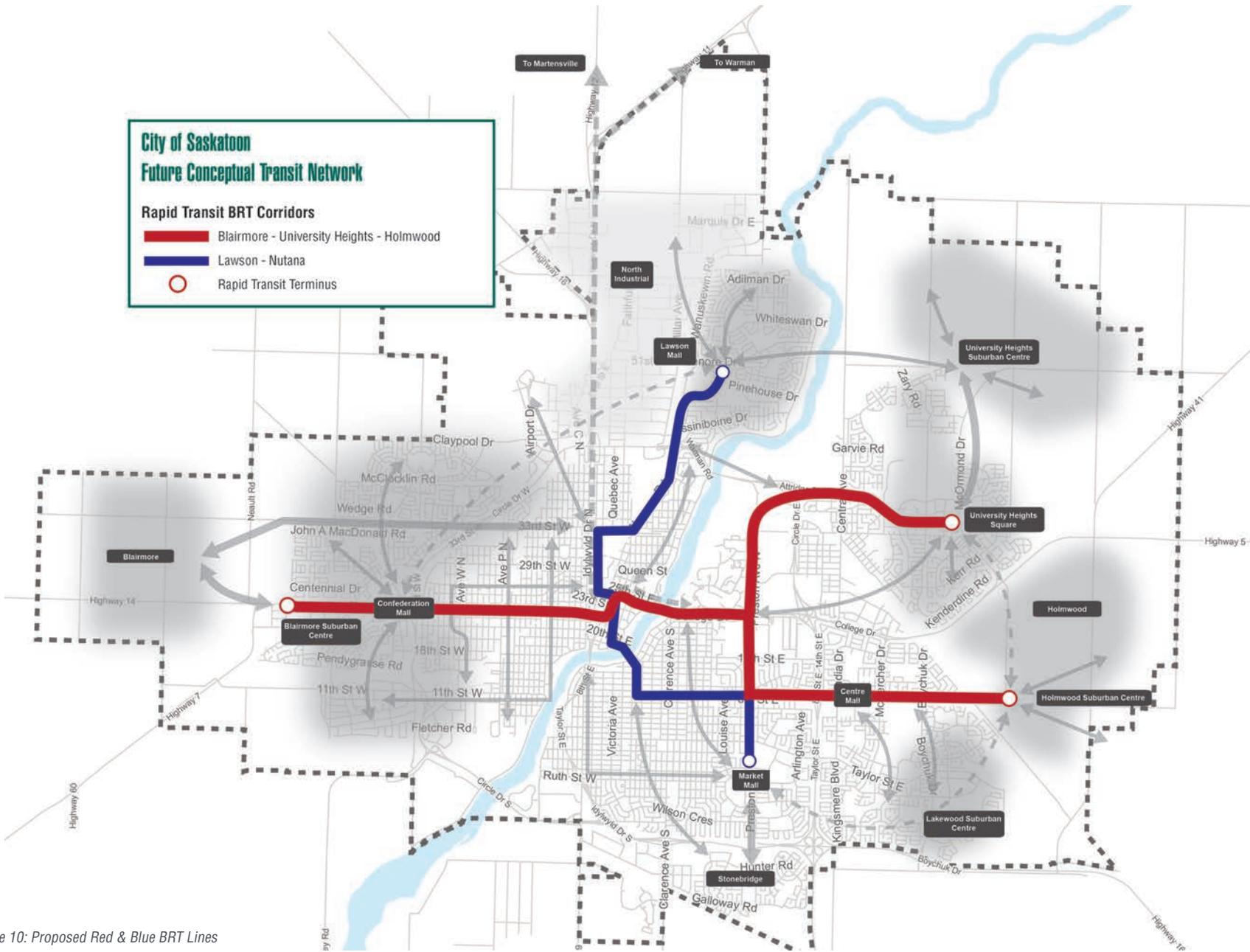


Figure 10: Proposed Red & Blue BRT Lines

sector plans such as Holmwood, University Heights and the North Sector have included general employment area design guidelines and principles to achieve a high quality urban environment. There is a policy gap when it comes to area concept plan requirements and design guidance for non-residential areas.

The Growth Plan will support transportation choice in new and existing employment areas. The proposed BRT system will enhance opportunities for transit use to new and existing employment areas and will support employment growth along the rapid transit corridors. The Active Transportation Plan will support the enhancement of alternative transportation modes, such as walking and cycling, in all employment areas.

Key Findings

- Most zoning districts enable a low density development pattern that favours the use of private automobiles over other transportation modes such as walking, cycling and transit.
- The OCP lacks explicit requirements for non-residential concept plans. As a result, development in these areas is often piecemeal, making it difficult to achieve an integrated and well-designed employment area that is supportive of all transportation modes.
- The lack of OCP direction to accommodate non-motorized travel modes in industrial areas coupled with roadway design standards that do not require sidewalks on industrial roadways, has resulted in a development pattern in these areas that favours the use of private automobiles.
- In the absence of city-wide design guidelines, recently adopted sector plans have included general design guidelines and principles for their respective employment areas.
- There is a policy gap when it comes to area concept plan requirements and design guidance for non-residential areas.
- Site plan control has been implemented on regional commercial sites; however no other employment areas have been identified as areas where site plan control can be applied.
- The proposed BRT system will enhance opportunities for transit use to new and existing employment areas and will support employment growth along the rapid transit corridors.
- The development of the University of Saskatchewan lands will greatly enhance opportunities for alternative transportation modes adjacent to the Core Neighbourhood employment area and the proposed east-west BRT route.

Auto-oriented development pattern at Preston Crossing



5.0 Recommended Policy Directions

Through the policy review, detailed in Section 4.0, a number of recommended policy directions have been identified to enable full achievement of this study's goals for employment areas.

5.1 Employment Areas as Comprehensively Planned Units

A critical first step in achieving employment areas that are well-designed and accessible to all transportation modes is to consider employment areas as comprehensively planned units rather than the current practice of considering them as generally undefined areas featuring one or two “blanket” land uses. The Official Community Plan has well-defined policies regarding the design and development of neighbourhoods. However, this same level of policy direction is not provided for employment areas. Policies related to employment areas are limited to the individual lands uses that make up an employment area. The absence of overarching policies to guide the detailed design and development of an employment area makes it difficult to achieve a high quality of urban design that is supportive of a mixture of amenities and all transportation modes. The result is employment areas that are developed in a piecemeal manner, lacking a cohesive and connected development pattern.

The following recommendations provide direction for future policy development to achieve comprehensively planned employment areas that are well-designed and accessible to all modes of transportation.

5.1.1 Official Community Plan Amendments

Amendment #1: New Employment Areas Section

In order to begin planning for employment areas as a whole, rather than the individual land uses that comprise such areas a new “Employment Areas Design and Development” section should be added to the OCP. This section could be structured similar to the existing “Neighbourhood Design and Development” section in the OCP containing an objective statement and policies that would guide the development of detailed area concept plans for employment areas. Establishing policy that considers employment areas as a whole will provide decision makers with the framework necessary to encourage existing and new employment areas to achieve a higher quality of design that is well-integrated with surrounding areas and supportive of all transportation modes. To further support the OCP direction to encourage opportunities to live and work in close proximity, this section could provide guidance as to when it may be suitable to incorporate residential uses into areas intended primarily for employment.

Amendment #2: Clearly define when Non-Residential Area Concept Plans are required

The area concept plan process is an important tool to implement the policies of the OCP and ensure a coordinated development pattern with a high quality of urban design. The OCP is explicit in its requirement that an area concept plan be approved by Council prior to a neighbourhood being subdivided or developed; however this same requirement is not explicit for non-residential development areas. Though not an explicit requirement in the OCP, the recently approved North Sector plan requires that industrial area concept plans be undertaken to ensure growth occurs in a compact and contiguous manner by comprehensively addressing key land use, transportation and servicing components. To align with current practice and ensure that employment areas achieve a high quality of design and are planned in a comprehensive manner, the OCP should be amended to clearly state that an area concept plan should be required for non-residential development areas prior to being subdivided or developed.

Amendment #3: Expand areas where Site Plan Control can be applied

Site plan control is intended to be used in areas with high traffic volumes where there are potential public safety concerns, including conflicts between pedestrians

and vehicles. It provides civic administration with some ability to require a higher quality of site design that takes into account site access/egress, pedestrian circulation and safety, landscaping, and placement of buildings. At this time, site plan control can only be utilized on regional commercial sites. To achieve more comprehensively planned employment areas, the OCP and Zoning Bylaw should be amended to identify additional commercial and industrial areas where site plan control can be applied.

5.1.2 Review Non-Residential Zoning Regulations

Zoning regulations are an important tool to implement the policies of the OCP and the overall land use plan set out in area sector and area concept plans. It is through the zoning and development permit process that proposed developments on each parcel within an employment area are approved and constructed. It is critical that suitable zoning districts are available, with appropriate land uses and development standards, to ensure that development on the ground aligns with the overall vision and land use plan adopted in area sector and area concept plans.

Industrial zoning districts, in particular, tend to be more permissive than most zoning districts in terms of the variety of land uses permitted. While this flexibility is an intentional benefit of industrial zoned land, it can lead to ad hoc development patterns that could undermine the intent of employment area sector and concept plans. For instance, the North Sector Plan identifies specific areas within the sector where commercial nodes should be located. It may not be possible to achieve these nodes as viable commercial locations if significant retail development is permitted throughout the sector. In this circumstance, a review of the industrial zoning districts

should be conducted to ensure that they are able to remain flexible while maintaining a character of primarily industrial land use.

As new area sector and area concept plans for employment areas are brought forward, non-residential zoning regulations should be reviewed periodically to ensure that the overall vision and land use plan for these plans is realized as development occurs.

5.1.3 Employment Area Design Guidelines

One of the key goals of this study is to achieve employment areas that are well-designed and accessible to all transportation modes. Establishing OCP policies that consider employment areas at the same level as neighbourhoods and adding clear and consistent requirements for area concept plans is a critical first step in achieving a higher quality of urban design and a more coordinated development pattern. The creation of urban design guidelines for employment areas would support this by establishing a greater degree of clarity on how to achieve the desired outcomes for employment areas as outlined in the OCP.

Employment area design guidelines would outline the City's expectations regarding the comprehensive design of the entire employment area and individual parcels within the area. This would provide property owners, developers and civic administration with a common understanding and clear expectations on how to achieve well-designed employment areas that support all modes of transportation. It is envisioned that these design guidelines would be used to evaluate area concept plans, redevelopment plans and individual development proposals to encourage a higher quality of site and

building design that supports the policies and objectives in the OCP. These guidelines would provide direction on site and building design addressing matters such as, but not limited to:

- Transit orientation,
- Building placement and orientation,
- Access and circulation for all transportation modes,
- Parking design,
- Landscaping,
- Outdoor Storage,
- Signage, and
- Architectural design features.

The creation of these design guidelines will require alignment and/or integration with other policies, such as roadway design standards, signage regulations, park development guidelines, etc.

5.2 Future Industrial Land

The City's Official Community Plan directs that the majority of heavy industrial development be concentrated in the city's northwest. As a result of this policy direction the majority of existing and planned industrial development is focused in the North West Industrial Area. Concentrating industrial development in the northwest has served the city well as the area is well served by major roadways, rail and air and is not suitable for residential development. The employment projection, which includes future industrial lands identified in the North and South West Sector Plans, indicates that this area will accommodate nearly 30 percent of city-wide

employment when the city reaches a population of 500,000. Also, within that same timeframe, 62 percent of residents are expected to live on the east side of the South Saskatchewan River.

Given the significant concentration of existing and proposed industrial lands in the North West Industrial Area, it is recommended that the current OCP policy that encourages the majority of heavy industrial development to be concentrated in the city's northwest be removed. Policies that guide the location of future industrial land should be more general and include consideration of matters such as:

- Balanced distribution of employment areas,
- Impacts to existing and planned infrastructure,
- Commuting patterns,
- Proximity to existing and future residents, and
- Results of environmental screenings.

Residential sectors plans should continue to incorporate one or more significant industrial employment areas, where feasible. New employment-only sector plans, such

as the South West, should be considered at locations other than the northwest for the possible establishment of major new employment growth areas. Also, in future planning work, consideration should be given to emerging best practices relating to mixing employment with residential and other types of uses.

5.3 City Centre Office Development

Retaining the City Centre as the heart of commerce in Saskatoon and the region is a key goal of this Study. Furthermore, several initiatives have been completed or are underway that are focused on enhancing the City Centre to ensure that a portion of residential and employment growth is directed there.

The employment projection, based on current plans and policies, indicates that the Core Neighbourhood Area (includes the City Centre) will no longer be the largest employment area as Saskatoon reaches 500,000 people. Within the Core Neighbourhood Area (CNA) the city-wide share of employment in the Central Business District (CBD) is projected to decrease to 11.3 percent from

the current 16.6 percent. Though the overall share of employment decreases in the CBD it is important to note that 10,800 employees will be added to the downtown area. Lands within the CBD are constrained by geography and are fully serviced meaning that any additional employment in this area is a result of redevelopment and/or intensification of existing properties.

In addition to supporting growth in the City Centre, OCP policies encourage significant employment opportunities to be provided for within suburban development areas. This policy direction has resulted in several employment areas being proposed in new suburban development areas creating opportunities for businesses to locate or relocate to an area outside of the City Centre. Specifically, office development is a major employment generator in the City Centre. To ensure that the City Centre continues to be the preferred location for major office developments, a supplementary report has been prepared with a key focus on identifying options to ensure that the City Centre remains the pre-dominant office employment area in Saskatoon.



South Saskatchewan River, looking north

6.0 Conclusion

This Study has two main components: an employment projection and a policy review. The intent of the employment projection was to determine if enough land will be available to support employment at a population of 500,000. The policy review focused on reviewing existing policies and plans that shape employment growth in Saskatoon to determine if our current direction for employment growth will guide us in achieving employment areas that are well-designed, accessible to all modes of transportation, and located closer to where people live, while maintaining a strong City Centre.

The employment projection which is summarized in Section 3.0 indicates that there is sufficient land available to support employment growth to a population of 500,000 people. The recommended policy directions in Section 5.0 provide suggestions for future policy development so that growth in new and existing employment areas supports the goals for employment areas outlined in this Study.



Office park example

Appendix A: Job Distribution Model Methodology

Job Distribution Model

The job distribution model allocates the projected job growth across the city for each population horizon (300,000, 400,000 and 500,000) based on the City's approved and in-progress growth plans and assumptions about job growth in existing built up areas of the city. In all cases, these allocations should be considered as "best guess" estimates based on the available information at the time of the study and reasonable assumptions made about likely future development. A high degree of accuracy at this scale, given the multi-decade timeframe, is not possible. However, this modelling exercise provides a reasonable methodology to predict future employment land needs and the general distribution of jobs around the city. Table 1 provides a summary of the job distribution model.

Population Horizon	222,189	300,000	400,000	500,000
Allocation Area				
Central Business District	20,322	22,222	25,188	31,139
U of S Lands	16,665	20,067	24,478	27,690
Existing Industrial	39,513	45,865	55,714	61,467
Existing Neighbourhoods	34,042	34,592	35,643	37,857
Existing Suburban Centres	7,851	8,460	8,774	8,774
Future Growth Areas	2,929	32,731	68,860	105,988
Existing Management and Residual Areas	950	1,154	1,466	2,025
Projected Job Count (projection-based)	122,272	165,092	220,123	275,153

Table 1: Job Distribution Model Summary

Central Business District

The job allocation for downtown was extrapolated from projection work completed by MXD Development Strategists in the *2011 City of Saskatoon Commercial & Industrial Development Study*. This study projected the demand for growth in floor area for retail, office and hotel uses in the downtown from a then population of approximately 230,000 to a city population of 325,000. The projected growth in floor area to 325,000 population was scaled to obtain floor area projections for 300,000, 400,000 and 500,000 population horizons. Jobs at each horizon were then allocated to the downtown based on current data relating the number of jobs to floor area and use. Intermediate job projections (350,000 and 450,000 populations) reflect the trend lines between the major population horizons.

University of Saskatchewan (U of S) Lands

The job allocation for the U of S lands was based on the land uses and phasing described in the University's Vision 2057 report. Job yields for each land use type and area were estimated by applying land area-based job yield ratios derived from existing land uses in the city, adjusted where necessary for land use types, land use mixes and built forms not currently present in Saskatoon. It is necessary to qualify the job allocation for U of S lands given the very conceptual nature of Vision 2057 and the significant assumptions made about likely yields for each area. As more detailed planning for the U of S lands occurs, it is expected to provide more precise estimates of likely employment.

Projections for areas outside of Vision 2057's scope include the Preston Crossing expansion and the hospital area (Saskatchewan Children's Hospital). Job allocation for these areas was calculated using floor area-based job yields for each land use type and assumptions about likely floor area based on the best available knowledge about each project.



Existing Industrial Areas

The job allocation for existing industrial areas was based on a number of assumptions that were generally applied on an area-wide basis. To determine target¹ job densities by area, three classes of industrial areas were established with a corresponding job density assumption assigned to each type (see Table 2).

These job densities were based on observed values in existing industrial areas that were considered to be typical of each type at maturity. All existing industrial areas were then classified according to these types and the corresponding future job count was determined by applying the area-based target.

In general, it was assumed that there is a transition in the characteristics of industrial areas over time with less intense uses giving way to more intense uses as areas mature and land values increase. The model therefore assumes that industrial areas with job densities below a certain range will develop or redevelop such that the job density at the 500,000 population horizon is reflective of the target associated with each area's type.

Existing Neighbourhoods

In general, job growth in existing neighbourhoods is assumed to be very modest (approximately 10.9 percent over the timeframe from the present to a population of 500,000). This is assumed to account for an increase in jobs due to gradual neighbourhood maturation and continued growth of home based businesses. While it must be acknowledged that circumstances may change over the course of three to four decades, and redevelopment may cause a more significant increase in jobs in specific areas, there are contradicting factors such as the closure of schools and other existing institutions that may mean a loss of jobs in others. Given the difficulty in predicting such occurrences and the relatively low proportion of overall jobs present in most neighbourhoods the “constant, gradual change” assumption is deemed to be reasonable for a city-wide model.

For certain unique neighbourhoods, such as core neighbourhoods, Local Area Plan neighbourhoods and other areas where significant redevelopment is expected

or already occurring, some reasonable assumptions were made about likely increases in job counts over time, using the current job counts as benchmarks. Because of their mixed-use nature, proximity to downtown and other employment/commercial districts, and already-significant counts of employment, it is assumed that these areas will add more jobs over time than typical residential neighbourhoods. Examples where such assumptions were made include Riversdale, Pleasant Hill, City Park, etc.

Existing Suburban Centres

For existing suburban centres, (deemed to be Nutana, Lakewood, University Heights, Confederation and Lawson), the assumption was made that jobs will remain constant over the model timeframe. With the exception of Lakewood and University Heights, existing suburban centres were deemed to be fully built out meaning that there is no change in job allocation over the model timeframe. For the Lakewood and University Heights Suburban Centres, jobs were allocated until each achieved an employment density of 21.2 jobs per hectare (assumed to be typical based on job density in Nutana Suburban Centre, excluding the B4-zoned area). Given the degree to which these two suburban centres are already built out, it was assumed that all of the job growth occurs in the timeframe from the current population to 300,000.

Type	Target Jobs/Hectare	Typical Example(s) (current)	Future Examples (assumed; in addition to current)
Standard Industrial	22	North Industrial, Hudson Bay Industrial, Sutherland Industrial	Many, including: Marquis Industrial, Agriplace, CN Industrial, South West Industrial
Employee-Intensive Industrial	36	Kelsey-Woodlawn (industrial area only)	Airport Business Area, Central Industrial
Outdoor Industrial	3	Agro Industrial	none

Table 2: Industrial Area Types

¹ “Target” is used throughout this explanation of the model to refer to maximum assumed density and/or total number of jobs at maximum build-out within the job distribution model. It is not intended to suggest that the City has established (or should establish) job density targets as a matter of policy.

Future Growth Areas (sector plans and neighbourhoods in development)

The job allocation and timing for the University Heights, Holmwood, North and South West sector plan areas was based on the estimates and phasing plan included in each respective sector plan. In some cases these values were drafted as the North and South West Sector Plans were not finalized at the time of modelling. In the case of Blairmore, the job allocation was based on the jobs/hectare estimates from Holmwood (Blairmore Sector Plan did not include job yield estimates) but was based on the phasing plan from Blairmore.

In all cases, developing neighbourhoods outside of the above sector plan areas (i.e. Hampton Village, Stonebridge and Rosewood), did not include estimates of job yields. In each case, target job density was set based on comparison with job densities in established and planned neighbourhoods assumed to have a similar land use mix and density. Existing jobs in these areas were subtracted from the projected future allocation to determine the anticipated job growth, which was assumed to occur within the present population-to-300,000 timeframe.

Existing Management and Residual Areas

For the most part, existing management areas (e.g. Gordie Howe Management Area, Sask Power Management Area, etc.) and other residual areas not identified for city growth were assumed to retain, but not increase, their current job count.

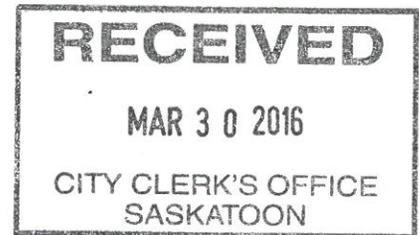
The exception is the Airport Management Area where employment was assumed to be related to passenger traffic. The measured job count was used to calculate a ratio between these values. Recent historic trends in passenger growth (calculated to be 4.56 percent since 2010) were assumed to moderate over time to ultimately reflect the assumed city growth rate of 2.5 percent. The job/passenger ratio was then applied to calculate employment for each time horizon.



Kelsey-Woodlawn Industrial Area



From: Kent Smith-Windsor <assistant@saskatoonchamber.com> on behalf of Kent Smith-Windsor <assistant@saskatoonchamber.com>
Sent: Wednesday, March 30, 2016 10:56 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Wednesday, March 30, 2016 - 10:55
Submitted by anonymous user: 207.47.161.163
Submitted values are:

Date: Wednesday, March 30, 2016
To: His Worship the Mayor and Members of City Council
First Name: Kent
Last Name: Smith-Windsor
Address: 104-202 4th Avenue North
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 0K1
Email: assistant@saskatoonchamber.com
Comments: Request to address the Planning Development & Community Services Committee on Monday, April 4th at 9 a.m. re: City of Saskatoon - Employment Areas Study

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/80624>

RECEIVED

APR 04 2016 4/10-2

**CITY CLERK'S OFFICE
SASKATOON**

From: Brent Penner <brentpenner@sasktel.net>
Sent: April 03, 2016 9:45 PM
To: Web E-mail - City Clerks; Sproule, Joanne (Clerks)
Cc: Davies, Troy (City Councillor); Paulsen, Tiffany (City Councillor); Hill, Darren (City Councillor); Jeffries, Zach (City Councillor); Lorje, Pat (City Councillor); Wallace, Alan (CY - Planning & Development); Grauer, Randy (Community Services); Donauer, Randy (City Councillor); Clark, Charlie (City Councillor); Iwanchuk, Ann (City Councillor); Atchison, Don (Mayor's Office); Loewen, Mairin (City Councillor)
Subject: Employment Areas Study
Attachments: Letter to PD&CS - from Downtown BID - re Employment Areas Study - 16april03.pdf

Dear City Clerk,

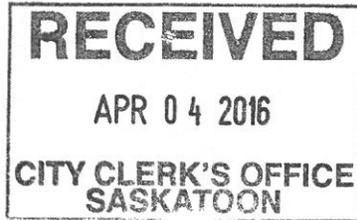
Please ensure this letter is part of the package for PD&CS meeting for Monday, April 4. I apologize but due to a prior commitment, I am unable to attend the meeting tomorrow.

Brent Penner
Executive Director
Downtown BID



THE PARTNERSHIP

Saskatoon Downtown Business Improvement District



April 3, 2016

His Worship the Mayor and Members of City Council
SPC on Planning, Development & Community Services
City of Saskatoon
222 3rd Avenue North
Saskatoon, SK S7K 0J5

Your Worship and Councillors:

Re: Employment Area Study Report

Downtowns are powerful symbols for a city – they contain landmarks, distinctive features, historic places, and provide a unique sense of place. TV newscasts, including our own local stations, often feature a backdrop of downtown as part of their sets – a nod to just how important downtown is to the fabric of a city. It is for this reason that cities around the world pay attention to the health of their City Centers or Downtown Districts because they know the vital role they play in building the brand of a city.

The decisions made by City Council on issues that impact downtown need to ensure the district remains an attractive destination for businesses to locate and people to visit. The Downtown BID agrees with a listed goal in the Employment Areas Study Report that the City Centre should be designated as the primary destination for corporate head offices, store-front retail, and cultural amenities for the City and region.

The City of Saskatoon plays a large role in determining where businesses locate through zoning regulations and decisions it makes on land availability in one area versus another. As a result, there has been significant office development in suburban areas and positive absorption in that space as tenants have moved into these locations. While downtown remains the largest area for office space in the city, the percentage of space as it relates to the city as a whole has started to decline.

As the report indicates, over 40% of new office construction has occurred in industrial and business park areas, compared to 16% in the Central Business District (CBD) in the last ten years. We know that this has occurred because developers find it significantly less expensive to build in suburban areas as compared to downtown. We believe development incentives are needed to ensure downtown remains a viable choice for developers.

Investment in downtown will help the City achieve some of its other goals including creating a more pedestrian friendly city. This is something the City of Saskatoon is supporting in other reports and

planning documents. In addition, adding density to the City Centre will help support an enhanced transit system by easily moving people to and from a major employment area rather than multiple business parks located around the city.

The City of Saskatoon released the City Centre Plan in 2013 and it was adopted by City Council. The document addresses the growth of Saskatoon and states that:

While the City Centre area is anticipated to experience a portion of the overall City's growth, it will take several measures to ensure more growth is directed to the centre and promote a strong Downtown area. Policies that encourage growth of the City Centre and also manage the pattern of suburban growth will allow the City to develop important resources, including business, cultural, social, and educational resources that will benefit the entire region.¹

The development of south downtown, increased opportunities for development in the warehouse district, and bringing residential and commercial development to the north downtown in the near term will be positive steps for downtown. The Downtown BID is supportive of recommendations in the report to encourage City Centre office development. Decisions you make today should ensure that growth is balanced between downtown and suburban centres. The right decisions will keep downtown as a vibrant destination for citizens, businesses, and visitors for generations to come.

Sincerely,

A handwritten signature in black ink, appearing to read 'B Penner', written in a cursive style.

Brent Penner
Executive Director

¹ City Centre Plan, City of Saskatoon, p. 9

City-Wide Office Development Policy Review

Recommendation

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

1. That the proposed policy, incentive, and process options for city-wide office development, as outlined in the report, be supported, in principle; and
2. That the Administration be directed to bring forward the necessary bylaw, policy, and process amendments in due course.

Topic and Purpose

The Administration has conducted a review of policies affecting City Centre and suburban office development in Saskatoon and is proposing a number of measures to achieve city-wide growth and employment objectives, while ensuring the continued strength and prominence of the City Centre as a major office employment area.

Report Highlights

1. A strong office market is an important component to a healthy and vibrant City Centre.
2. Saskatoon's suburban and Downtown office vacancy rates are consistent with those of other resource-based jurisdictions in western Canada (Calgary, Edmonton, and Regina).
3. The City Centre has an extensive range of advantages that support office development, but also has some challenges related to construction and occupancy costs, parking cost and availability, and perceptions of safety.
4. A review of the City of Saskatoon's (City) office policies and those of other jurisdictions showed a wide range of approaches to support City Centre office development. All jurisdictions reviewed, except Saskatoon, restrict offices in industrial zoning districts to some extent.
5. Proposed limits on total area of new business parks, maximum office size limits in industrial areas, combined with modest incentives and process changes, will ensure that the City's regulations, programs, and procedures align with its policy supporting City Centre office development.

Strategic Goals

The recommendations of this report support the long-term strategy to establish the City Centre as a cultural and entertainment district with employment, corporate offices, and store-front retail under the Strategic Goal of Sustainable Growth.

Background

As part of the Growth Plan to Half a Million, the Administration completed an Employment Areas Study intended, in part, to ensure suitable and sufficient employment lands are available to support population growth to 500,000. Within this study, an identified goal for employment areas is to retain the City Centre as the primary destination for corporate head offices, store-front retail, and cultural amenities for the City and region.

During its August 17, 2015 meeting, the Standing Policy Committee on Planning, Development and Community Services received a report for information from Saskatoon Regional Economic Development Authority (SREDA) regarding the Saskatoon Downtown Office Vacancy Round Table Report. This report discussed recent increases in Downtown office vacancy rates, highlighted benefits of downtown office locations, and identified measures that are forthcoming or that could be undertaken to encourage office development in the Downtown.

Report

Importance of City Centre Office Development

Though it is not the sole measure of a healthy and vibrant City Centre, a strong office market is an important component. It brings employees, stimulates residential growth, and supports a range of businesses and activities. It also supports further investments in Saskatoon's transit system and the efficient use of infrastructure by concentrating major employment uses.

Saskatoon's Office Market Characteristics

Saskatoon and other Canadian office markets are experiencing high vacancy rates in both suburban and Downtown locations (see Table 1). Colliers International attributes much of this change to the struggling energy and resource sectors.

Table 1: Office Vacancy Rate (%) - Selected Canadian Municipalities, 2015 Quarter 4

Municipality	Downtown	Suburban
Saskatoon	14.9	15.0
Regina	12.7	12.2
Edmonton	10.1	14.6
Calgary	18.1	16.0
Winnipeg	10.1	7.4

Source: Colliers International

Saskatoon's office market is small compared to the above cities, including Regina. A consequence of this is that one large office tenant vacating its space can have a relatively large impact on vacancy rates.

Approximately 50% of the city's office floor area is located in the Central Business District (CBD), which contains most of Saskatoon's largest office buildings (see Table 2).

Table 2: Share of City-Wide Office Development by Neighbourhood

Neighbourhood	Share (%)
Central Business District	49.4
Airport Business Area	8.9
City Park	6.2
University of Saskatchewan Lands Management Area (Innovation Place)	5.8
South West Industrial	4.5
North Industrial	3.1
Stonebridge	2.9
All Other Areas	19.2

Source: City of Saskatoon Assessment Data, 2014

In the last ten years, over 40% of new office construction has occurred in industrial and business park areas, compared to 16% in the CBD. During this time period, construction costs per m² in the CBD were approximately \$1,850, compared to \$1,000 or less in industrial and business park areas.

City Centre Office Development Advantages and Challenges

The City Centre has an extensive range of advantages that make it a desirable place to work and do business (see Attachment 1, page 7). It includes many amenities. Its central location means that it is readily accessible from all directions and is well-served by transit. The Vacant Lot and Adaptive Reuse Incentive Program was recently amended to provide tax abatements for new office development and supportive structured parking.

However, there are also some key challenges related to City Centre office development that can make suburban and industrial office locations more appealing to some developers and office tenants:

- a) relatively high construction and occupancy costs;
- b) relatively high parking cost and lower availability; and
- c) negative perceptions of safety.

Policy and Best Practices Review

The Official Community Plan Bylaw No. 8769 (OCP) generally implies that a significant portion of office development should be encouraged to locate in the Downtown and a few business park areas. This general policy direction is not reflected in Zoning Bylaw No. 8770, which permits offices in most commercial and industrial districts with no size limitations beyond the general standards of the district.

Office policies in the cities of Regina, Edmonton, Calgary, Winnipeg, and London were reviewed to identify a range of policy options for encouraging major offices to choose a City Centre location (see Attachment 1, page 10). The approaches ranged from minimal regulation to complex and detailed regulation centered on limiting suburban office development. At a minimum, all municipalities reviewed, excluding Saskatoon, impose some limitation on office development in industrial areas. All municipalities

acknowledged the importance of maintaining their Downtown as a predominant office employment area.

The City of Regina’s office policies, adopted in 2012, have a goal to protect its Downtown office market and ensure that 80% of offices over 1,000 m² are located there (see Attachment 1, page 10). In spite of this, Regina is experiencing high office vacancy rates in both Downtown and suburban locations. It is too soon to tell if the policy will have a material impact on office development in Regina.

Proposed Approach

To encourage major office development in the City Centre, a combination of light regulation, OCP and sector plan policy, modest incentives, and process improvements is recommended:

- 1) Planning and policy – The OCP and sector plans should contain policies clarifying the importance of Downtown office development and limiting the overall size and amount of industrial business parks within employment areas. This will ensure there is opportunity for suburban business growth without harming Downtown office development.
- 2) Regulation – limit the size of single-purpose offices in industrial areas (see Table 3 below and associated map in Attachment 2)

Table 3: Recommended Floor Area Limits for Offices in Industrial Zoning Districts

Zoning	Maximum Floor Area m ² (ft ²)	Rationale
Light Industrial Districts	2,000 (21,528)	<ul style="list-style-type: none"> • This policy is directed toward large, general-purpose offices that serve a city-wide function. • Suitable offices include those that serve an administrative function that directly service the industrial area. • Will accommodate offices that directly relate to or support industrial uses.
Heavy Industrial Districts		
Industrial Business District	4,000 (43,056)	<ul style="list-style-type: none"> • Not intended to accommodate head offices. • Intended to provide high-quality environment for some office development to create employment opportunities closer to where people live. • Will limit major office uses typically more suited to a Downtown location.

- 3) Incentives and process improvements – for major office development (greater than 43,000 ft²) in the City Centre:
 - a) priority building/development permit process – similar to affordable housing projects, any major office development will receive a higher priority in the permit review process;

- b) one-stop application process – this is intended to provide an office developer with a single approval process for a major office development, reducing time and cost; and
- c) waiver of parking meter hooding fees – for a major office development up to four stalls may be “hooded” for a maximum of 24 consecutive months with no fee.

Options to the Recommendation

The Administration considered a number of options in the development of this report (see Attachment 1, page 13), but chose to recommend light regulation combined with modest incentives.

City Council could choose to support the proposed approach, with higher or lower maximum floor areas for offices in industrial zoning districts. The implications of a more restrictive policy (lower maximum floor areas) are rendering more existing office uses legal, non-conforming, and potentially not allowing new office uses that may be suitable to an industrial area. The main implication of a less restrictive policy (higher maximum floor area) is that it would have relatively little effect in influencing new office decisions. The Administration’s recommendation is intended to balance policy effectiveness with stakeholder interests.

The option also exists to refer the matter to an appropriate business-related stakeholder group for further consultation.

Public and/or Stakeholder Involvement

Representatives from the real estate industry, business groups, business improvement districts, developers, and property managers were interviewed in order to gain a better understanding of the key locational considerations of major office tenants and developers in Saskatoon. Stakeholders were asked to identify the advantages and disadvantages of a City Centre office location versus a suburban/industrial location and the factors affecting location decisions.

Communication Plan

Stakeholders contacted as part of the development of this report will be notified of City Council’s decision. Additional communication will be undertaken as part of the process to implement any proposed incentives, process improvements, and regulatory changes.

Policy Implications

Specific recommendations that involve policy changes, such as potential zoning changes and the waiving of parking meter hooding fees, will be brought forward individually in subsequent reports.

Financial Implications

Waiving parking meter hooding fees will not require a funding source, but will result in foregone parking meter revenue, if approved. The maximum amount of foregone

revenue per project would be approximately \$61,000, based on a per-stall maximum of approximately \$7,600 per year, with a maximum allowable hooding of four stalls for two years.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

If City Council approves the recommendations, the Administration will bring forward reports to implement the recommendations in due course.

Public Notice

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

Attachments

1. Saskatoon Office Policy Review
2. Lands Affected by Proposed Policy Changes

Report Approval

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S/Reports/2016/PD/PDCS – City-Wide Office Development Policy Review/ks

City of Saskatoon

Saskatoon Office Policy Review

February 2016

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Appendix A: Municipal Office Policy Comparisson		

1 Introduction

Saskatoon has sustained a high rate of growth in recent years, averaging 3.0 percent since 2010. To accommodate this growth, many new neighbourhoods, employment areas and associated infrastructure have been constructed and/or are in the design phases. With this growth comes many challenges, including maintaining and enhancing the City Centre as the focal point of Saskatoon as the city expands. One of the keys to maintaining a strong City Centre is to, through planning, direct significant employment to it so that it remains the heart of commerce in the city and region. Office development is a major employment generator in the City Centre. Nearly 50 percent of all office buildings in Saskatoon are located within it. New growth in suburban and industrial areas means that there are a multitude of locations for office developments. As this growth continues and new development areas become available, it will be important to ensure plans and policies direct a portion of office growth, particularly major offices, to the City Centre so that it maintains its prominence as a major employment area in Saskatoon.

1.1 Context

Saskatoon residents and City Council have emphasized the desire to maintain and enhance the prominence of the City Centre as Saskatoon grows. Establishing the City Centre as a cultural and entertainment district with employment, corporate offices and store-front retail is identified as a long-term priority in the City's Strategic Plan 2013-2018 under the Strategic Goal of Sustainable Growth.

The City Centre Plan, which was approved by City Council in the fall of 2013, is a comprehensive plan for the Downtown and important adjacent areas along the corridors leading into the core. The City Centre Plan is focused on improving the City Centre by creating market demand for residential and office development so that the Downtown continues to be the cultural and entertainment hub for the region with employment, corporate offices, and store-front retail.

The Employment Areas Study, which forms part of the city's Growth Plan to Half a Million (Growth Plan), emphasizes the importance of retaining the City Centre as the heart of commerce in Saskatoon. One of the key recommendations from the Employment Areas Study is to continually monitor trends affecting the health of the City Centre to ensure it continues to be a dominant employment area in the City. As office employment is a major component of the overall employment in the City Centre it is important to monitor current trends in office development and evaluate the City's policies and programs to ensure the Downtown remains a significant office employment area.

1.2 Purpose

The purpose of this report is to:

- provide an overview and analysis of office development patterns in Saskatoon;
- review existing policies affecting office development;
- review office-related policies from other municipalities; and
- identify a range of options that could be used to ensure that the City Centre remains the predominant office employment area in Saskatoon.

The information in this report is intended to be used as background information in the development of policies and programs related to office development in Saskatoon.

Throughout this report the terms ‘Downtown’ and ‘Central Business District’ are used interchangeably and refer to the formal Central Business District (CBD) area, while references to the City Centre refers to the study area defined by the City Centre Plan. This report takes the position that we are generally seeking office development in the broader City Centre area, rather than specifically within the formal CBD boundary.

1.3 Why is City Centre Office Development Important?

Major office development is an important component to a healthy and vibrant Downtown. A strong office market brings employees to the City Centre, in turn supporting restaurants, commercial services, retail stores, culture, arts and entertainment venues. A strong employment base in the City Centre can also support residential growth in the core thereby enhancing opportunities for people to live and work in the same area. Maintaining the City Centre as the destination for major offices will support investments in our transit system and the efficient use of existing infrastructure by concentrating major employment uses in one area.

While office employment is important, and the focus of this report, it is not the only element of a thriving City Centre. Saskatoon’s City Centre is a destination for arts, culture, entertainment, recreation, retail shopping, dining, tourism, and hotel accommodation. It is also an important residential area. Approximately 5,800 people call the City Centre area home, with 3,300 of those residing in the Central Business District. The City’s plans and policies should ensure that the City Centre is considered in a balanced way, avoiding placing too much emphasis on one aspect at the expense of others.

2 Saskatoon Office Development Characteristics

For the purposes of this report, references to office development or office buildings mean those buildings where the predominant use is office.

2.1 Vacancy Rates

Saskatoon’s office market is relatively small compared to other Canadian cities such as Calgary, Edmonton and Regina. A consequence of a smaller market is that one large office tenant vacating their space can have a significant impact on vacancy rates. Saskatoon’s economy is closely linked to the resource and mining sectors. It can be expected that its office market will fluctuate according to the strength of these sectors. Also, to reduce costs some companies have reduced their overall office space while retaining the same number of employees.

The following is a summary of the most recent data available regarding office vacancy rates across the city. It is important to note that office market data reported by Colliers International only represents office space that is available to the general tenant market, as such government occupied buildings, such as City Hall and the Sturdy Stone Building, are not factored into vacancy and floor area data for the Central Business District.

Downtown Office

According to recent market reports from Colliers International (Colliers), Saskatoon’s Downtown office vacancy rate reached 15 percent at the end of 2015. Projections from Colliers indicate that this rate could increase to 19 percent by the end of 2016, but Colliers expects that the market will begin to rebound in 2017/2018. Vacancy rates are highest in the older and lower-quality Class B and C office buildings which tend to have a more difficult time attracting tenants than higher-quality Class A office buildings.

Contraction of the resource sector and new office developments in suburban areas are cited as the main reason for increases in vacancy rates. Between 2014 and 2015 nearly all major centres across Canada experienced an increase in Downtown office vacancy rates. These include: Vancouver, Calgary, Edmonton, Winnipeg, Regina, and Montreal. At the end of 2015, Calgary had at the highest Downtown vacancy rate amongst Canadian cities followed by Saskatoon, Regina and Edmonton.

Suburban Office

Saskatoon’s high rate of growth in recent years is reflected in the construction of nearly 46,500 m² (500,000 ft²) of suburban office space since 2012. In 2015 alone, over 14,800 m² (160,000 ft²) of new office space was added to the suburban market. Though the suburban office vacancy rate is currently at 15 percent, absorption rates have remained positive with over 7,900 m² (85,000 ft²) of positive absorption in 2015. The high vacancy rate for suburban offices can be attributed to tenants updating their space as new construction enters the market. Market forecasts from Colliers anticipate continued growth in the suburban office market as many new neighbourhoods have office-supporting land uses incorporated into their design.

2.2 City-wide Office Distribution

City-wide office distribution data was obtained from 2014 assessment records collected by the City of Saskatoon Assessment and Taxation Division. The data in this section represents those buildings where the predominant use of the building is for office-related purposes. Map 1 illustrates the distribution of office buildings throughout Saskatoon with column height representing total floor area. Table 1 highlights the neighbourhoods with the largest share of office space in Saskatoon.

Map 1: Saskatoon Office Distribution and Floor Area (column height), 2014



Source: City of Saskatoon Assessment Data, 2014

Central Business District

The Central Business District (CBD) is the predominant office area, representing a 49 percent share of city-wide office development. The CBD houses some of the largest office buildings in Saskatoon with several buildings larger than 5,000 m² (53,800 ft²) in size.

Industrial Areas

The Airport Business Area includes the next highest concentration of office development, after the CBD, at 8.9 percent of the city-wide share. Designated business park land within the Airport Business Area which specifically targets office uses is mostly undeveloped at this time. To date, office development in this area has occurred primarily on industrial-zoned lands. The South West and North Industrial Areas respectively account for 4.5 and 3.1 percent of office development in Saskatoon. The combined total of office development in all industrial area is 20 percent.

Table 1: Share of City-wide Office Development by Neighbourhood, Saskatoon

Neighbourhood	Percentage
Central Business District	49.4%
Airport Business Area	8.9%
City Park	6.2%
U of S Lands Management Area (Innovation Place)	5.8%
South West Industrial	4.5%
North Industrial	3.1%
Stonebridge	2.9%
Nutana	1.9%
Nutana Suburban Centre	1.7%

Source: City of Saskatoon Assessment Data, 2014

All other Areas

City Park and Innovation Place contain notable shares of office development representing 6.2 and 5.8 percent of the city-wide share, respectively. It is interesting to note that 50 percent of office buildings in the City Park neighbourhood are concentrated along 2nd Avenue which is a key corridor leading into the Downtown and forms part of the City Centre Plan area.

Stonebridge contains 2.9 percent of office development concentrated in the area designated as Business Park on the Official Community Plan land use map. The share of office development in Stonebridge is expected to increase as the business park becomes fully developed.

All neighbourhoods not listed in Table 1, including industrial areas, have shares of total city-wide office development below 1.0 percent. Where present, offices in these areas are typically located in suburban centres, along arterial roads, and within district and neighbourhood commercial areas.

2.3 New Office Construction 2005-2015

New office construction data over the last 10 years was obtained from the City of Saskatoon Commercial Building Permit records. This data represents new construction where the primary purpose of the building is to accommodate office type uses. It does not include any additions or alterations to existing buildings. Offices associated with residential units and on-site construction, manufacturing or warehousing activities were not included in this analysis. Table 2 summarizes the total floor area of new office space within certain areas between 2005 and 2015. A total of 156,843 m² (1,688,244 ft²) of new office space was added to the existing stock in Saskatoon over the last 10 years.

Table 2: Saskatoon New Office Construction, 2005-2015

Geographic Area	New Floor Area (m ²)	% of New Floor Area
Industrial Areas	37,145	23.7%
Stonebridge	32,287	20.6%
Core Neighbourhood Area (exc CBD)	30,091	19.2%
Central Business District	24,732	15.8%
All other areas	19,033	12.1%
U of S Lands Management Area (Innovation Place)	13,555	8.6%
TOTAL	156,843	100.0%

Source: City of Saskatoon Commercial Building Permit Records

Industrial Areas

Industrial areas account for 24 percent of new office construction in Saskatoon since 2005 with 28 new office buildings constructed. Three of these office buildings can be considered large, with floor areas exceeding 4,000 m² (43,055 ft²). The majority of office construction in industrial areas was concentrated in the Marquis, South West, North and Hudson Bay industrial areas.

Central Business District (CBD)

Over the last 10 years there has been five new office buildings constructed in the Downtown. Four of these buildings exceed 4,000 m² (43,055 ft²) in floor area and one more was slightly under this number. The last new office building in the Downtown was completed in 2014. There are a number of new office projects that have been proposed in the Downtown; however at the time of this report no formal development permit applications have been submitted.

In addition to new office construction in the CBD there have been a number of projects occurring just outside of the Downtown in the broader City Centre Plan area along or near major corridors. Examples include, the Nexus Building on 2nd Avenue in City Park, and a four-story office building at 612 Main Street in Nutana.

Other Areas

One new five-story office building was constructed at Innovation Place which represents 8.6 percent of the city-wide share of new office construction. Twenty percent of new office construction occurred in Stonebridge, second only to industrial neighbourhoods.

Constructions Costs

Construction values are submitted by the building permit applicant and include the cost of materials and labour only. Additional costs such as demolition (where required), environmental remediation, off-site levies, parking metre hooding fees and the cost of the land are not included in the construction costs described in this section. To compare construction costs over the various geographic areas in Table 3 the 10 year total construction value in each geographic area was divided by the total floor area to obtain a construction cost per m² value.

Over the last 10 years the average construction cost for a new office building in the CBD was \$1,846 per m² which is well above the city-wide average of \$1,185 per m². The areas with the lowest construction costs per m² were Stonebridge at \$998 and industrial areas at \$844 per m². There are many factors that contribute to the higher construction costs in the Downtown, including but not limited to: concrete and steel construction requirements for multi-story buildings, smaller sites in densely built up area means that construction takes longer, and costs associated with providing structured parking.

Table 3: Saskatoon New Office Construction Costs per m², 2005-2015

Geographic Area	Construction Value	Floor Area (m ²)	Construction Cost per m ²
Central Business District	\$45,662,000	24,732	\$1,846
All other areas	\$29,789,000	19,033	\$1,565
U of S Lands Management Area (Innovation Place)	\$14,830,000	13,555	\$1,094
Core Neighbourhood Area (excl. CBD)	\$31,968,000	30,091	\$1,062
Stonebridge	\$32,248,000	32,287	\$999
Industrial Areas	\$31,380,000	37,145	\$845
AVERAGE	\$30,979,500	26,141	\$1,186

Source: City of Saskatoon Commercial Building Permit Records

2.4 Recent Office Development Examples

There have been a number of new office buildings constructed across Saskatoon in recent years. Table 4 provides visual examples of some of the larger office buildings that have been constructed in the last six years.

Table 4: Recent Office Developments in Saskatoon

<p>City Centre – 7,000 m² (75,000 ft²)</p>  <p><i>Completed in 2013</i></p>	<p>City Centre – 4,000 m² (43,000 ft²)</p>  <p><i>Completed in 2014</i></p>
<p>8th Street Office – 3,000 m² (33,000 ft²)</p>  <p><i>Completed in 2012</i></p>	<p>Stonebridge Business Park – 2,500 m² (27,000 ft²)</p>  <p><i>Completed in 2010</i></p>
<p>Airport Business Area – 2,700 m² (29,000 ft²)</p>  <p><i>Completed in 2010</i></p>	<p>Hudson Bay Industrial – 5,700 m² (61,000 ft²)</p>  <p><i>Completed in 2015</i></p>
<p>North Industrial – 5,900 m² (63,500 ft²)</p>  <p><i>Completed in 2011</i></p>	

Source: Google Images

2.5 Stakeholder Interviews

Representatives from the real estate industry, business groups, business improvement districts, developers and property managers were interviewed in order to gain a better understanding of the key locational considerations of major office tenants and developers in Saskatoon. Stakeholders were asked to identify the advantages and disadvantages of a City Centre office location vs a Suburban/Industrial location and the factors affecting location decisions. Table 5 summarizes the feedback.

Table 5: Stakeholder Interview Summary

Location	Advantages	Disadvantages
Downtown	<ul style="list-style-type: none"> • River Landing • Riverbank, parks, recreational facilities • Better amenities (restaurants, retail, cultural events, entertainment) • Art gallery • High concentration of business, activities, and amenities • Prestigious location • The best of transit • Unique buildings 	<ul style="list-style-type: none"> • Higher capital and operating costs • Parking supply and cost • Customer access • Negative perception of safety • A lot of outdated office space • Lack of flexibility and adaptability with office space
Suburban/Industrial	<ul style="list-style-type: none"> • Quick access to Downtown from many locations • New and modern construction • No additional costs for parking • Easy and ample parking • Direct customer access • Lower construction and operating costs 	<ul style="list-style-type: none"> • Cookie cutter buildings • Low concentration of business, activities, and amenities • Poorer transit service • 3-4 floor maximum building height

Parking and cost were the most commonly identified factors impacting locational decisions for new office developments along with the ability to attract and retain staff and ease of accessibility for customers. Exposure associated with a prominent location and ownership opportunities also motivates locational decisions. The ability to provide free (apart from land cost) and ample parking for employees and customers was cited as one of the major advantages to a suburban/industrial office location. In addition to parking and safety concerns, the higher construction and long-term operating costs in the Downtown was cited as a major deterrent. Though the cost of parking and construction in a suburban/industrial location is lower, it was noted that these areas do not offer the vibrancy, amenity and concentration of businesses and activities that is found in the City Centre.

In general, stakeholders expressed a preference for allowing the market to dictate the locational patterns of office developments with some targeted incentives to encourage more office development in the City Centre. A regulatory approach was not universally supported; however respondents acknowledged that some amount of regulation may be necessary.

3 Advantages of the City Centre for Office Developments

The City Centre provides an array of advantages, supporting downtown locations for employees, office tenants and new office developers. These range from inherent benefits based on the location and historical circumstances of the City Centre to incentives and land use policies intended to ensure the City Centre is supported and remains successful.

3.1 Economic

The City Centre supports business growth and development by providing an environment where similar and complementary businesses can achieve efficiency and foster creativity through proximity.

The City Center is well-served by major automobile transportation corridors, transit and active transportation infrastructure. Its central location and high connectivity mean that it is accessible to and from all parts of the city and region. This high degree of accessibility is important to both employees and clients of businesses located in the City Centre.

Three Business Improvement Districts (BIDs) support the City Centre area. These organizations represent the interests of businesses within the districts, promoting the areas and advocating on their behalf.

3.2 Amenities

The City Centre contains Saskatoon’s highest concentration of institutions, businesses, and facilities that support culture, entertainment and recreation. These, combined with retail, restaurant and service-related businesses provide a large number and variety of amenities for employees in the area. Additionally, the concentration of hotel and convention facilities supports businesses and business travelers.

The City Centre also benefits from a high-quality urban environment, both in terms of the public and private realms. It contains architecturally significant and heritage buildings as well as pedestrian-oriented development form. The area is close to several parks, the Civic Plaza and the Meewasin Trail system which culminates in River Landing. Public spaces are well-designed and maintained, often featuring streetscape improvements and urban forest.

3.3 Land Use / Zoning

The City’s Zoning Bylaw provides a great deal of support to City Centre development of all types, including offices, due to relatively permissive zoning districts which allow a wide variety of uses. City Centre zoning districts allow for the greatest density of development in the city – for both residential and non-residential uses. There are generally low or no setback requirements, meaning buildings can occupy most or all of the lot. Height restrictions either do not exist or are very permissive. Finally, most uses have no minimum parking requirements, which can otherwise add significantly to the cost of development.

3.4 Incentives

The Vacant Lot & Adaptive Reuse (VLAR) Incentive Program provides incentives to both directly and indirectly support office development in the City Centre. The program provides eligible projects with a cash grant of up to \$200,000 or a five-year abatement of the incremental property tax resulting from construction. The program includes incentives targeted specifically at office development and the development of structured parking, which is considered necessary to support large office development in the City Centre.

In addition, incentives provided through both the VLAR program and the City’s Housing Business Plan can support housing development in the City Centre. Though this doesn’t directly influence office development, it does support opportunities for employees to live closer to their place of work and indirectly supports additional amenities in the area which also benefit City Centre employees.

3.5 Recent / Forthcoming Plans & Projects

The City Centre Plan is intended to ensure Saskatoon's Downtown and major connecting corridors maintain and expand their importance as the city grows to 500,000 people. The plan includes recommendations to encourage residential and business growth, investment, transportation options and connectivity, public realm improvement, and expansion of arts and culture opportunities.

Based on the City Centre Plan, the City has amended the OCP and Zoning Bylaw to incorporate development guidelines for the City Centre. These guidelines are intended to provide for a built environment that is attractive, safe, and sensitive to the pedestrian, yet be flexible enough to encourage development and allow for creative building design.

Another element arising from the City Centre Plan is a Downtown Parking Strategy. This strategy is expected to recommend policy, process and regulatory options to address parking supply and demand within the City Centre area, including an examination of the potential for one or more parking garages.

Also arising from the City Centre Plan, the Civic Precinct Master Plan will identify and integrate priority projects, resulting in detailed design plans and implementation strategies that will improve the quality, character, and cohesiveness of the public realm in an area known as the Civic Precinct, centered on City Hall. This plan will tie a number of key elements together, creating a new public gathering place and key activity node that anchors the north end of Downtown.

As part of the Growth Plan to Half a Million, the proposed Bus Rapid Transit (BRT) system will pass through the City Centre, thereby enhancing the frequency and directness of transit from suburban areas to the core.

3.6 Intangible Benefits

The City Centre offers unique benefits that are not available in any other parts of the city and that are impossible to recreate. The City Centre benefits from its river setting close to the geographic centre of Saskatoon. As the historic heart of the city, the City Centre area provides a vibrant and authentic experience for those who live, work and visit there. These factors also provide image-conscious businesses in the City Centre with a level of prestige not obtainable in suburban office locations.

Additionally, the Community Support Officer program helps to ensure that the City Centre area remains a safe and attractive destination.

4 Policies affecting Office Development

The City regulates the use and development of land, including office use, through its OCP and Zoning Bylaw.

Official Community Plan Bylaw No. 8769 (OCP)

The OCP very generally implies that a significant portion of office development should be encouraged to locate in the Downtown and a few Business Park areas. However, it does not contain specific policies that address office development and where it should typically be located.

Downtown policies are centered on the objective of ensuring that the Downtown remains the centre and heart of financial, administrative, cultural and commercial activities of the City and Region. The highest development densities in the City are encouraged in the Downtown.

The Business Park policy district was established with the intent to provide a high quality business and industrial park environment to support uses such as: business service, advanced technologies, research and development, light manufacturing, prototype development, related office uses, and compatible industrial activities. Saskatoon presently has three areas designated as business park areas which can be found in the Airport Business Area and Stonebridge. The University Heights and Holmwood Sector Plans have also identified lands for future business park use.

Industrial land use policies are centered on ensuring that appropriate land is available to support industrial-type uses. Retail development is limited in industrial areas to ensure that these areas remain primarily industrial and do not compromise the viability of other existing retail areas including the Downtown. However, industrial land use policies do not contain a similar limitation on office development in industrial areas.

Zoning Bylaw

The Zoning Bylaw defines office and office buildings as “a building or part of a building used primarily for conducting the affairs of a business, profession, service, industry, or government in which no goods or commodities of business or trade are stored, transshipped, sold or processed.” Office and office buildings are listed as permitted uses in almost all commercial, institutional and industrial zoning districts, with very few exceptions. Offices are currently prohibited in the Limited Commercial District (B1A) which is applied to three properties in residential neighbourhoods and the Limited Intensity Light Industrial (IL2) and Limited Intensity Heavy Industrial (IH2) districts which affects some land in the Marquis and CN Industrial Areas. A forthcoming report will be proposing to allow offices and office buildings in the Limited Intensity Light Industrial (IL2) and Limited Intensity Heavy Industrial (IH2) districts subject to a maximum office floor area of 325 m² (3498 ft²) per commercial retail unit. Office uses are limited in these districts due to nearby chemical plants that handle and store hazardous chemicals.

With the exception of the proposed amendments to allow limited offices in the IL2 and IH2 districts described above, the zoning bylaw does not prescribe office-specific size limitations beyond the development standards listed within each zoning district where they are permitted. These somewhat restrict office size by identifying setbacks, maximum height and, in some case, floor area ratio for offices, as they do for all other land uses. However, this means that the zoning bylaw restricts office size only by the size of the site on which it will be located. The highest development densities can be achieved in the Downtown and the corridors leading to it; however, depending on the lot size, large office buildings could be permitted in most commercial, institutional and industrial areas outside of the Downtown.

5 Office Policies in Other Jurisdictions

5.1 City of Regina

In 2012, the City of Regina updated its land use policies to impose a variety of limitations on proposed office developments outside of its Downtown. At the time, Regina had been experiencing significant population and economic growth and had the lowest downtown office vacancy rate (2 percent) in the country and the highest concentration of offices (84 percent) in downtown/city centre area. The impetus to review and revise their office policies was prompted by a number of factors including: a proposed new suburban office park (4 new buildings, each 3,700 m² [40,000 ft²] in floor area), a desire by many developers to loosen policies to allow more development opportunities, and significant growth the decade prior.

Office-related policies prior to 2012 encouraged major office development to the Downtown; however there was no definition of what constituted “major” office. The updated policies are aimed at protecting Regina’s Downtown office market and limiting suburban office opportunities that may otherwise draw existing office tenants from their Downtown locations.

Office Policies:

The intent of Regina’s 2012 office policy update was to protect their downtown as the primary business centre while allowing for some offices to occur in a suburban context. An office hierarchy was established with the goal to retain a minimum of 80 percent of all medium and large office in their downtown/central city office area (see Table 6). Large offices are not permitted outside of the downtown/central city area, except for situations where office complements an institutional land use such as a hospital or university.

Table 6 Regina’s Office Hierarchy

Office Class	m ²	ft ²
Small	Under 1,000	Under 10,764
Medium	1,000 – 4,000	10,764 – 43,056
Large	4,000 +	43,056 +

To limit office development outside of their downtown/central city office area, Regina’s OCP identifies specific ‘Office Areas’ and ‘Urban Centres’ where medium offices may be permitted subject to the following:

- Maximum building size is 4,000 m²
- Maximum single user within each building is 2,000 m²
- Maximum aggregate floor space of 16,000 m² in any office or urban area
- Lands in these areas must be zoned ‘Office Area’ under the zoning bylaw in order for office development to be considered
 - The Office Area zoning district imposes maximum surface parking limits for office uses with a \$7,000 fee for each additional surface parking space
- Office development proposals or rezoning requests to accommodate offices outside of the Downtown must conduct a market analysis demonstrating the following:
 - There is a clear need for the office development
 - That the Downtown area will retain an 80 percent share of offices
 - That the Downtown vacancy rate does not exceed 6.5 percent

Office building are prohibited in any medium or heavy industrial district. In light and business industrial districts offices less than 1,000 m² (10,764 ft²) are a permitted use, but are restricted to those offices associated with industries or businesses benefitting from close access to major corridors, regional customers, intermodal hubs, etc.

Effectiveness of Office Policies

The City of Regina was contacted to gain insight on the impacts the 2012 office policy update has had on the City’s office market. The effectiveness of the current policies is difficult to gauge given the current economic conditions and high vacancy rates experienced across the country. Civic administration noted that there has not been significant demand for suburban office as the suburban office park that prompted the 2012 policy update has not been fully developed or leased out (the final of the four buildings has not been constructed). Also, at the end of 2015 Colliers International reported that the suburban office vacancy rate was 12.2 percent compared to 12.7 percent in the downtown. To date, Regina’s administration is not aware of any issues relating a lack of availability for those users needing/desiring a

suburban office location as there was a large over-build in the market over the last five years as shown by the most recent vacancy rates.

Saskatoon and Regina - Office Market Comparison

As the capital of Saskatchewan, Regina has traditionally been home to government agency head offices which typically choose Downtown locations. This is one of the reasons Regina has a much larger office market than Saskatoon with 40 percent more office floor space in their Downtown. Tables 7 and 8 provides a comparison of 2015 downtown and suburban office vacancy data for Saskatoon and Regina. Though Saskatoon had a higher year-end vacancy rate for Downtown office, Regina had 40 percent or 18,580 m² (200,000 ft²) more vacant office space than Saskatoon. This further illustrates the sensitivity of Saskatoon's small office market to a contraction or increase in vacant space. Also, though policies affecting office development differ greatly between the two municipalities, their suburban and downtown office vacancy rates are quite similar.

Table 7: Comparison of Downtown Office Floor Space and Vacancy, Quarter 4, 2015

Municipality	Total m ² (ft ²)	Vacant m ² (ft ²)	Vacancy Rate
Regina	373,153 (4,016,587)	47,394 (510,152)	12.7
Saskatoon	226,886 (2,442,182)	28,219 (303,748)	14.9

Source: Colliers International, 2015

Table 8: Comparison of Suburban Office Floor Space and Vacancy, Quarter 4, 2015

Municipality	Total m ² (ft ²)	Net Absorption m ² (ft ²)	Vacancy Rate
Regina	86,498 (931,058)	-830 (8,935)	12.2
Saskatoon	185,806 (2,000,000)	+7897 (85,000)	15.0

Source: Colliers International, 2015

5.2 Other municipalities

A review of several other municipalities was conducted to identify a variety of options to retain the Downtown as the predominant office employment area in the city. Information was obtained from the Cities of London, Winnipeg, Edmonton, and Calgary. Appendix A includes a detailed summary of these municipalities' policies related to office development.

All municipalities surveyed identified that maintaining their Downtown as the predominant office employment area is important. However, their approaches to maintain downtown office prominence vary greatly. The City of London, Ontario has established a policy framework similar to Regina's with the exception that London does not limit office development in suburban areas when its downtown office vacancy rates are high.

The Cities of Edmonton, Calgary and Winnipeg do not impose specific restrictions on office development proposals outside of their downtowns with the exception of industrial areas. These municipalities, including Regina and London, imposed some degree of limitation on office development in their respective industrial areas. Table 9 summarizes how and the degree to which offices in industrial areas are restricted in the previously mentioned cities.

Table 9: Industrial Area Office Development Limitations in various Canadian Cities

Municipality	Light Industrial Zoning Districts	Heavy Industrial Zoning Districts
Regina	Industry offices ¹ permitted (1,000 m ² (10,764 ft ²))	Offices Prohibited
London	Services offices ² permitted (max 2,000 m ² (21,528 ft ²))	Services offices (max 2,000 m ² (21,528 ft ²))
Winnipeg	Offices permitted (no limitations)	Offices Prohibited
Edmonton	Offices permitted (no limitations)	Offices Prohibited
Calgary	Offices discretionary (floor space limited to 50% of building)	Offices Prohibited

6 Options to encourage City Centre Office Development

There are a number of initiatives and programs underway to enhance the City Centre environment and make it a desirable place for residents, businesses and visitors to be. It is important to continue to identify new ways of encouraging this type of growth in core so that it remains the predominant office employment area in Saskatoon. The following is a summary of potential policy- and incentive-based options to further encourage major office developments to locate in the City Centre and make it the destination of choice for many businesses.

6.1 Regulatory Options

A regulatory-based approach would require amendments to the Official Community Plan (OCP) and/or the Zoning Bylaw depending on the option(s) proposed. Any policies affecting office development should support reasonable locational choice recognizing the need to balance the desire/need for a range of suburban office locations, while still supporting a strong City Centre office market. A range of regulatory options are summarized below.

Emphasize that the City Centre should be the destination for major office development

Current OCP policies vaguely imply that major office development should be concentrated in the City Centre by stating that *“the Downtown remains the heart and centre of the financial, administrative, cultural and commercial activities of the City and Region”*. Additional language could be added to the OCP that clearly states that the broader City Centre areas should be the primary destination for major office developments in Saskatoon. This would provide a clear and consistent message to the community, developers and administration of the city’s desire to retain the City Centre as a major office employment area.

Establish an Office Hierarchy based on Size of Office

Several municipalities such as the Cities of London and Regina have established a hierarchy of office uses based on the scale of the building with the largest scale directed primarily to their respective Downtowns, medium scale directed to business park areas, and small scale directed to industrial areas. The City of

¹ Industry office is defined as those offices associated with industries or businesses benefitting from close access to major corridors, regional customers, intermodal hubs, etc. Examples include construction (e.g. surveying, engineering), research and development, resource extraction (e.g. oil/gas, mining, agriculture), logistics, transportation, warehousing and distribution and real estate companies.

² Service office is defined as a building, or part thereof, in which one or more persons is employed in the management, direction or conduction of a travel agency, insurance agency or real estate agency.

Regina defines large scale office as any building over 4,000 m² (43,056 ft²), while the threshold in London is 5,000 m² (53,820 ft²).

These municipalities have established an office hierarchy through their respective OCP's (or equivalent plans) which define the floor area thresholds for each scale of office use and identify appropriate areas in the municipality for each scale of office use. To implement these policies, detailed standards are included in their Zoning Bylaws to ensure that appropriately-sized office development is directed to the desired areas within the community.

Based on existing office distribution and floor area data for Saskatoon, table 10 illustrates possible office floor area classes and examples of potential locations for each class.

Table 10 Possible Saskatoon Office Hierarchy

Office Class	m ²	ft ²	Potential Locations
Small	Under 2,000	Under 21,528	Industrial areas, neighbourhood commercial sites
Medium	2,000 – 4,000	21,528 – 43,056	Business parks, suburban centres, major corridors
Large	4,000 +	43,056 +	City Centre, limited other areas

Establish Limits on Aggregate Office Floor Space in Areas Outside of the City Centre

Another approach to ensure that the City Centre remains the predominant office employment area in Saskatoon would be to impose aggregate limits on the amount of office floor space permitted in areas outside of the Downtown. The City of London imposes aggregate limits on office floor area that range between 2,000 m² (21,528 ft²) to 20,000 m² (215,278 ft²) depending on the intensity of the area. The City of Regina has strict limitations on where offices can be constructed outside of the Downtown, with aggregate floor space limits of 16,000 m² (172,223 ft²) for medium and large offices in these areas. In Regina, aggregate limits are tracked through their Assessment and Taxation Department. This type of regulation is often coupled with the establishment of an office hierarchy to provide further regulation to limit large concentrations of office development from occurring in areas outside of the Downtown.

Saskatoon's existing and proposed business parks are intended to support office uses and thereby represent a significant opportunity for large concentrations of office development to occur outside of the City Centre. If aggregate limits are a desired option, it may be appropriate to consider application of this standard in the city's business park areas.

Establish an Office Hierarchy based on Type of Office

In addition to establishing an office hierarchy based on the size of the office, the Cities of Regina and London have further defined offices by the type of office use. For example, the City of Regina has established three types of office uses in their Zoning Bylaw, "General Office," "Industry Office" and "Financial Institution". General office includes those offices that include business related to administration, sales, professional services, real estate, insurance etc. Industry offices are those offices that are associated with industries or benefit from close proximity to major corridors, regional customers or intermodal hubs. Examples include construction, research and development, resource extraction, logistics, transportation, warehousing and distribution and real estate companies. Financial Institutions and Industry offices are generally permitted in Regina's light industrial and business park areas subject to floor area limits; while General Offices are generally discouraged in these areas.

If establishing an office hierarchy based on the type of office is a preferred option for Saskatoon, consideration should be given to establishing a class of office use that would be considered suitable in industrial areas.

Limit the Size of Offices in Industrial Areas

Industrial areas are typically intended to support the growth of industries such as manufacturing, assembly and repair, warehousing, and wholesale distribution. To support the general intent of industrial areas it is not uncommon for municipalities to impose some degree of limitations on office development in industrial areas. Limiting the size of the office building and/or the type of office permitted was the typical approach of the surveyed municipalities.

The City of London limits the size of individual office developments in their light and heavy industrial areas to a maximum of 2,000 m² (21,528 ft²) in size and limits the type of office to those that service the industrial area or are accessory to the principal industrial use. In most of Regina's industrial zoning districts general offices are prohibited and industry offices are permitted to a maximum of 1,000m² (10,764 ft²) in size. The City of Edmonton prohibits offices in their medium and heavy industrial districts, but allows offices as a permitted use in their light and industrial business districts subject the general floor area and height requirements of the districts. The City of Calgary prohibits offices in their heavy industrial districts, but does allow offices in their light industrial districts provided the office is accessory to the principal industrial use and does not exceed 50 percent of the floor area of the building.

If limiting the size of office buildings in industrial areas is a preferred option, it is recommended that a similar limit be established for the light and heavy industrial zoning districts. A higher floor area threshold should be applied to the industrial business zoning districts as this zoning district is applied to Saskatoon's business parks which are intended to accommodate some offices. Table 11 summarizes the number of buildings by floor area area on industrial zoned lands in Saskatoon.

Table 11: Total Number of Office Buildings by Floor Area in Saskatoon's Industrial Zoning Districts, 2014

Floor Area (m2)	Industrial Business	Light Industrial	Heavy Industrial
<1000	2	34	8
1000-1500	2	14	1
1500-2000	3	5	2
2000-3000	4	8	0
3000-4000	0	3	0
4000-5000	0	3	1
5000+	0	3	1

Source: City of Saskatoon Assessment Records, 2014

Establish a Ratio Requirement for Office Distribution

The City of Regina has established a criteria that requires no less than 80 percent of all medium and large office development (as defined by their OCP) to be located within a defined area centered on the downtown. This ratio is tracked through their Assessment and Taxation Department. The City could pursue amendments to the OCP of a similar nature with a target suited to the Saskatoon context. A reasonable target, based on the current distribution of office space in Saskatoon, would fall within the range of 55 to 65 percent.

Prohibit Large Office Development in Suburban/Industrial Areas when Downtown Vacancy Rates are High

In addition to establishing a ratio requirement for office distribution, the City of Regina also prohibits the construction of any medium or large office building in suburban areas when the office vacancy rate in their Downtown exceeds 6.5 percent. The City of Regina relies on vacancy data from private realtor firms to implement this standard. Saskatoon has a relatively small downtown office market which means that

the vacancy rate is quite sensitive to movements of even one large office tenant. Also, vacancy rates can fluctuate significantly with changes in the market, as evidenced by the recent downtown in the resource sector and rising vacancy rates in many downtowns across the country.

6.2 Incentives and Other Options

In Saskatoon and many other municipalities the construction and ongoing operating costs in a Downtown location are much higher than suburban or industrial locations. To help offset these additional costs many municipalities have created incentive programs targeted at promoting investment in their Downtowns as well as changes to approvals processes to streamline applications. Saskatoon’s VLAR program offers a five-year abatement of incremental taxes or a cash grant for the construction of a new office, parking structure or the conversion of a vacant space within an existing building to an office use.

The following is a summary of additional incentive options and process modifications that could be used to encourage office development in the City Centre. In all cases where fees are reimbursed, an incentive program would require a funding source. Where it is an option, waiving fees would not require a funding source, but would have an impact on revenue for the relevant program(s).

Brownfield Redevelopment Incentives

Since the City Centre is the historical heart of Saskatoon, office development in this area almost always means redevelopment of a site that previously supported other buildings and uses. Significant costs can be incurred in the development of City Centre sites due to the need for environmental assessment, investigation and remediation and landfill tipping fees where demolition is required. The uncertain nature of these costs can also be a deterrent to development.

Incentive options include:

Potential Incentive (full or partial)	Reimbursement	Fee Waiver
Environmental Site Assessment	✓	
Environmental remediation	✓	
Landfill tipping fees	✓	✓

Incentives to Offset Development Costs

City Centre development projects can face significant, and sometimes unexpected, costs including fees and charges associated with offsite services and parking meter hooding. These either do not apply in suburban locations, or are built into lot prices.

Offsite Servicing Charges

In new development areas, the City collects offsite service charges at the time of subdivision of land. These costs are typically paid by the developer and are then included in the price of the lot. However, in many historical areas of Saskatoon, including all those lands contained within the City Centre area, these charges did not exist at the time of subdivision so were not collected. At present, the City deems that Offsite Servicing Charges apply to all those lands where they have never been paid previously, and are due upon further subdivision (including condo creation). Depending on the size of the site, these fees can run into the hundreds of thousands of dollars.

Parking Meter Hooding Fee

Often, due to space constraints, development projects in the City Centre need to take up street front parking spaces adjacent to the subject site to act as a staging area for the construction. When this occurs,

the City charges the developer a “hooding fee” for use of the parking space. Based on the rate of \$35/day per stall for the first month and \$25/day per stall for each month thereafter (not including Sundays and statutory holidays), the cost per space on an annual basis is approximately \$7,800. Costs for using parking spaces on public rights-of-way only apply in the City Centre and areas where there is paid on-street parking.

Building/Development Permit Fee

Fees such as those charged for building/development permits apply universally within the city whether in suburban or City Centre locations. However, they could be waived, reduced or rebated within the City Centre as a means to incentivize development there.

Incentive options include:

Potential Incentive (full or partial)	Reimbursement	Fee Waiver
Offsite Servicing Charges	✓	✓
Parking Meter Hooding Fee	✓	✓
Building/Development Permit Fee	✓	✓

Building Code Upgrade Incentives

The City Centre contains a significant number of older and historic buildings that contribute to the overall character and unique environment offered in Saskatoon’s core. When renovating and upgrading these older buildings, it can be difficult and expensive to meet the current building code requirements. To preserve the historic value of the City Centre and support the re-use of existing buildings for office uses, targeted incentives that help to offset some of the additional costs associated with meeting current building codes could be considered.

Changes to the Application, Development Review and Permitting Process

The City can take measures to simplify the application process and remove impediments for major office development in the City Centre. Though not necessarily a monetary incentive (other than saving time), these changes can help ensure that City Centre office developments are treated as a priority. Possible process changes include:

- Establishing a priority building/development permitting process for new offices and potentially major office renovation projects; and
- Creating a one-stop application process for major office proposals in the City Centre to help simplify and streamline the process for developers.

Capital Improvement Projects as Indirect Incentives

Ongoing capital investment for projects in the City Centre will help ensure that the area continues to be an attractive location for major offices. Investments in projects such as streetscape improvements, active transportation infrastructure, transit system improvements, parking infrastructure, and the Civic Precinct project provide indirect incentives for major office development in the City Centre by improving the area’s attractiveness, accessibility and overall level of amenity. Continued investment in attracting residential growth to the City Centre will serve to increase the residential population in the area and further encourage office development.

Expanding City Centre Promotion Efforts

Promotion activities that communicate the merits of a City Centre office location and highlight development opportunities are important. Additional investment in promotion of the City Centre could help support the attraction of offices to the area. Promotions highlighting the benefits of working in the City Centre can be targeted at employees who may, in turn, signal their preferences to employers. Targeted communication with major employers (both potential and existing) can help attract and ensure retention of major office tenants in the City Centre.

7 Conclusion

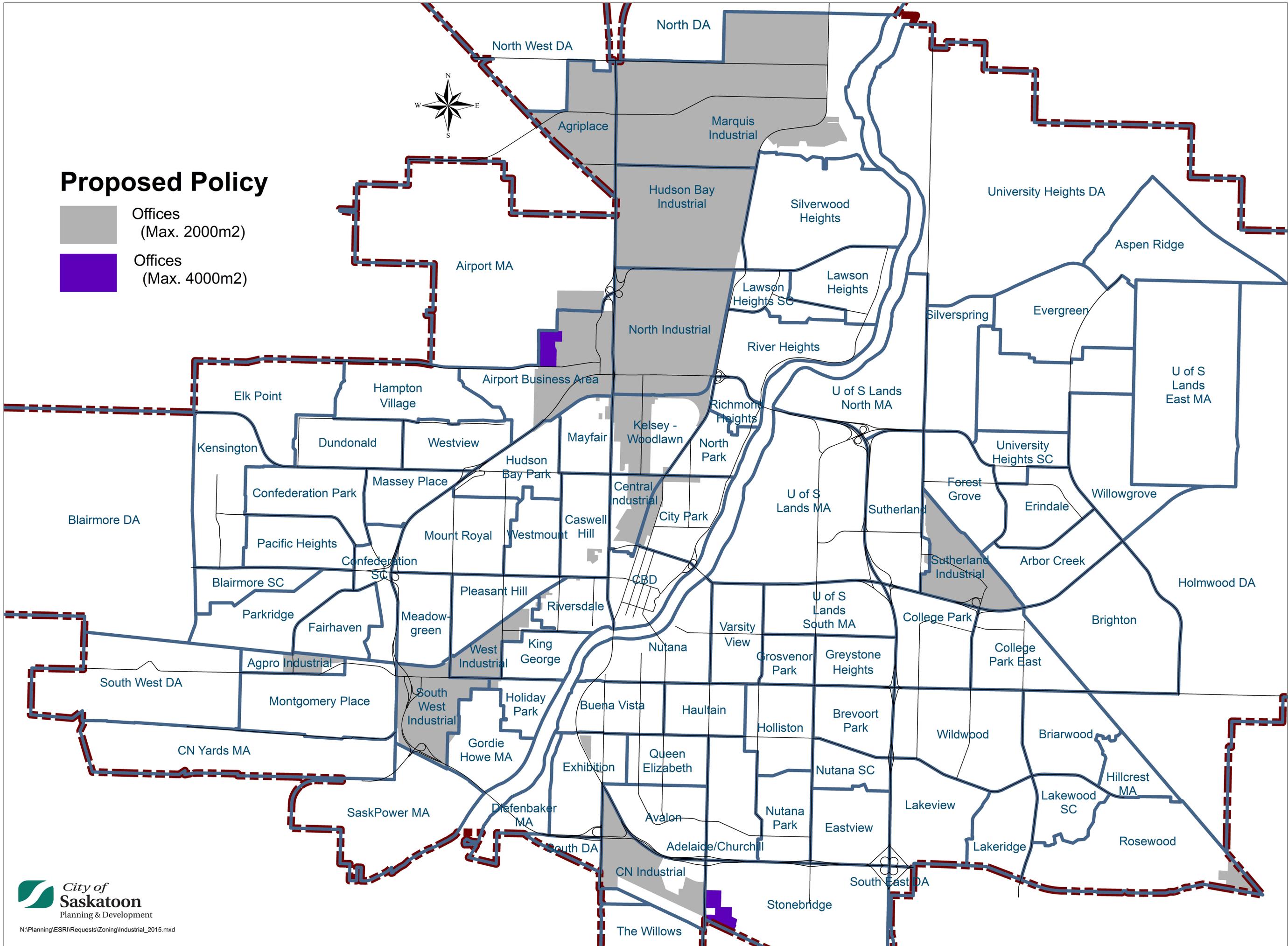
This report provides background information and analysis of office development in Saskatoon and a review of civic policies and practices that affect it. The options to encourage office development presented above are intended to be used as a “toolkit” to support the City’s overall strategy for the City Centre, Employment Areas and the Growth Plan to 500,000. Monitoring of trends in office development and vacancy should continue on an ongoing basis in order to evaluate the effectiveness of any measures put in place and to determine whether additional measures may need to be applied.

Appendix A: Municipal Comparison of Office Policies

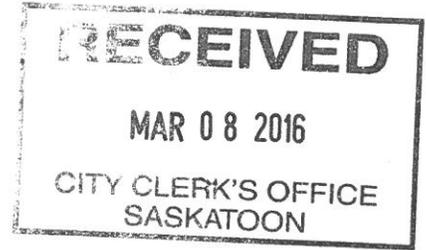
Municipality	Office Hierarchy Based on Office Size	Office Hierarchy based on Office Type	Aggregate Office Floor Space limits outside of Downtown	Limit Offices in Industrial Areas	Prohibit large office construction outside of Downtown when Downtown office vacancy rates are high
Regina	<p><u>Yes</u></p> <ul style="list-style-type: none"> • Medium (1000m2 to 4000m2) • Large (4000m2+) • 80% of medium & large offices directed to Downtown 	<p><u>Yes</u></p> <ul style="list-style-type: none"> • Industry Office – office associated with industrial uses such as construction, warehousing, distribution, etc. • General Office – non-retail business affairs such as administration, professional services, real estate, insurance, etc 	<p><u>Yes</u></p> <ul style="list-style-type: none"> • Medium and large offices permitted in select locations outside of Downtown with aggregate floor space limits of 16,000m2 	<p><u>Yes</u></p> <ul style="list-style-type: none"> • Any office building prohibited in medium and heavy industrial zoning districts • Industry offices less than 1000m² permitted uses in light and business industrial districts 	<p><u>Yes</u></p> <ul style="list-style-type: none"> • When downtown office vacancy rates exceed 6.5% office construction and rezoning to accommodate offices are prohibited
London	<p><u>Yes</u></p> <ul style="list-style-type: none"> • Large (5000m2+) - downtown & transit stations • Medium (2000m2 to 5000m2) - major corridors • Small (<2000m2) – shopping areas, main streets 	<p><u>Yes</u></p> <ul style="list-style-type: none"> • Zoning bylaw describes 9 types of office uses, and specifies which zoning districts these uses may be permitted in 	<p><u>Yes</u></p> <ul style="list-style-type: none"> • Aggregate floor space limits in areas outside of the Downtown range from 2000m2 to 20,000m2 depending on the intensity of the area 	<p><u>Yes</u></p> <ul style="list-style-type: none"> • Service office no larger than 2000m2 may be permitted in light and heavy industrial districts • Medium offices (2000m2 to 5000m2) may be permitted in business parks provided they directly related to the R&D activity • General offices are prohibited in all industrial districts 	No
Edmonton	No	No	No	<p><u>Yes</u></p> <ul style="list-style-type: none"> • Offices prohibited in medium and heavy industrial districts 	No
Winnipeg	No	No	No	<p><u>Yes</u></p> <p>Offices prohibited in heavy industrial districts</p>	No
Calgary	No	No	No	<p><u>Yes</u></p> <ul style="list-style-type: none"> • Offices are discretionary in the general industrial district and must be accessory to the principal industrial use, not exceeding 50% of the buildings floor area • Offices are prohibited in heavy industrial districts 	No

Proposed Policy

- Offices (Max. 2000m²)
- Offices (Max. 4000m²)



From: Konrad Andre <konrad@northprairiehomes.com>
Sent: March 07, 2016 4:25 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Monday, March 7, 2016 - 16:25
Submitted by anonymous user: 142.165.205.156
Submitted values are:

Date: Monday, March 07, 2016
To: His Worship the Mayor and Members of City Council
First Name: Konrad
Last Name: Andre
Address: 100-319 Wellman Lane
City: Saskatoon
Province: Saskatchewan
Postal Code: S7T0J1
Email: konrad@northprairiehomes.com
Comments:
Hello,

I would like to address PDCS with regards to the Office Policy Review agenda item on April 4, 2016.

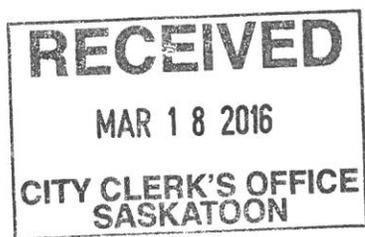
In addition, John Williams would like to address City Council on April 25, 2016 with regards to the same matter.

Thanks in advance. Sincerely,

Konrad Andre, BA, MBA, MCIP
Associate Land Development Manager
North Prairie Developments Ltd
306-931-2880

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/73965>

From: Josh Walchuk <josh.walchuk@icrcommercial.com>
Sent: March 18, 2016 11:18 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Friday, March 18, 2016 - 11:17
Submitted by anonymous user: 142.165.246.57
Submitted values are:

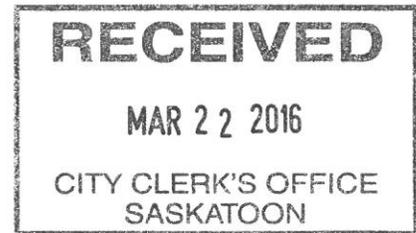
Date: Friday, March 18, 2016
To: His Worship the Mayor and Members of City Council
First Name: Josh
Last Name: Walchuk
Address: 275 1st Ave North
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 1X2
Email: josh.walchuk@icrcommercial.com

Comments: I would like to speak at the April 4th meeting regarding the proposed changes to the office policy. I am opposed to this change as I think it is the wrong reaction to the recent increase in downtown vacancy. I also don't believe in installing restrictions to make one area grow over another, instead incentives to make that area grow.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/77076>

From: David Gauthier <dgauthier@sreda.com> on behalf of David Gauthier <dgauthier@sreda.com>
Sent: Tuesday, March 22, 2016 10:52 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Tuesday, March 22, 2016 - 10:51
Submitted by anonymous user: 71.17.10.5
Submitted values are:



Date: Tuesday, March 22, 2016
To: His Worship the Mayor and Members of City Council
First Name: David
Last Name: Gauthier
Address: Suite 103, 202-Fourth Avenue N
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 0K1
Email: dgauthier@sreda.com
Comments:

I would like to request an opportunity to speak to the Standing Policy Committee on Planning, Development and Community Services on April 4, 2016 on the issue of setting floor area limits for Offices in Industrial Zoning Districts. Below is a letter to the committee:

March 22, 2016

City of Saskatoon
Standing Policy Committee on Planning, Development and Community Services

Re: Recommendations to Set Floor Area Limits for Offices in Industrial Zoning Districts

Dear Members of the Standing Policy Committee on Planning, Development and Community Services:

On August 17, 2015, SREDA presented the "Saskatoon Downtown Office Vacancy Round Table Report" to this Committee. The report included recommendations to improve the desirability of Saskatoon's downtown core as a place to work, live and visit by promoting its benefits and the use of incentives as a preferred strategy to restricting development in non-core areas.

SREDA continues to believe that incentive programs of the City of Saskatoon are the best option to maintain a healthy balance of new office development in the downtown core. We would be pleased to work with the City and Council to enhance current policies, or perhaps develop new ones to meet the changing business dynamics of Saskatoon.

Sincerely yours,

David Gauthier, PhD, MBA
Executive Vice President & Director of SREDA Insights

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/77875>

From: Mike Icton <micton@muskeglake.com>
Sent: Thursday, March 31, 2016 8:51 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Thursday, March 31, 2016 - 08:51
Submitted by anonymous user: 216.174.137.109
Submitted values are:

Date: Thursday, March 31, 2016
To: His Worship the Mayor and Members of City Council
First Name: Mike
Last Name: Icton
Address: 112 - 335 Packham Ave
City: Saskatoon
Province: Saskatchewan
Postal Code: S7N 4S1
Email: micton@muskeglake.com
Comments:
Attention: Long Range Planning Committee and Council – City of Saskatoon

Dear Committee & Council

It has been brought to my attention that there is new recommendations being brought forward to City Council regarding light Industrial zoning (IL1). My understanding is that the long term planning group is considering limiting the size of office space to 21,528 sq/ft for all light industrial zoning for existing and future development. Currently Muskeg Lake Cree Nation owns and operates 119,000 sq/ft of light industrial zoned office space and is working towards development of an additional 13 acres of land in the same zoning.

Presently identified opportunities for Muskeg Lake Cree Nation include new developments for some of our current Tenants, which would require more than 25,000sq/ft of stand-alone office space. We have been approached by several interested parties for both partnerships and investment opportunities in the development of this property, so you can understand how this could be very damaging to our short and long term plans.

I do agree that it is important to further strengthen the downtown core of the City of Saskatoon and Muskeg Lake Cree Nation hopes to be a part of that in the future, but not at the expense of Muskeg Lake Cree Nations current assets. As this proposed bylaw will significantly decrease our current land values.

At this time I would like to suggest that consideration of such changes be reconsidered and further open dialog is allowed to continue. As the implementation of such a bylaw will hinder all opportunities for future development of our current interests. I would also be willing to address the Committee and Council on April 4 & 25th.

Sincerely,

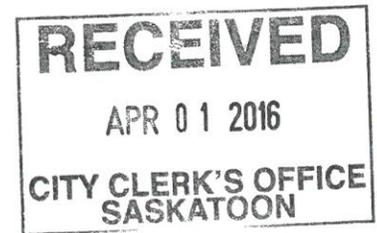
Mike Icton
President/CEO
MLCN Investment Management Corp.

112 - 335 Packham Ave
Saskatoon SK S7N 4S1
Office 306-955-8835

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/81523>

4125-1

From: Paul Ledoux <pledoux@muskeglake.com>
Sent: March 31, 2016 2:53 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Thursday, March 31, 2016 - 14:52
Submitted by anonymous user: 207.195.120.158
Submitted values are:

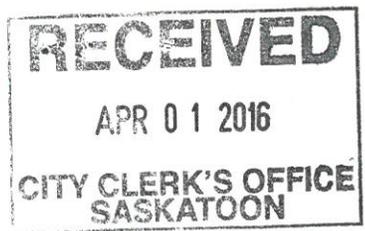
Date: Thursday, March 31, 2016
To: His Worship the Mayor and Members of City Council
First Name: Paul
Last Name: Ledoux
Address: 314 25th St. West
City: Prince Albert
Province: Saskatchewan
Postal Code: S6V 4P9
Email: pledoux@muskeglake.com

Comments: I'm a council member of the Muskeg Lake Cree Nation (MLCN). MLCN has an urban reserve in Sutherland. I would like the opportunity to speak at the Standing Policy Committee on Planning and Development Community Services on April 4, 2016. The proposed bylaw limiting the size of allowable office space to 2000 m² |(21,528 f²) has an impact on our future developments. A letter from MLCN Investment Management Corp has been sent to City Hall. Another letter will be forthcoming from MLCN sign by Chief Gilbert Ledoux.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/81830>

4215-1

From: Trevor Jacek <trevor.jacek@mwdc.ca>
Sent: April 01, 2016 10:42 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Friday, April 1, 2016 - 10:42
Submitted by anonymous user: 206.163.230.230
Submitted values are:

Date: Friday, April 01, 2016
To: His Worship the Mayor and Members of City Council
First Name: Trevor
Last Name: Jacek
Address: 100-450 2nd Avenue North
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 2C3
Email: trevor.jacek@mwdc.ca

Comments:
We applaud the City for considering actions to protect the downtown core by invoking changes to regulations regarding office development in areas outside of the downtown.

We believe that a fully occupied downtown is one of the keys to a great city.

We are not fully familiar with the proposed changes to floor limits in the industrial zoned areas however we do strongly caution against any changes that would be retro-active to buildings that have already been built as, converted to or purchased as office buildings in areas of Saskatoon that are zoned for industrial use.

Regards,

Trevor Jacek
Chief Financial Officer
Mid-West Group of Companies
306.933.4838
trevor.jacek@mwdc.ca
100-450 2nd Avenue North, Saskatoon SK S7K 2C3 | www.midwestgroup.ca

The results of this submission may be viewed at:

Saskatoon Hilltop Football Club Inc. Clubhouse Project

Recommendation

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

1. That the request by the Saskatoon Hilltop Football Club Inc. to construct a new clubhouse at Kilburn Park be approved in principle, subject to Administrative conditions outlined in this report.

Topic and Purpose

This report summarizes the request by the Saskatoon Hilltop Football Club Inc. to construct a new clubhouse at Kilburn Park.

Report Highlights

1. The City of Saskatoon has a Lease Agreement with the Saskatoon Hilltop Football Club Inc. (Hilltops) that outlines, among other things, conditions and approvals required to replace the existing clubhouse.
2. The Hilltops organization is seeking approval to construct a new clubhouse at Kilburn Park.

Strategic Goal(s)

Under the Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure existing and future recreational facilities are accessible, physically and financially, and meet the community needs.

Background

The current Agreement with the Hilltops is based on a verbal agreement first made between the City of Saskatoon (City) and the Hilltops on or about May 1950. The agreement allowed the Hilltops to use Ron Atchison Field as a practice facility and to build, maintain, and utilize a clubhouse for the Hilltops in Kilburn Park.

At its June 24, 2013 meeting, City Council approved a report from the General Manager, Community Services Department, recommending approval of the current Ron Atchison Field Lease Agreement (Agreement) between the City and the Hilltops.

Report

Current Lease Agreement with Hilltops

The 2013 Agreement allows the Hilltops to use Ron Atchison Field as a practice facility and to build, maintain, and utilize a clubhouse for the Hilltops in Kilburn Park.

The agreement also states that all improvements and renovations to the park space initiated by the Hilltops, including the clubhouse, that have a total capital cost in excess of \$25,000 shall be at the expense of the Hilltops and require the prior written consent of the City. The Agreement further states that:

“the Hilltops shall provide prior written notice of their intention to make improvements and/or renovations on the Premises and the approval of same by the City shall not be unreasonably withheld.”

Hilltops Clubhouse Project Request

The Hilltops have been at Kilburn Park since the early 1950's and the existing clubhouse is seriously undersized (approximately 6,000 square feet) and does not meet the needs of the football club. The Hilltops have submitted a request (see Attachment 1) to the City to replace the existing clubhouse with a new facility. The new clubhouse will provide approximately 10,000 square feet to better support the needs of the football team with 80 players, 10 coaches, and 9 to 12 support staff. The new proposed clubhouse will include:

- an expanded locker room with proper support amenities including washrooms, showers, and a therapeutic room;
- an expanded weight room to accommodate year round off-field training and conditioning;
- dedicated coach, trainer, manager, laundry, and equipment rooms;
- a multi-purpose space with kitchen to accommodate meetings and team related events; and
- additional parking spaces north of the proposed new clubhouse, where the existing clubhouse is currently located.

The Administration has reviewed and supports the request by the Hilltops to replace the existing clubhouse with a new facility, in principle, subject to the following conditions:

1. City receiving and approving the Hilltops parking and landscape site plans;
2. Hilltops securing a demolition permit;
3. Hilltops securing all required building permits; and
4. Hilltops receiving proof of occupancy approval and confirmation of building permit closure.

As per the Agreement, the Hilltops have requested City approval prior to proceeding further with this project. Subject to City Council approving the recommendation in this report, the Hilltops will complete a detail design including a parking plan and a landscape site plan.

Options to the Recommendation

City Council could choose to not approve the request by the Hilltops to construct a new clubhouse at Kilburn Park and direct Administration to work with the Hilltops to identify other potential options.

Public and/or Stakeholder Involvement

As part of the public input process, the Hilltops, through a resident living on Kilburn Avenue, informally approached his neighbours that border Kilburn Park, and received positive feedback from 12 different residents who support the Hilltops proposed new clubhouse project. The Hilltops have also received support from representatives of the Saskatchewan Abilities Council, located on Kilburn Avenue.

The Hilltops, with the support of Administration, hosted a Public Information Session on March 9, 2016, at the Hilltops Clubhouse at Kilburn Park. In total, 9 people attended the meeting including 3 people from the neighbourhood and 6 directors from the Hilltops. One resident from the neighbourhood who is also a member of the Buena Vista Community Association provided the following written comments:

- Generally fine with the proposal with conditions; and
- Would like to ensure ease of public access to Kilburn Park.

To help address the public access to the park during all seasons (when not in use by the football team), the new clubhouse project proposal does include a paved pedestrian pathway north of the clubhouse that connects the parking lot to the clubhouse and Ron Atchison Field. This resident also raised concerns about the need for a sidewalk on the west side of Kilburn Avenue and a traffic assessment on the north end of Kilburn Avenue. These comments have been forwarded to Transportation and Utilities Department for review and consideration.

Kilburn Park is not within the Meewasin Valley Authority's "Conservation Zone" and as a result, approval from the Meewasin Board of Directors is not required. However, Kilburn Park is within the Meewasin "Buffer Zone" and the Hilltops are required to advise Meewasin at least 45 days before commencing development.

Communication Plan

The Hilltops will provide updated communication on their website once construction begins in summer 2016 and continues throughout 2016 and 2017.

Financial Implications

The Hilltops have submitted a preliminary project budget of \$2.6 million plus an additional \$200,000 for furnishings and equipment. The Hilltops will be responsible for all capital and operating costs of the new clubhouse and demolition of the existing clubhouse.

Safety/Crime Prevention Through Environmental Design (CPTED)

Hilltops will be responsible for submitting a detail design to the CPTED Committee. All recommendations from the CPTED Committee will be considered and addressed prior to construction of the new clubhouse begins.

Other Considerations/Implications

There are no policy, environmental, or privacy considerations.

Due Date for Follow-up and/or Project Completion

Subject to securing all the necessary demolition and building permits, the Hilltops anticipate beginning construction in summer 2016 to be completed in time for the 2017 season. Demolition of the existing clubhouse will occur once construction of the new clubhouse is complete.

Public Notice

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

Attachment(s)

1. Saskatoon Hilltops Request

Report Approval

Written by: Brad Babyak, Section Manager, Recreation and Community Development

Reviewed by: Lynne Lacroix, Director of Recreation and Community Development

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

S:/Reports/2016/RCD/Saskatoon Hilltop Football Club Inc./dh



The Hilltops were formed in 1947 so we are going into our 70th year. The Hilltops provide an opportunity for young men from 17-22 years old, a place to play football after high school. The Hilltop Football Club is run by 60 directors that volunteer their time keep a great club going.

The Saskatoon Hilltop Football Club (Hilltops) are proposing to demolition the existing building at 1530 Kilburn Avenue and build a new 10,000 square foot building just south of the existing building. The Hilltops practice on the adjacent Ron Atchison Field. We are a successful junior football team that competes in the Prairie Junior Football League which is under the umbrella of the Canadian Junior Football League. We've have been fortunate to win eighteen Canadian titles and we have a huge number of supporters and alumni.



A picture of the original building on Kilburn Ave. There were two additions joined to this structure.

We've been at the Kilburn location since the early 1950's. The existing space is seriously undersized at approximately 6,000 square feet. We are proposing a 10,000 square foot building. An example of the need for a new building is the present condition that we have one toilet and two urinals for eighty players. We've looked at the feasibility of renovating and adding on but this was not recommended by our architect and design engineer due to the condition of the building. The new building would meet all the City of Saskatoon codes and would provide the amount of space to properly run a football team.

The new building would certainly provide a great, new building in an older community. We are presently involving the community in the planning for the new building. There is support from the neighbourhood as the new building will provide a better looking facility than what we have today.

The Hilltops have a large operating budget that provides employment and we purchase a considerable amount of goods and equipment required during the season. We also provide for maintenance and upkeep of Ron Atchison Field. The Hilltops have many strategic partners in our operation. We receive funds and support from the Saskatchewan Rough Riders, Sask Sport, Potash Corp and many others. We fundraise through many different activities such as dinners, bingo, 50/50's and other events that provide money to run the Club and money for scholarships.

The Hilltop Football Club is a non-profit organization that is presided over by the directors. There is an elected executive of nine directors plus the directors at large. The present outgoing president is Jeff Gould and Allan Gibb is the past president. We hold elections every year in February. Three of the Hilltop members on the Building Committee are Jeff, Allan and Dale Newman with other directors holding positions in the other subcommittees. We also have involved, Lorne Wright, Rick Leier and David Edwards for their construction expertise.

The operations of the club mainly occur in the fall of the year. The main camp starts in August and continues to November depending on how successful we are. There is a weekend camp in May and other high school training camps during the summer. There is very little activity during the winter months except for the players using the weight room and the directors meetings and other events.



We do not have a formal construction budget breakdown but we do have an overall budget. The budget is \$2.6 million dollars plus an additional \$200,000 for furnishings and equipment. A formal construction breakdown will be completed once we have direction from the City about this project. The operating expenses of the new facility will be slightly higher than the existing costs but these costs are all paid by the Hilltops. The City of Saskatoon does not provide funds to the Club.



The Hilltop Football Club is able to do this because of generous supporters of the club. We have a firm commitment of \$1 million dollars from an anonymous donor. This is the same donor that gave \$900,000 to the City's Saskatoon Minor Football Field and at the same time, \$100,000 was donated to the Hilltops. We also have a firm commitment of \$250,000 from another long time Hilltop supporter. We will contact other sponsors once we have a decision from the City. We have many alumni, directors, supporters, sponsors and people that are interested and ready to help this great and needed project. The Hilltops have been around for seventy years so this gives us a lot of alumni that hopefully will provide the remainder of the moneys required to build this long required asset.

The Hilltops would like to get approval as soon as possible. Time is of the essence as we need approval so that we can secure the majority of the money required and get final plans completed. Preliminary plans have been completed and one of them is attached. We are anticipating breaking ground this summer so that we can avoid winter costs as much as possible and the building will be ready for the 2017 season.

If you have any questions, please email me back at gibballan@gmail.com or call me at 306-222-3337.

Allan Gibb
Past President
Saskatoon Hilltop Football Club

4205-1

From: Allan Gibb <Gibballan@gmail.com>
Sent: April 01, 2016 9:35 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Friday, April 1, 2016 - 21:34
Submitted by anonymous user: 174.2.221.170
Submitted values are:

Date: Friday, April 01, 2016
To: His Worship the Mayor and Members of City Council
First Name: Allan
Last Name: Gibb
Address: 622 Brabant place
City: Saskatoon
Province: Saskatchewan
Postal Code: S7j 4z8
Email: Gibballan@gmail.com

Comments:

I would like to speak on behalf of the Saskatoon Hilltops regarding the proposed new Hilltop Clubhouse on Kilburn Ave. I would ask to speak at both the Planning Development & Community Services (PDCS) Committee of Council on Monday, April 4 and also at the City Council agenda for Monday, April 25th.

Allan Gibb
Past President
Saskatoon Hilltop Football Club

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/82450>

Arena Partnership – Request from University of Saskatchewan to Contribute to Proposed Twin Pad Ice Facility

Recommendation

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

1. That the Administration be authorized to negotiate a contribution agreement wherein the City of Saskatoon would provide a \$1.0 million capital contribution to a twin pad ice facility on the University of Saskatchewan property, based on the contribution agreement recognizing ongoing community access to the facility; and
2. That upon conclusion of the negotiations, the Administration bring forward the proposed agreement for the Committee's consideration.

Topic and Purpose

This report is to provide an overview of a request received from the University of Saskatchewan asking the City of Saskatoon to contribute capital funding to a proposed twin pad ice facility. The report also outlines the terms and spirit of intent of a contribution agreement with the University of Saskatchewan, to ensure ongoing community access to the new ice arena.

Report Highlights

1. The University of Saskatchewan (University) is requesting a capital contribution from the City of Saskatoon (City) to help support the construction of a new twin ice pad facility (ice arena) to be built on the University property near the Saskatoon Field House.
2. The Administration is seeking authorization to negotiate a contribution agreement with the University.

Strategic Goal

Under the Strategic Goal of Quality of Life, the recommendations of this report support the long-term strategies of ensuring existing and future leisure centres and other recreational facilities are accessible, physically and financially, and meet community needs; and supporting community-building through direct investment.

Background

During the development of the Recreation and Parks Master Plan (Master Plan), part of the process was to identify the current demands and gaps in provision of both indoor and outdoor recreation and parks facilities and amenities. Within the Master Plan Implementation Plan, the Administration identified the top priorities for any future capital funding for both indoor and outdoor facilities. The Master Plan did indicate there is an estimated current shortage of one indoor ice arena within Saskatoon. This shortage was determined based on the existing capacity of the publicly accessible indoor arenas

Arena Partnership – Request from University of Saskatchewan to Contribute to Proposed Twin Pad Ice Facility

in Saskatoon and the surrounding area, and the growing demand for access to both indoor leisure drop-in ice time and more ice time for organized sports.

With continued growth in Saskatoon and increased demands for indoor ice, the Administration has been exploring partnership opportunities for the design and construction of a new indoor arena. As part of the 2016 Capital Budget, City Council approved \$1.0 million (M) to investigate opportunities for arena partnerships and the opportunity to leverage this funding to help expedite the building of a new arena in Saskatoon to help address the growing demand for ice time. Within Capital Project No. 1665, the options of a contribution of the land required for a new arena and/or a capital contribution to the overall cost of construction were identified.

Report

University Requesting City Financial Contribution to Proposed Twin Pad Ice Facility

The University recently sent a letter to the City Manager with a formal request to contribute \$1.0 M in capital funding to the ice arena being planned for the University (see Attachment 1).

In the letter, the University described their plan for the replacement of the existing Rutherford Rink built in 1929, with a new twin ice surface arena on their property in proximity to the Saskatoon Field House. The University stated that the idea of a twin ice pad facility arose due to the shortage of ice facilities within the growing city, and the need for a new ice surface identified in the recently completed Master Plan. The University anticipates that the University's program needs will predominantly be accommodated on one of the ice surfaces, and the second ice surface is intended to be available for community use by both organized sports, as well as the consideration for drop-in public skating opportunities. The University also indicated they have been in discussions with Saskatoon Minor Hockey about rental opportunities at the new facility, and extends a commitment to ensuring community access to the arena once it is open for use.

Consideration on the Terms of the Contribution Agreement

The Administration reviewed the request from the University, and has completed an assessment of the request using the project prioritization and decision-making framework tool identified in the Master Plan (see Attachment 2). When considering a recreation facility project that merits City funding, the Administration looks to ensure the project scores well on the project prioritization decision making framework. A scoring above 50% of the total available points demonstrates good value to both the City and the community (the University ice arena project score is above 75%).

In developing the contribution agreement, consideration will be given to including performance measurements tied to specific service outcomes identified in the Master Plan. This will support the City's accountability for public investment by ensuring that the identified service outcomes from the Master Plan are achieved through the partnership and will create a mechanism for quality control.

Arena Partnership – Request from University of Saskatchewan to Contribute to Proposed Twin Pad Ice Facility

The key terms and conditions, and the spirit of intent for the contribution agreement, would be as noted below. For this investment, a new ice pad would be made available to the citizens of Saskatoon. The University would provide:

- a) access by community ice user groups to rent ice time in the new arena to support the growing program needs;
- b) access by community ice user groups to rent space for tournaments and special events;
- c) opportunities within the overall scheduling for drop-in public skating to address the community's expressed need for more leisure ice time; and
- d) opportunities for groups to rent ice to provide ice-related programs that support basic skill development in a variety of ice sports (i.e. learn to programs).

Options to the Recommendation

The options to the recommendation to approve the \$1.0 M capital funding support to the University could be that City Council:

- a) direct the Administration to issue a Request for Proposals to the broader community to see if there is any other interest in the community to engage in an arena partnership, where the University would also be invited to submit a proposal;
- b) approve an amount less than \$1.0 M in capital funding to the University; or
- c) provide further direction to Administration on possible options.

Given the stage of planning and the state of readiness for the University Arena project, proceeding with the recommendation would ensure access to a new arena facility within an approximate 24-month time frame.

Public and/or Stakeholder Involvement

After receiving the letter, the Administration met with representatives of the University to discuss their plans for the new ice arena and assess the potential for ongoing community access to the ice arena. The University confirmed that the second ice surface would indeed be available to help address the current demand in the community for ice time.

Financial Implications

There are no new immediate financial implications of the recommendation as \$1.0 M was approved as part of the 2016 Capital Budget under Capital Project No. 1665 Arena Partnerships. This capital project was intended to include the possibility of a land contribution and/or a capital contribution to the overall cost of construction. This would be considered a one-time capital contribution. The ongoing operating costs will be covered by the owner or operator of the facility. There will be no ongoing operating impact to the City.

Once the arena is in operation, the Administration will see a future impact to the Youth Sports Subsidy Program. This is a direct result of the youth ice user groups continuing to grow and require more ice rental time. The City provides a 40% subsidy on all

Arena Partnership – Request from University of Saskatchewan to Contribute to Proposed Twin Pad Ice Facility

eligible rental costs for youth sport organizations. Those impacts will be reported out annually as part of the overall Youth Sports Subsidy operating budget.

Other Considerations/Implications

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

No communication plan is required at this time, as the University will be launching the project in the community in the coming months.

Due Date for Follow-up and/or Project Completion

Pending City Council authorization, the Administration would undertake to meet with representatives of the University to formalize the terms of the proposed contribution agreement. The proposed agreement would be submitted to Committee and City Council in due course.

Further, the Administration will investigate and report back in 2017 on possible options to create a funding mechanism and an applicable grant program to address future similar requests for capital contributions from organizations interested in partnering and/or leveraging funds to build sport, culture, and recreation infrastructure that can help in achieving the overall implementation of the Master Plan recommendations.

Public Notice

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

Attachments

1. Letter from University of Saskatchewan to City Manager, dated January 18, 2016
2. Project Prioritization Decision Making Framework

Report Approval

Written and

Reviewed by: Lynne Lacroix, Director of Recreation and Community Development Division

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

Jeff Jorgenson, Acting City Manager

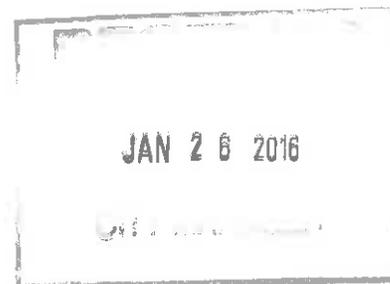
S/Reports/2016/RCD/PDCS – Arena Partnership – Request from U of S to Contribute to Proposed Twin Pad Ice Facility/ks



**Letter from University of Saskatchewan Vice-President (Finance and Resources)
to City Manager, dated January 18, 2016**

105 Administration Place
Saskatoon, SK S7N 5A2
Telephone: (306) 966-6621
Facsimile: (306) 966-8676

January 18, 2016



Murray Totland
City Manager, City of Saskatoon
City Hall
222 – 3rd Avenue North
Saskatoon, SK S7K 0J5

Dear Murray:

Re: City Contribution to University Proposed Twin Pad Ice Facility

The university issued a request for proposals in 2014 for the replacement of Rutherford Rink. Built in 1929, Rutherford Rink has served as the home of Huskie hockey, student intramurals, community-based programs and league play for 87 years. It is one of the oldest ice facilities in Canada used at the Canadian Interuniversity Sport level of competition. A key rationale for the replacement of Rutherford is the strong and unique contribution to student life and the broader Saskatoon community, with close to 900 students participating in Campus Recreation hockey leagues, 80 Huskie players, and over 10,000 spectators per year. Results from a recent university/college applicant study indicate that recreational sports and fitness facilities are frequently cited as a key factor in the decision to apply to the University of Saskatchewan. The idea of a twin pad facility arose due to the shortage of ice facilities within our growing city, and the need for a new ice surface identified in the recently completed City of Saskatoon Recreation and Parks Master Plan.

This proposed project will be delivered through a partnership with the private sector to design, build and operate a twin pad ice facility, owned by the university. One pad will be available to meet the needs of the university, and the other will be available to the public on a rental basis. We have been working very closely with a preferred proponent development team, including a local construction company and an experienced national ice facility operator to outline a capital and operating case for a new facility. We have had several discussions with the Saskatoon Minor Hockey Association, who have made a commitment to renting available time in the new facility, should it be built. The proposed model provides a unique opportunity for a partnership between the university and the broader community.

We are writing to you to request a capital contribution from the City of Saskatoon in the amount of \$1 million. This investment by the City in the future of our community will make a new ice pad available to the citizens of Saskatoon. We are currently in the planning phase, identifying all sources of capital which will help us get the project approved, and the City's contribution will be a significant boost to our efforts.

Thank you for your consideration of this request. We will be evaluating our funding sources in March, and look forward to your response.

Yours truly,

Greg Fowler
VP, Finance & Resources

cc: President, University of Saskatchewan
Kelly Boes, Executive Director, Saskatoon Minor Hockey Association

PROJECT PRIORITIZATION DECISION MAKING FRAMEWORK

(From the Recreation and Parks Master Plan, Page 96)

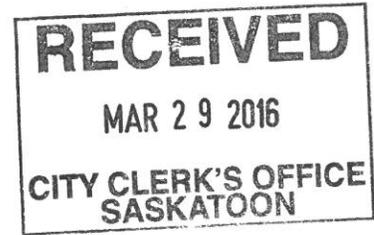
Assessment of the University Arena Project

The Master Plan outlines strategies for specific indoor and outdoor infrastructure amenities provided by the City. Given limited resources, prioritization is necessary. The Master Plan includes this prioritization framework to provide a transparent basis for decision making.

CRITERIA	METRICS	WEIGHT	SCORE
Community Demand	3 points for being identified as priority 1 or 2 on the list of indoor facility spaces.	3	9
Service Outcomes	3 points – the facility space helps achieve more than five service outcomes identified in the Recreation and Parks Master Plan.	3	9
Current Provision in the City	2 points – the facility space would significantly improve provision of existing arena provisions in the city.	2	4
Cost Savings through Partnerships/Grants	3 points – partnership opportunity exists with this project in that the University will be building and overseeing the operation of the facility. They are requesting a capital contribution to the project, in return for a commitment to community access for the facility.	2	6
Cost/Benefit (cost per Participant Hour)	2 points – the facility space cost per participant hour is estimated to be between \$1 and \$10 – this would be further refined as the operating budget is formalized for the facility.	2	4
Regional Partnership Appeal	1 point – this facility could serve regional markets, for tournament play and ice rentals	2	2
Economic Impact	1 point – the facility will draw moderate non-local spending into the city – more specifically connected to University programs and community tournament play.	1	1
TOTAL SCORE OUT OF A POSSIBLE 45 POINTS			35 points

In the delivery of recreation services, the City will direct its efforts toward achieving the greatest “public good” in return for investment of limited public resources. And when considering a recreation facility project that merits City funding, the Administration looks to ensure the project scores well on the project prioritization decision making framework. A level of scoring above 50% of the total available points demonstrates good value to both the City and the community.

From: Greg Fowler <jennifer.boyle@usask.ca>
Sent: March 24, 2016 4:47 PM
To: Web E-mail - City Clerks
Subject: Request to Speak at SPC on Planning, Development and Comm Serv



Submitted on Thursday, March 24, 2016 - 16:47
Submitted by anonymous user: 128.233.13.6
Submitted values are:

First Name: Greg
Last Name: Fowler
Email: jennifer.boyle@usask.ca
Confirm Email: jennifer.boyle@usask.ca
Phone Number: (306) 966-6636

==Your Message==

Service category: City Council, Boards & Committees
Subject: Request to Speak at SPC on Planning, Development and Comm Serv
Message: Greg Fower, Vice President) Finance and Resources, University of Saskatchewan requests to speak at the April 4, 2016 SPC on Planning, Development and Community Services regarding the Arena Partnership report.
Attachment:

Would you like to receive a short survey to provide your feedback on our customer service? The information you share will be used to improve the service we provide to you and all of our customers.:
No

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/405/submission/79219>

From: Harvey Peever <jnycnuk1@mail.com>
Sent: March 31, 2016 9:59 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Thursday, March 31, 2016 - 21:58
Submitted by anonymous user: 207.195.86.53
Submitted values are:

Date: Thursday, March 31, 2016
To: His Worship the Mayor and Members of City Council
First Name: Harvey
Last Name: Peever
Address: 1125 east centre
City: Saskatoon
Province: Saskatchewan
Postal Code: S7h3a4
Email: jnycnuk1@mail.com

Comments: I would think a new twin arena at the university would serve the community much better than building a new arena downtown when the Sask tel centre will be fine for many years yet.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/82046>

Update on Infill Development Standards for Primary Dwellings and Basement Replacement Policy

Recommendation

That the report of the General Manager, Community Services Department, dated April 4, 2016, be forwarded to City Council for Information.

Topic and Purpose

The purpose of this report is to provide an update on the infill development standards for primary dwellings that have been implemented in the established neighbourhoods. This report also provides a response to a City Council request that the Administration create a policy to grandfather the height of the bottom or sill of the front door of existing primary dwellings, when a basement is replaced.

Report Highlights

1. Few issues have been encountered with the infill development regulations for primary dwellings following their implementation in March 2015.
2. It is not possible to include a regulation in Zoning Bylaw No. 8770 (Zoning Bylaw) to grandfather the height of the bottom or sill of the front door of existing primary dwellings when a basement is replaced.
3. Basement replacements may be designed to comply with the regulations contained in Zoning Bylaw No. 8770 (Zoning Bylaw). The Development Appeals process provides a mechanism to vary a development standard in those situations where a renovation to a primary dwelling, including a basement replacement, does not meet the regulations.

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

At its March 23, 2015 meeting, City Council approved amendments to the Zoning Bylaw to provide development standards for infill development for primary dwellings in established neighbourhoods. The amendments were based on recommendations contained in the Neighbourhood Level Infill Development Strategy (Strategy) that was endorsed by City Council on December 13, 2013. The key amendments for primary dwellings include:

- a) regulations to limit the area of the sidewall of a primary dwelling;
- b) removal of the 70% site width rule for subdivision for one-unit dwellings in Category 1 neighbourhoods and reduction to 60% in Category 2 neighbourhoods to facilitate development of new infill residential sites;

- c) a maximum height of one metre to the bottom or sill of the front door in Category 1 neighbourhoods; and
- d) permitting porches to extend into the required front yard in Category 1 neighbourhoods.

During discussion of infill regulations at the March 2, 2015 Standing Policy Committee on Planning, Development and Community Services, the Committee resolved:

“That the Administration report back to the Standing Policy Committee on Planning Development and Community Services after the 2015 construction season on any issues regarding the proposed infill guidelines.”

During discussion of the infill regulations at the March 23, 2015 City Council meeting, there was a concern raised that if a basement were to be replaced, the dwelling may no longer be able to meet the new infill regulations, specifically the maximum height of one metre to the bottom or sill of the front door. It was also expressed that the development appeal process may be onerous and discourage the renovation of older homes. Following the discussion, City Council adopted the following motion:

“That the Administration draft a policy to grandfather existing houses into the Zoning Bylaw as it relates to basement replacements where the above-grade portion of new basements are a maximum of one metre tall to the bottom of the front door.”

Report

Update Following 2015 Construction Season

The Development Review Section, Planning and Development Division, reviews all applications for new primary dwellings and renovations to primary dwellings in established neighbourhoods for compliance with the Zoning Bylaw. Staff with the Development Review Section have discussed the new infill regulations with local designers and home builders in regard to their experience applying the regulations. While they identified that there are some minor design challenges at times, they have not identified any major issues with the regulations. Staff continue to receive enquires in relation to clarification on the regulations.

One minor issue has been identified related to development sites that consist of two or more existing surveyed 25 foot lots. Information Services Corporation does not require subdivision approval for separate titles to be raised for the existing surveyed 25 foot lots. Therefore, as one-unit dwellings are permitted on a 25 foot wide development site, no formal subdivision review is able to be conducted that would ensure existing buildings comply with setback requirements when one larger site is developed as two or more new 25 foot wide development sites. Recommendations to address this issue will be forthcoming in a separate report.

Following the 2016 construction season, a full review of the regulations will be conducted which will include broader stakeholder consultation with builders, designers,

and developers. If further Zoning Bylaw amendments are identified, they will be brought forward to City Council at that time.

Height of Bottom or Sill of the Front Door

The development standards for infill development of primary dwellings in established neighbourhoods have been implemented to ensure that new dwellings, or alterations to existing dwellings, do not detract from the neighbourhood character.

A common architectural feature of primary dwellings in Category 1 pre-war neighbourhoods that was identified in the Strategy is a front facing door generally located less than one metre above grade. This feature provides interaction between the dwelling and the streetscape. Therefore, the intent of the Zoning Bylaw regulation that requires the bottom or sill of the front door be located no more than one metre above grade for both new and existing dwellings, is to ensure that a pedestrian-scaled relationship between the dwelling and the street is maintained.

During the review of the infill regulations, it was identified by some developers that the regulations may create an impediment to the renovation of existing dwellings, including the inability to replace basements, and remain in compliance with the new infill regulations.

In regard to creating a regulation that would grandfather or exempt the height of the bottom or sill of the front door for existing primary dwellings, Planning and Development, in consultation with the City Solicitor's Office, determined that the Zoning Bylaw cannot contain a regulation to this effect. Within each zoning district the Zoning Bylaw provides regulations for all permitted and discretionary uses. Applying different regulations for the same use within the same zoning district would be contrary to the principle of ensuring that the same form of development (in this case, primary dwellings) be treated equally and consistently within the same zoning district. The Zoning Bylaw must be applied equally to renovations and new construction to ensure this consistency.

The issues encountered when renovating existing dwellings are unique to each project. The Zoning Bylaw provides mechanisms that may provide assistance when a renovation does not meet the regulations. The Zoning Bylaw recognizes non-conforming buildings and the Development Appeals process provides a mechanism that would allow for a variance when the Zoning Bylaw regulations cannot be met.

Non-Conforming Dwellings

A non-conforming dwelling is a building that was legally constructed under a previous zoning bylaw and contains elements that do not meet a current Zoning Bylaw. For a non-conforming building (for example, in an existing dwelling where the height of the bottom or sill of the front door exceeds one metre in height), the basement could be replaced, provided the height of the bottom or sill of the front door is not increased above its original height.

Development Appeals Process

In the situation where a basement replacement would result in the height of the bottom of the front door exceeding one metre, there is an option of pursuing a development appeal. The development appeals process provides a mechanism for a variance on a development standard to be considered where a unique circumstance exists. The Development Review Section and the City Clerk's Office assist applicants through the process. The appeal fee is \$50 and takes approximately two months in total.

Conclusion

The Administration is of the opinion that new basement replacement may be undertaken to comply with the new infill regulations. Existing dwellings which currently do not conform to the height of the sill may be replaced to the same height. Where renovations could not be done to conform to the new development standards, there is an option of pursuing a development appeal.

Official Community Plan

The development standards for infill development for primary dwellings meet the objectives for Infill Housing Development contained in the Official Community Plan Bylaw No. 8769 by recognizing the impact of development on neighbourhood character.

Options to the Recommendation

There are no options.

Public and/or Stakeholder Involvement

Staff consulted with local infill development designers and home builders regarding their experience so far with applying the regulations. Broader consultation with design professionals and home builders will be undertaken as part of the detailed review following the 2016 construction season.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A detailed review of the infill regulations will be done following the 2016 construction season.

Public Notice

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

Report Approval

Written by: Paula Kotasek-Toth, Senior Planner, Planning and Development
Reviewed by: Alan Wallace, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

Hosting Block Parties

Recommendation

That the report of the General Manager, Community Services Department, dated April 4, 2016, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to provide information as to how residents can apply to host a block party on public property in Saskatoon.

Report Highlights

1. Residents, with the support of their neighbours, can host a block party by following a short application process and submitting a nominal application fee.
2. General liability insurance is strongly encouraged for block parties and would be the responsibility of the block party organizers.

Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life by helping citizens to build social connections and foster a sense of community within their neighbourhood.

Background

At its September 28, 2015 meeting, City Council requested the Administration to report back on what could be done to encourage residents to plan and host block parties, including reducing the number of forms, providing free general liability insurance, waiving road closure fees, providing nominal monetary support, and creating a block party how-to kit such as those available in Edmonton and Vancouver.

Report

Block Party Application Process

To host a block party on public property within Saskatoon, residents can apply by completing a simple, two-page application form that provides step-by-step instructions as to the process for hosting a party on their block (see Attachment 1 for a current copy of the application form). Below is a summary of the process:

- a) obtain a copy of the Block Party Applications form from the City website;
- b) get signatures from 51% of households on the block;
- c) submit the Block Party Application form five business days prior to date of the event, along with the \$20 application processing fee; and
- d) barricades will be dropped off by City crews up to one day prior to the event and picked up one to two days following the event.

Hosting Block Parties

The Administration is currently updating the application form to include contact information and allow for enhanced communication between the residents and the City. The new form will be available on-line by mid-May 2016

All noise and alcohol bylaws are in effect, and any exemptions would require additional requirements to be fulfilled by the event organizer.

General Liability Insurance

To date, there has been no requirement for block parties to have liability insurance. However, the Administration, in consultation with the City Solicitor's Office, strongly recommends that insurance be obtained, especially if alcohol will be involved, as organizers may be subject to personal liability if an incident occurs. If organizers wish to obtain insurance, that would be arranged by themselves through a private insurer. Groups being required to obtain their own insurance is consistent with the requirements for all special events hosted in parks and other City-owned facilities.

In considering this matter, and to add clarity, there is a distinction between using a public roadway for passage (of a protest group, rally, or parade), and having a road closed for one's "personal" use – such as a block party, festival, or special event.

Communication Plan

The Administration is taking a similar approach used by Vancouver and Edmonton in providing "how to host a block party" information to the community. A number of no-cost communication initiatives are underway to help encourage residents to plan and host block parties, such as:

- a) an easy to remember URL (Saskatoon.ca/blockparty) on the City website to access how-to information pages (under development) and the Block Party Applications form, which will be available mid-May 2016;
- b) information and resource distribution at community association meetings; and
- c) creation of a print-ready ad for use in community association newsletters, websites, and social media pages. Ad content may also be used in The StarPhoenix and Bridges City Pages as space allows.

Community Consultants from Recreation and Community Development liaise with community associations and will continue to educate and promote how to plan and host a block party in their neighbourhood.

Financial Implications

In 2015, a total of 39 block parties were hosted. The \$20 block party application fee generated \$780 to help offset the direct cost of processing the applications. The other related expenses to support block parties were approximately \$14,800, or on average \$380 per block party. This includes expenses related to staff costs for pickup and delivery of the barricades, the vehicle expense, and the cost to replace any damaged or stolen barricades. As of January 2, 2016, the City's support for block parties is covered within the Community Support Business line under the Provision of Civic Services budget.

Other Considerations/Implications

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

Public Notice

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

Attachment

1. Block Party Applications

Report Approval

Written by: Kara Lackie, Open Space Consultant, 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/2016/RCD/PDCS – Hosting Block Parties/ks

BLOCK PARTY APPLICATIONS

The City of Saskatoon accepts applications for block parties at least 5 business days before the date of the event. The fee is **\$20** and is non-refundable (we accept cash or cheques for payment).

The barricades will be dropped off by City crews, either the night before or on the day of the block party at one of the ends of the street/crescent. Once the block party is over, the barricades should be placed back where they were originally found, and the City crew will pick them up in a day or two.

If the party is rained out, the party can be re-booked until December 31st of the current year only. If for any other reason the block party is cancelled, the Transportation & Utilities Department must be notified in advance at 306-975-2454.

All noise and alcohol bylaws are in effect.

Requirements:

51% of households on the block involved are required to sign the Release Form.

- Names (only 1 person from each household is required to sign the Release Form)
- Addresses
- Telephone number(s)
- Signatures
- Start and end dates and times of the party
- Lowest house number and highest house number of the residents who signed the release form

If there is a bus route on the street/crescent involved, the Transportation & Utilities Department will review the application and determine if the block party is allowed.

The above information will only be accepted on the designated City of Saskatoon Release Form and no other forms will be accepted for Block Party Applications.

Once the above information is gathered, please return with cash or cheque to:

Transportation & Utilities Department
3rd Floor, 222 3rd Avenue North
Saskatoon, SK S7K 0J5

