



**REVISED AGENDA
REGULAR BUSINESS MEETING OF CITY COUNCIL**

**Monday, September 28, 2015, 1:00 p.m.
Council Chamber, City Hall**

Pages

1. NATIONAL ANTHEM AND CALL TO ORDER

2. CONFIRMATION OF AGENDA

15 - 24

Recommendation

1. That Item 8.1.7 be removed from the agenda (this matter is to be reported to 2016 Preliminary Business Plan and Budget Review);
2. That with respect to Item 8.3.7, the administrative report dated September 14, 2015 and respective attachments replace the March 9, 2015 attachments;
3. That the attached letter from Brandon Nataway dated September 22, 2015, requesting to speak be received and considered during item 9.9.1;
4. That the attached letter from Dale Gallant dated September 28, 2015, submitting comments be received and considered during item 8.3.9; and
5. That the agenda be confirmed as amended.

3. DECLARATION OF PECUNIARY INTEREST

4. ADOPTION OF MINUTES

Recommendation

That the minutes of Regular Business Meeting of City Council held on August 20, 2015, and minutes of Special Meeting of City Council held on August 26, 2015, be approved.

5. PUBLIC ACKNOWLEDGMENTS

6. UNFINISHED BUSINESS

7. QUESTION PERIOD

8. CONSENT AGENDA

Recommendation

That the Committee recommendations contained in items 8.1.1 to 8.1.8; 8.2.1 to 8.2.8, 8.3.1 to 8.3.9; 8.4.1 to 8.4.4; and 8.5.1 to 8.5.5 be adopted as one motion.

8.1 Standing Policy Committee on Planning, Development & Community Services

- 8.1.1 Vacant Lot and Adaptive Reuse Incentive Program – 322 Avenue C South [Files CK. 4110-45 and PL. 4110-71-52] 25 - 29**

Recommendation

1. That a five-year tax abatement equivalent to 53% of the incremental taxes for the redevelopment of 322 Avenue C South be approved;
2. That the five-year tax abatement take effect in the next taxation year following completion of the project; and
3. That the City Solicitor be requested to prepare the appropriate agreement, and that His Worship the Mayor and the City Clerk be authorized to execute the agreement, under the Corporate Seal.

- 8.1.2 Inquiry – Councillor Z. Jeffries (June 23, 2014) – Energy Efficient Building Standards in New Dwelling Construction [Files CK. 4216-1, 4130-1 and PL. 4350-242/14] 30 - 35**

Recommendation

That the report of the General Manager, Community Services Department be received as information.

- 8.1.3 2015 Cultural Grant Capital Reserve Awards [Files CK. 1870-2 and RS. 1860-21] 36 - 38**

Recommendation

That the project funding recommended by the Cultural Grant Capital Reserve Adjudication Committee be approved.

- 8.1.4 Community Support Grant Reserve: Request to Update Reserve for Future Expenditures Policy No. C03-003 [Files CK. 1870-1] 39 - 41**

and RS. 1870-2-6]

Recommendation

That Reserve for Future Expenditures Policy No. C03-003 be amended, as outlined in the report of the General Manager, Community Services Department dated August 17, 2015.

- 8.1.5 Innovative Housing Incentives – New Rental Construction Land Cost Rebate Program – LutherCare Communities and Meridian Development Corporation – 250 Hunter Road [Files CK. 750-4 and PL. 952-6-28]** 42 - 48

Recommendation

1. That a five-year incremental tax abatement of residential taxes be applied to the 159 purpose-built rental units to be constructed at 250 Hunter Road, commencing the next taxation year following completion of the project;
2. That a matching cash grant equal to the value of the five-year incremental tax abatement for 134 units, to a maximum of \$5,000 per unit, estimated at \$347,225, be approved for this project; and
3. That the City Solicitor be requested to prepare the necessary tax abatement and incentive agreements, and that His Worship the Mayor and the City Clerk be authorized to execute these agreements under the Corporate Seal.

- 8.1.6 Offer to Donate the Sculpture Dream Maker [Files CK. 4040-1 and RS. 1870-13]** 49 - 53

Recommendation

1. That the donation of the sculpture “Dream Maker” from artist Floyd Wanner be accepted by the City of Saskatoon, as recommended by the Public Art Advisory Committee and Civic Administration;
2. That upon acceptance of the sculpture, the Administration work with the Pleasant Hill community to consider the Grace Adam Metawewinhk Park as a possible permanent location for the sculpture, as recommended by the Public Art Advisory Committee; and
3. That the Administration be requested to review the safety codes for the potential location of the sculpture adjacent to the play areas in the Grace Adam Metawewinhk Park.

- 8.1.7 Natural Areas and Wetlands Policy (File No. CK 4110-38 and PL 4205-11)** 54 - 61

8.1.8 Vacant Lot and Adaptive Reuse Incentive Program – 518 Avenue G South (File No. CK 4110-45 and PL 4110-71-54)

62 - 66

Recommendation

1. That a five-year tax abatement equivalent to 82% of the incremental taxes, for the development of 518 Avenue G South be approved;
2. That the five-year tax abatement take effect in the next taxation year following completion of the project; and
3. That the City Solicitor be requested to prepare the appropriate agreement, and that His Worship the Mayor and the City Clerk be authorized to execute the agreement, under the Corporate Seal.

8.2 Standing Policy Committee on Finance

8.2.1 Business Improvement Districts' 2014 Financial Statements [Files CK. 1680-1, AF. 1680-2, 1680-4 and 1680-5]

67 - 108

Recommendation

1. That the 2014 Audited Financial Statements from the Saskatoon Downtown Business Improvement District, Broadway Business Improvement District, Riversdale Business Improvement District, and the Sutherland Business Improvement District be received as information; and
2. That the report of the A/CFO/General Manager, Asset & Financial Management be forwarded as information to City Council at its meeting to be held on September 28, 2015.

8.2.2 Amendments to the Industrial Land Incentive Program – Policies C09-009 and A09-009 [Files CK. 3500-13, AF. 4001-0 and LA. 4226-0]

109 - 120

Recommendation

1. That the revisions to Council Policy No. C09-009 and Administrative Policy No. A09-009, Industrial Land Incentives Program, be adopted; and
2. That the City Clerk be requested to update the policies as reflected in the report of the CFO/General Manager, Asset & Financial Management Department dated August 17, 2015.

8.2.3 Farm Land Fixed Taxation Agreement Extension [Files CK. 1920-1 and AF. 1920-1]

121 - 125

Recommendation

1. That the extension of the Farm Land Fixed Taxation Agreement with Mr. Brian Sutherland be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

8.2.4 Internal Audit Plan – 2015 to 2019 [File No. CK. 1600-3] 126 - 147

Recommendation

That the information be received.

8.2.5 Civic Vehicles and Equipment Fund Transfer Request (File No. CK 1815-1, 1390-1, AF 185-1 and 1815-1) 148 - 151

Recommendation

1. That a one-time transfer of \$3.1 million from the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve to the Civic Vehicles and Equipment Replacement Reserve be approved to fund the emergent replacement of equipment at the City of Saskatoon Landfill;
2. That the City Solicitor prepare an amendment to Bylaw No. 6774, The Capital Reserve Bylaw, to provide for this transfer between these civic vehicles and equipment reserves; and
3. That the Administration report further with recommended amendments to Bylaw No. 6774, The Capital Reserve Bylaw.

8.2.6 Incentive Application – Saskatchewan Food Industry Development Centre Inc. (File No. CK 3500-13, AF 3500-1) 152 - 156

Recommendation

1. That the application from Saskatchewan Food Industry Development Centre Inc. (Food Centre) for a five-year tax abatement on the incremental portion of taxes at 2335 Schuyler Street, as a result of its expansion in 2016, be approved as follows: 100% in Year 1, 80% in Year 2, 70% in Year 3, 60% in Year 4, and 50% in Year 5.
2. That the City Solicitor be instructed to prepare the appropriate agreements.

8.2.7 2015 Neighbourhood Land Development Fund Financial 157 - 159

Information (File No. CK 1820-1, 1700-1, 1702-1, 1815-1 and LA 1815-7)

Recommendation

1. That \$4 million in surplus funds be allocated from the Neighbourhood Land Development Fund; and
2. That the Administration report further with recommended allocations.

8.2.8 Land Exchange with Circle Drive Alliance Church (File No. CK 4020-1, x 6050-9, AF 4020-1, 6050-1 and LA 4022-015-001) 160 - 164

Recommendation

1. That the Real Estate Manager be authorized to enter into a land exchange with Circle Drive Alliance Church; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

8.3 Standing Policy Committee Transportation

8.3.1 Inquiry – Councillor A. Iwanchuk (March 20, 2015) – Parking in Cul-de-Sacs 165 - 169

Recommendation

That the report of the General Manager, Transportation & Utilities Department dated August 18, 2015, be received as information.

8.3.2 Transit Update – Customer Service and Marketing 170 - 174

Recommendation

That the report of the General Manager, Transportation & Utilities Department dated August 18, 2015, be received as information.

8.3.3 2014 Access Transit Annual Report 175 - 191

Recommendation

1. That the information be received; and
2. That a copy of the final report be forwarded to the Saskatoon Accessibility Advisory Committee.

8.3.4 Plan for Saskatoon Transit 2015 - 2020 (File No. CK 7300-1 and 192 - 200

x CK 4110-1)

Recommendation

1. That the report of the General Manager, Transportation & Utilities Department dated September 14, 2015, be forwarded to City Council at its meeting to be held on September 28, 2015 for information during consideration of the Intersection Improvement Project Selection Process; and
2. That this report also be forwarded to City Council during the 2016 Budget and Business Plan deliberations for information.

8.3.5 22nd Street Pedestrian Crossing Review (File No. CK 6150-1) 201 - 253

Recommendation

1. That the Administration proceed with the recommendations that focus on additional study, feasibility review, and education; and
2. That upon completion of the recommendations, and if physical improvements are deemed required, the Administration request funding from the appropriate Capital Budget in 2017.

8.3.6 Wajax Power Systems – Blanket Purchase Order (File No. CK 1402-1 and WT 7300-1) 254 - 262

Recommendation

1. That the Administration prepare a blanket purchase order with Wajax Power Systems for the repair of engines and transmissions exclusive to a particular bus style and model for up to the next five years, for an estimated cost of \$100,000 per year; and,
2. That Purchasing Services issue the appropriate blanket purchase order.

8.3.7 College Drive Classification (File No. CK 6000-1 and TS 6330-1) 263 - 272

Recommendation

That the additional access point from College Drive into the Brighton neighbourhood be configured as outlined in the report of the General Manager, Transportation & Utilities Department dated September 14, 2015.

- 8.3.8 Servicing Agreement – Dream Asset Management Corporation – Brighton Neighbourhood – Subdivision 67/14 (File No. CK 4110-46, x CK 4300-014 and TS 4111-58)** 273 - 307

Recommendation

1. That the Servicing Agreement with Dream Asset Management Corporation, for a portion of the Brighton Neighbourhood to cover Lots 1-10, Block 101; Lots 1-20, Block 102; Lots 1-20, Block 103; Lots 1-22, Block 104; Lots 1-29, Block 105; Lots 1-5, Block 106; Lots 1-22; Block 107; Block 108; Block 109; Block 110; Block 111, Block 112; Block 113; all in Section 29 and Section 32, Township 36, West of the third Meridian, be approved, subject to the approval of the transportation access strategy; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the Agreement under the corporate seal.

- 8.3.9 Uber Technologies Inc. (File No. CK 7000-1)** 308 - 310

Recommendation

1. That the City communicate its support to the Province for the regulation of Transportation Network Companies and others currently operating unregulated components of the industry; and
2. That the Administration coordinate a provincial effort with SUMA and the cities of Saskatchewan.

8.4 Standing Policy Committee on Environment, Utilities & Corporate Services

- 8.4.1 Diversity and Inclusion Report (File No. CK 4500-1 and HR 4500-2)** 311 - 356

Recommendation

That the report of the General Manager, Corporate Performance Department dated September 14, 2015, be received as information.

- 8.4.2 Inquiry – Councillor M. Loewen (October 11, 2011) Climate Adaptation Strategy (File No. CK 7550-1 and CP 7550-2-2)** 357 - 366

Recommendation

1. That the report of the General Manager, Corporate Performance Department dated September 14, 2015, be

received as information.

2. That the Administration report back as soon as possible with the following information:
 - a. steps for implementing systems in key departments which would evaluate new infrastructure and projects (and retrofits to existing infrastructure/projects) to ensure adequate performance in a variety of weather conditions including extreme events.
 - b. additional information speaking to the adequacy of current funding approaches to dealing with possible changing weather conditions and their impacts on civic assets and services.

8.4.3 Efficient Waste System Project Update (File No. CK 7830-3 and CP 0758) 367 - 373

Recommendation

That the report of the General Manager, Corporate Performance Department dated September 14, 2015, be received as information.

8.4.4 Public Space Recycling RFP Results (File No. CK 7830-5 and CP 7837) 374 - 377

Recommendation

1. That the RFP for Public Space Recycling issued in July 2015 be canceled; and
2. That the Administration proceed with interim solutions and continue to develop a long-term plan for the program, reporting back with program options by April 2016.

8.5 Executive Committee

8.5.1 Second Quarter Results - City of Saskatoon's Corporate Business Plan and Budget - Sustaining the Saskatoon Advantage [File No. CK. 430-72] 378 - 409

Recommendation

That the information be received.

8.5.2 The 2016 Business Plan and Budget Process - June Public Engagement Results [File No. CK. 430-72] 410 - 435

Recommendation

That the information be received.

8.5.3	Appointment to Development Appeals Board [File No. CK. 175-21]	436
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Recommendation

That Fred Sutter be appointed to the Development Appeals Board to the end of 2015 to fill the vacancy on the Board.

8.5.4	SaskTel Centre - Request to change Saskatchewan Place Association's Bylaw No. 1 (File No. CK 175-31)	437 - 441
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Recommendation

That City Council authorize its representative or representatives to execute a resolution of the members of Saskatchewan Place Association Inc., approving an increase to the size of its board, as drafted by the City Solicitor.

8.5.5	Meewasin Valley Authority - 2014 - 2015 Annual Report (File No CK 430-20)	442 - 470
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Recommendation

That the information be received.

9. REPORTS FROM ADMINISTRATION AND COMMITTEES

9.1 Asset & Financial Management Department

9.2 Community Services Department

9.3 Corporate Performance Department

9.3.1	2014 Annual Report – The Roads Ahead (File No. CK 430-72 and CP 0430-002)	471 - 605
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Recommendation

That the information be received.

9.4 Transportation & Utilities Department

9.5 Office of the City Clerk

9.5.1	Establishment of Ward Boundaries - Municipal Wards Commission (Files CK 265-2)	606 - 607
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Recommendation

That the information be received.

- 9.5.2 2015 Meeting Calendar - City Council Meeting - 2016 Business Plan and Budget Review (File CK 255-1) 608

Recommendation

That the 2015 Meeting Calendar be amended to include Thursday, December 3, 2015 as an additional date for the meeting of City Council dealing with the 2016 Business Plan and Budget.

9.6 Office of the City Solicitor

- 9.6.1 North Commuter Parkway and Traffic Bridge Project - Borrowing Bylaw (File No CK 1750-1 x 6050-10 x 6050-8) 609 - 618

Recommendation

That permission be granted to introduce Bylaw No. 9313, and give same its FIRST reading.

Recommendation

That Bylaw No. 9313 now be read a SECOND time.

Recommendation

That permission be granted to have Bylaw No. 9313 read a third time at this meeting.

Recommendation

That Bylaw No. 9313 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

- 9.6.2 Prohibition of Smoking in City-Operated Public Places (File No. CK 185-3) 619 - 622

Recommendation

That permission be granted to introduce Bylaw No. 9312, and give same its FIRST reading.

Recommendation

That Bylaw No. 9312 now be read a SECOND time.

Recommendation

That permission be granted to have Bylaw No. 9312 read a third time at this meeting.

Recommendation

That Bylaw No. 9312 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

9.7 Standing Policy Committee on Environment, Utilities And Corporate Services

9.7.1 Drupal Support – Request for Proposal Award (File No. CK 261-20 and CP 0290-1) 623 - 626

Recommendation

1. That a contract with zu, for a 12 month period of Drupal support for an estimated fee of \$100,000 to \$150,000, plus applicable taxes be approved;
2. That His Worship the Mayor and the City Clerk be authorized to execute, on behalf of the City of Saskatoon, under the Corporate Seal, the appropriate contract documents for the zu proposal, as prepared by the City Solicitor; and
3. That Purchasing Services be authorized to issue the necessary Purchase Order.

9.8 Standing Policy Committee on Finance

9.9 Standing Policy Committee on Planning, Development And Community Services

9.9.1 Community Support Program Pilot Project – Review for Permanent Status (File No. CK 5605-3 and PL 5400-125) 627 - 735

Recommendation

1. That the Administration be directed to make the Community Support Program Pilot Project a permanent program;
2. That the funding for the Community Support Program, up to \$450,000 annually, continue to be drawn from the Streetscape Business Improvement District Reserve;
3. That the Downtown Business Improvement District continue to manage the program;
4. That the Street Activity Steering Committee continue to oversee the program;
5. That the City Solicitor be requested to update the Memorandum of Agreement between the City of Saskatoon and the Saskatoon Downtown Business Improvement District until December 31, 2018, including detailed budget

- allocations;
6. That the City Clerk's Office be requested to extend the term and support of the Street Activity Steering Committee on a permanent basis;
 7. That the Street Activity Steering Committee report to City Council on an annual basis through the Community Services Department, including a comprehensive Community Support Program review in the fall of 2016;
 8. That the City Administration contact the Provincial Government regarding the opportunity for provincial funding for the Community Support Officers;
 9. That the matter of public intoxication in Saskatoon be referred to the Board of Police Commissioners and Safe Streets Commission for a review; and
 10. That the matter of the possibility of locating the Community Support Program head office in the Lighthouse be referred to the Administration to review with the Business Improvement Districts and the Lighthouse.

9.10 Standing Policy Committee on Transportation

9.10.1 Intersection Improvement Project Selection Process (File No. CK 6320-1 and TS 6320-1) 736 - 741

Recommendation

1. That the Administration be directed to draft a policy pertaining to the prioritization of intersections requiring traffic reviews based on the selection process outlined in the report of the General Manager, Transportation & Utilities dated August 18, 2015; and
2. That the policy be reviewed upon approval of City Council of the Active Transportation Master Plan and Growing Forward! Shaping Saskatoon Plan (Growth Plan).

9.10.1.1 Intersection Improvement Project Selection (File No. CK 6320-1 and TS 6320-1) 742 - 749

Recommendation

That the report of the General Manager, Transportation & Utilities Department dated September 14, 2015, be received as information.

9.11 Executive Committee

9.12 Other Reports

10. INQUIRIES
11. MOTIONS (NOTICE PREVIOUSLY GIVEN)
12. GIVING NOTICE
13. URGENT BUSINESS
14. IN CAMERA SESSION (OPTIONAL)
15. ADJOURNMENT

College Drive Classification

Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:
That the additional access point from College Drive into the Brighton neighbourhood be configured as outlined in this report.

Topic and Purpose

The purpose of this report is to outline the transportation access strategy for the Brighton neighbourhood, including information on whether a grade separation is required at the Brighton neighbourhood access on College Drive, located between the Canadian Pacific Railway (CPR) overpass and McOrmond Drive. A revised configuration for the interchange at McOrmond Drive and College Drive, along with a cost estimate, is included.

Report Highlights

1. The Administration uses forecasted population horizons of 400,000 and 500,000 to design future infrastructure needs. Individual intersection operation is evaluated in terms of the Level of Service (LOS) and volume to capacity for the operations of an intersection.
2. The proposed at-grade intersection on College Drive will provide an important connection to the Brighton neighbourhood now and in the future, without the need for a grade separation.
3. Traffic signal control technology is used to maximize the efficiency and safety of signalized intersections.
4. The configuration of the McOrmond Drive and College Drive interchange has been revised to provide a higher level of service to neighbourhoods north of College Drive.
5. A funding plan has been developed for the revised interchange which results in development paying for 100% of the interchange.

Strategic Goals

This report supports the Strategic Goal of Moving Around by creating “complete communities” in new neighbourhoods that feature greater connectivity, both internally and externally. It also supports the long-term goal to develop an integrated transportation network that is practical and useful for vehicles, transit, bikes and pedestrians.

Background

Access to the Holmwood Sector is limited by the CPR line that runs the length of the southwest sector boundary and the future perimeter highway alignment which currently bounds the east and southeast edge of the sector. The approved Holmwood Sector Plan specifies seven access/egress locations for Holmwood which is estimated, at full

build-out, to have a population that exceeds 73,000 people and employ nearly 18,500 people.

Since the Holmwood Sector Plan was developed, the City adopted a Strategic Plan and initiated the Growing Forward! Shaping Saskatoon project. Both of these initiatives and the Official Community Plan Bylaw No. 8769 promote a high degree of connectivity within and between neighbourhoods.

City Council at its meeting held on March 23, 2015, approved a report from the General Manager, Transportation & Utilities Department to change the classification of College Drive, between the CPR tracks and the city limits, to Urban Expressway in order to improve connectivity into the Holmwood Sector and resolved, in part:

- “3. That, before the intersection goes forward with respect to the additional access point into the Brighton neighbourhood, the matter be referred to the Standing Policy Committee on Transportation to look at whether a grade separation is required.”

City Council, at its meeting held on June 22, 2015, approved a report from the Chief Financial Officer/General Manager of Asset and Financial Management which outlined the funding plans for interchanges at Highway 16/Boychuk Drive and McOrmond Drive/College Drive. Council resolved, in part:

- “3. That the funding strategy for the interchange at McOrmond Drive and College Drive be approved in principle and details brought forward once negotiations with Dream Developments have been completed.”

Report

Transportation Planning Approach

Transportation planning work is ongoing for the segment of College Drive between the CPR overpass and Zimmerman Road. This work is being completed in conjunction with the Owner’s Engineer work on the McOrmond Drive interchange and the developer’s work planning the Brighton neighbourhood including the remainder of the Holmwood Sector. Traffic forecasts based on population and employment projections have been generated for future city populations of 400,000 and 500,000, which are being used to design infrastructure to accommodate future needs. Opportunities to stage future needs are also considered.

The transportation access strategy for the Brighton neighbourhood includes an additional access point along College Drive, construction of an interchange at McOrmond Drive and College Drive, and extension of 8th Street East as a six-lane Arterial roadway, including the construction of an overpass across the CPR tracks. A high level of connectivity is also planned within the Holmwood Sector.

Intersection Analysis Results

Transportation engineering practice measures the capacity of an intersection in terms of LOS, and volume to capacity (v/c ratio). The LOS is based on average delay to a driver,

the longer a driver has to wait, the poorer the LOS. LOS can be expressed for either the entire intersection, or an individual movement.

The v/c ratio is a mathematical equation with the 'volume' representing either actual or forecasted traffic volumes, and the 'capacity' representing a hard number based on the width of lane, speed of the road, grade of the road, etc. The v/c ratio is expressed for an individual movement only, and a value of 1.0 represents 'at capacity' and, although other considerations must be considered before recommendations are generated, it does provide an excellent method to measure the operations of an intersection.

An evaluation of the projected traffic volume at the Brighton neighbourhood access point along College Drive has been completed. The table below shows the projected operations at three different planning horizons:

Intersection: Brighton Access / College Drive	Weekday Peak Hour			
	AM		PM	
	LOS ¹	v/c ratio ²	LOS	v/c ratio
Opening Day	A	0.80	B	0.95
400k Scenario	B	0.86	B	0.75
500k Scenario	C	0.95	B	0.97

¹ The LOS shown represents the entire intersection

² The v/c ratio shown is for the movement at the highest capacity

The intersection into the Brighton neighbourhood will provide an eastbound right-turn and in the future, will require a northbound left-turn. The intersection may also be used to provide access during construction of the interchange at McOrmond Drive. The intersection will be designed to maintain free flow westbound traffic as shown in Attachment 1. When the northbound left-turn out of Brighton is put into operation in the future, eastbound traffic on College Drive will be subject to a new traffic signal which will enable the left-turn out of Brighton. Peak eastbound traffic occurs in the PM, while the peak left-turn traffic out of Brighton will occur in the AM.

Based on the projected traffic demands, an at-grade intersection will operate adequately and a grade separation is not warranted.

Intersection Control Technology

The current approach to signal timings, which adheres to accepted traffic engineering practices, includes designing traffic signal timings based on existing traffic volumes. Intersection traffic counts are conducted, and traffic engineering software is used to determine the appropriate signal timings for a specific location. Weekday peak hour traffic volumes vary slightly from day to day, but typically not enough to warrant specific timing settings for different week days. However, it is common practice to change signal timing plans throughout the day (AM, PM, and off-peak times) and on weekends as the peak hours' shift. Real-time vehicle sensors that advise and guide signal timing plans is an existing technology, and the City commonly uses this technology to activate the left-turn arrows and green light on side streets. As an example, vehicle detectors on the minor street will input a call for minimum green time and subsequently extend the green

College Drive Classification

interval for additional vehicles. As soon as traffic on the minor street clears, the signal reverts back to green on the major street. The objective is to minimize the interruption of traffic on the major street while providing adequate service to the minor street. All signals outside the downtown core, including all the intersections on College Drive, operate on this principle.

As development progresses, the Administration will continue to monitor and implement traffic signal control technology where appropriate, with a goal of maximizing the westbound and eastbound traffic flow on College Drive.

Interchange Configuration

As the design of the Holmwood Sector progresses, more detailed information of the traffic demands has become available to update the projected operation of the interchange at McOrmond Drive and College Drive. As a result, a modification to the previously approved configuration is being recommended. The revised configuration includes a free flow loop in the south east quadrant as shown in Attachment 2. This loop provides a superior connection for vehicles traveling eastbound, who wish to access McOrmond Drive north of College Drive.

Funding Plan

The original phasing of the transportation infrastructure for the Holmwood Sector was to construct an overpass across the CPR tracks on 8th Street, followed by construction of an interchange at McOrmond Drive and College Drive. Given the growth in the University Heights Sector, the need for an interchange at McOrmond Drive and College Drive has become a priority, resulting in a change in strategy, with the McOrmond Drive interchange now proceeding before the CPR overpass.

The estimated cost of the revised interchange at McOrmond Drive and College Drive is \$52.5 Million. The original funding plan, as outlined in the neighbourhood concept plan, included contributions from the developers of Brighton and the Holmwood Suburban Centre, the Interchange Levy, leaving the City responsible for contributing up to 22% of the cost of the interchange. The Administration has negotiated a revised funding plan which eliminates the City's direct contribution, funding the interchange completely from development. The revised funding plan is outlined below:

- 23.73% Brighton Developers
- 16.78% west portion of Holmwood Suburban Centre Developers
- 30.39% remaining Holmwood Sector Developers
- 29.1% Interchange Levy

Dream Asset Management Corporation (Dream), which represents 60% of the lands within the Brighton development and 100% of the western portion of the Suburban Centre will pay the City 31.01% of the costs of the interchange (\$16.28 Million) upon construction of the interchange, up to a maximum of \$17.91 Million. If the costs of the interchange exceed \$57.75 Million once tendered, the remaining portion of the Suburban Centre will be responsible for the excess costs, up to 40.5% of the total cost

of the interchange. In addition, Dream will also pay the City their portion of the costs of the CPR overpass (\$5.46 Million), to be used for construction of the McOrmond Drive and College Drive interchange. This arrangement will result in a minimum of \$21.74 Million of the \$52.5 Million interchange cost available from the developers upon construction. Since the remaining costs are funded through levies from future development, the City will borrow funds to provide the necessary cash flow, to be repaid as development in the sector progresses.

Options to the Recommendation

Should City Council wish to ensure flexibility in constructing an interchange at this intersection in the future, both the Brighton neighbourhood and McOrmond Drive interchange will need to be re-designed. The Administration does not recommend this option since the projected traffic volumes at the 500k population indicate that the intersection will operate sufficiently. The impacts of pursuing this option are as follows:

- The grade required for the structure would extend further into the Brighton neighbourhood than the first intersection triggering the re-design of at least two crescents inside the neighbourhood;
- The development of ramps and side-slopes would have private property impacts in the Arbor Creek neighbourhood;
- The grade of the interchange would be above the existing berms and walls increasing the traffic noise in the Arbor Creek neighbourhood;
- The eastbound and westbound McOrmond Drive interchange ramps would not be adequately separated from the proposed ramps to function acceptably, this could be mitigated by introducing a collector-distributor configuration along College Drive for the McOrmond Drive and Brighton neighbourhood interchanges, increasing costs;
- Implementing a collector-distributor configuration would delay the delivery of the McOrmond Drive interchange while the segment of College Drive from the CPR overpass to Zimmerman Road is re-planned and designed, increasing costs; and
- The westbound ramp from an interchange at this location would terminate on the upslope of the CPR rail overpass triggering significant upgrades to that overpass and embankment, increasing costs.

Constructing an interchange would have significant financial implications with limited benefits to traffic flows compared to the operation of an at-grade intersection.

A partial interchange may cost upwards of \$30 Million given the physical constraints at this location.

Public and/or Stakeholder Involvement

In 2013, the functional plan for the College Drive and McOrmond Drive interchange was presented at a public open house. The feedback at that time focused on the desire to expedite the construction of the interchange and the desire to retain a free flow movement for southbound traffic. No information related to the re-classification of College Drive was presented at that time. Additional stakeholder and public involvement would occur as a result of the Holmwood Sector Plan and Brighton Neighbourhood Concept Plan amendment process.

Communication Plan

Information regarding the McOrmond Drive interchange will be made available on the City's website. As that project progresses, specific information, including any construction or traffic flow impacts, will be shared via the City's Daily Road Report, the City Service Alerts (saskatoon.ca/service-alerts), the online construction map (saskatoon.ca/constructionmap) and through advertisements and public service announcements as appropriate.

Financial Implications

The estimated cost of the McOrmond Drive and College Drive interchange is \$52.5 Million and will be fully funded by development. However, due to the timing of the collection of development levies based on lot sales and the corresponding developer contributions to the project, borrowing will be required to provide the necessary cash flow to complete the project and repaid using the future developer contributions.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The amendment to the Holmwood Sector Plan is planned for mid-2016. The timing of construction of the McOrmond Drive and College Drive interchange is dependent on approval of senior government funding for the interchange at Boychuk Drive and Highway 16, as the two projects will be combined into one contract. If funding approval is obtained by the end of 2015, procurement will begin in early 2016, with contract award by fall 2016. The two interchanges will be operational in 2018.

Public Notice

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

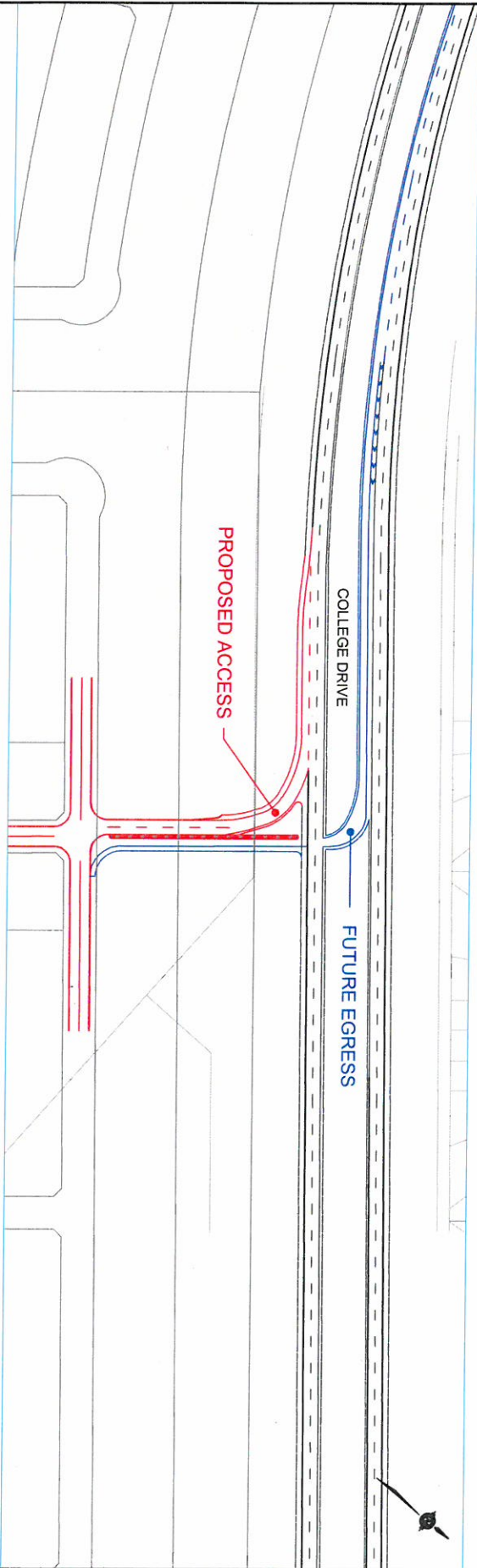
Attachments

1. Brighton Intersection Concept Geometrics
2. McOrmond Drive and College Drive Interchange Configuration

Report Approval

Written by: Jay Magus, Engineering Manager, Transportation
Reviewed by: Angela Gardiner, Director, Transportation
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

TRANS JM – College Drive Classification.docx



PLAN DESCRIPTION/REVISIONS	
4	
3	
2	
1	

DRAWN BY LCI
 DATE 2015-SEP-11
 SCALE : HOR. 1:3000 VERT. _____



City of Saskatoon
 Transportation & Utilities Department

**BRIGHTON INTERSECTION
 CONCEPT GEOMETRICS**

APPROVED

DIRECTOR

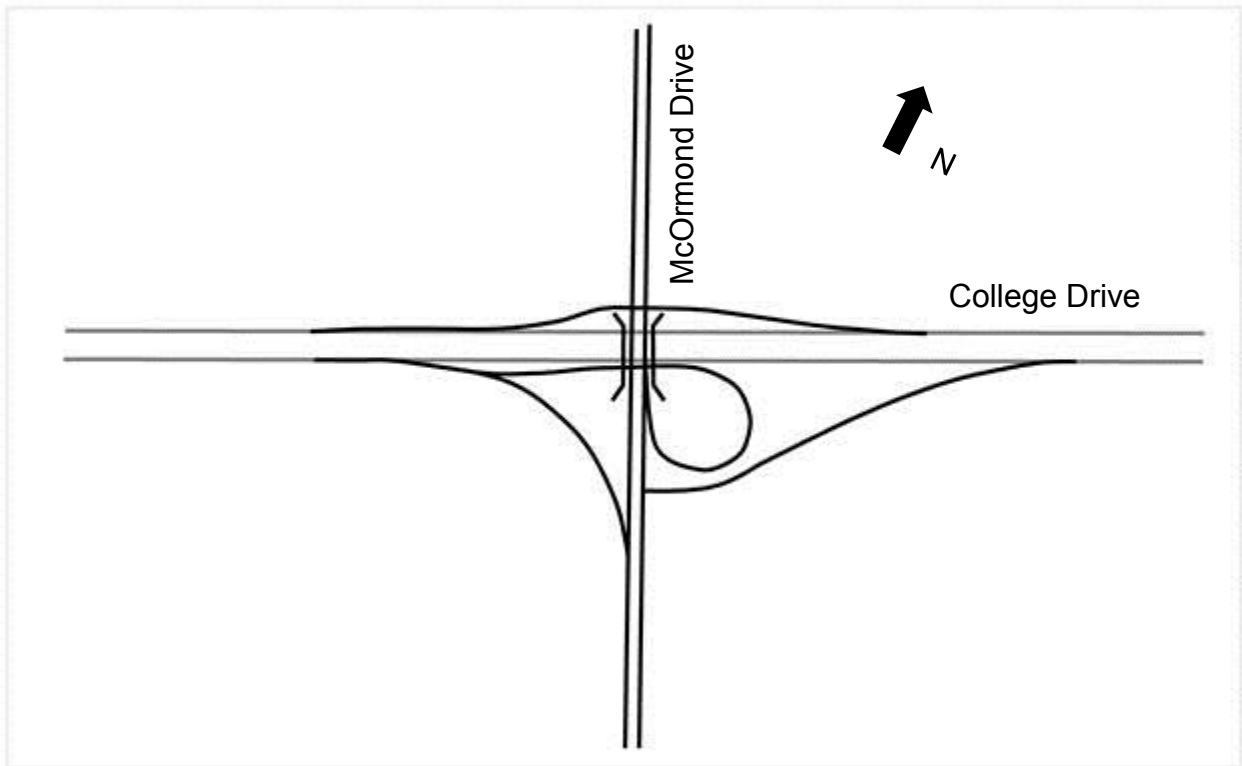
ENGINEER

ENGINEER

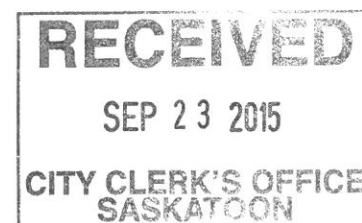
PLAN NO.

249-0063-114r001

McOrmond Drive and College Drive Interchange Configuration



From: Brandon Nataway <bjohnston@saskatooncrisis.ca>
Sent: Tuesday, September 22, 2015 6:21 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



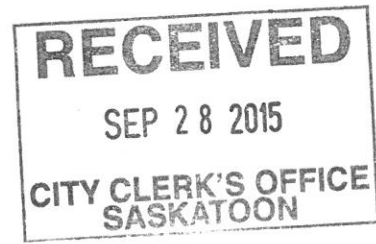
Submitted on Tuesday, September 22, 2015 - 18:20
Submitted by anonymous user: 64.201.208.89
Submitted values are:

Date: Tuesday, September 22, 2015
To: His Worship the Mayor and Members of City Council
First Name: Brandon
Last Name: Nataway
Address: 4-101 Ave T S
City: Saskatoon
Province: Saskatchewan
Postal Code: S7M 3A7
Email: bjohnston@saskatooncrisis.ca

Comments: I am writing this letter to endorse the Community Support Program, and to express my support for this pilot project becoming a permanent program. They work they do is needed in Saskatoon. Community Support Program is good for Saskatoon because it helps people who are down, out, and hungry. I have received help from CSP. They have provided me with mitts and toque in winter. They give great support until we get our lives in order. I now live in a sober living home. If it wasn't for their support I would not be where I am at now. They tug here, tug there to point me in the right direction. It is always nice to see them on the street; makes me feel safe and relaxed. It is not just for the street people; others feel safe too and appreciate they are trying to help. Street people I used to drink with are happy to see them and they can meet a need they may have. I would like an opportunity to share my thoughts and feelings about the Community Support Program at the city council meeting on September 28th, 2015, where city council will be voting on whether or not to make the Community Support Program permanent in our city.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/41630>

From: Dale Gallant <d.gallant@shaw.ca>
Sent: September 28, 2015 8:08 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Monday, September 28, 2015 - 08:07
Submitted by anonymous user: 207.195.86.144
Submitted values are:

Date: Monday, September 28, 2015
To: His Worship the Mayor and Members of City Council
First Name: Dale
Last Name: Gallant
Address: 3430 33rd St W
City: Saskatoon
Province: Saskatchewan
Postal Code: S7L6C9
Email: d.gallant@shaw.ca

Comments:
The City has told the taxi industry, for the last 25 years that I have been in the industry, that it planned on selling taxi franchises at the going market value when more taxis are needed. An application was made to the province in November 2013 to make the necessary change to the Cities Act. The market price before City Councillor started talking to Uber Taxi was in the range of \$200,000.00 per taxi. There are currently 24 seasonal plates issued by the City that generate no income for the City itself. If the City would decide to firmly legislate Uber out of Saskatoon, the City could see a potential revenue windfall of 4.8 million dollars. (24 taxi plates at \$200,000 each). There would be an ongoing revenue stream as the City grows and needs more taxis. The exact opposite will happen if the City eases the entry of Uber Taxi into Saskatoon. There will be absolutely no market for taxi plates in Saskatoon if City Council throws our industry under the bus. This will cause severe injury to taxi plate owners and the City hasn't even asked us for our thoughts. Please delay your decision and consult with us.
Thank you
Dale Gallant

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/42501>



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Vacant Lot and Adaptive Reuse Incentive Program – 322 Avenue C South

Recommendation of the Committee

1. That a five-year tax abatement equivalent to 53% of the incremental taxes for the redevelopment of 322 Avenue C South be approved;
2. That the five-year tax abatement take effect in the next taxation year following completion of the project; and
3. That the City Solicitor be requested to prepare the appropriate agreement, and that His Worship the Mayor and the City Clerk be authorized to execute the agreement, under the Corporate Seal.

History

At the August 17, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 17, 2015, was considered.

Attachment

August 17, 2015 Report of the General Manager, Community Services Department

Vacant Lot and Adaptive Reuse Incentive Program - 322 Avenue C South

Recommendation

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

1. That a five-year tax abatement equivalent to 53% of the incremental taxes for the redevelopment of 322 Avenue C South be approved;
2. That the five-year tax abatement take effect in the next taxation year following completion of the project; and
3. That the City Solicitor be requested to prepare the appropriate agreement, and that His Worship the Mayor and the City Clerk be authorized to execute the agreement, under the Corporate Seal.

Topic and Purpose

The purpose of this report is to request approval for a five-year tax abatement for the incremental property tax for the redevelopment of the property located at 322 Avenue C South under the Vacant Lot and Adaptive Reuse (VLAR) Incentive Program.

Report Highlights

1. The Administration recommends the approval of a five-year tax abatement for the incremental property taxes for the redevelopment of a two-storey office building located at 322 Avenue C South.
2. Fifty-three percent of the incremental property tax abatement for 322 Avenue C South, based on the 2015 tax value, is estimated to be \$1,826 annually or \$9,132 over five years.

Strategic Goal

This report supports the City of Saskatoon's (City) long-term Strategic Goal of Sustainable Growth by increasing and encouraging infill development.

Background

During its March 7, 2011 meeting, City Council approved the VLAR Incentive Program. The VLAR Incentive Program is designed to encourage infill development on chronically vacant sites and adaptive reuse of vacant buildings within Saskatoon's established neighbourhoods.

Applicants have the choice of a five-year tax abatement or a grant with the maximum incentive amount calculated based on the increment between the existing municipal taxes and the taxes owing upon completion, multiplied by five years. Applications are

Vacant Lot and Adaptive Reuse Incentive Program – 322 Avenue C South

scored against an evaluation system where points are awarded for features included in a project that meets a defined set of policy objectives. A score out of 100, which the project earns, determines what proportion of the maximum incentive amount it will receive. Any residual portion of the maximum incentive amount on projects that earn less than 100% will be redirected into the VLAR Reserve.

Report

On May 5, 2015, the Neighbourhood Planning Section, Planning and Development Division, received an application under the VLAR Incentive Program from Biehn Financial Group for the redevelopment of a vacant building located at 322 Avenue C South in Riversdale. The estimated total project cost is \$895,000.

The application was reviewed using the program's evaluation system. The project at 322 Avenue C South received a total of 53 out of 100 points, for 53% of the maximum incentive amount. The awarding of points was broken down as follows:

- a) 50 base points; and
- b) 3 points for energy efficient features above industry standard.

The building on the property was built in 1978 and is undergoing a complete renovation. The building, under new ownership, now features new plumbing and electrical service, a new roof, and a newly upgraded exterior façade, in addition to many other upgrades. The building meets the requirement for existing vacant buildings as it has contained mainly vacant space for at least 48 months. There has also been a history of fire and property maintenance orders on the property over the last three years under previous ownership.

The applicant is applying for a five-year tax abatement of the incremental property taxes. According to the Assessment and Taxation Section, the incremental increase in annual property taxes for the two-storey office building is estimated to be \$3,446, based on the 2015 taxation year. The maximum incentive amount would be \$17,230 over five years. The value of this abatement over the five-year period, based on an earned incentive amount of 53%, is estimated to be \$9,132.

After a review of this application, the Administration has concluded that this project is consistent with the intent of VLAR Incentive Program Policy No. C09-035. The Administration is recommending that City Council approve the five-year property tax abatement commencing in the next taxation year after completion of the project.

Options to the Recommendation

City Council could decline support of this project. Choosing this option would represent a departure from VLAR Incentive Program Policy No. C09-035. The Administration is not recommending this option.

Public and/or Stakeholder Involvement

The need for public/stakeholder involvement is not deemed necessary at this time.

Vacant Lot and Adaptive Reuse Incentive Program – 322 Avenue C South

Financial Implications

The incremental property tax abatement for the project at 322 Avenue C South is forgone revenue and will not impact the VLAR Reserve. However, the City will forgo 53% of the increase in tax revenue resulting from this project over a five-year period.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The redevelopment of the property located at 322 Avenue C South is expected to be completed by June 2015. The property tax abatement, if approved, will begin the year following project completion and continue for five years.

Public Notice

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

Attachment

1. 322 Avenue C South – Location Map

Report Approval

Written by: Ellen Pearson, Planner, Neighbourhood Planning Section
Reviewed by: Alan Wallace, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CP/2015/PDCS – VLAR Incentive Program – 322 Avenue C South/ks

322 Avenue C South - Location Map

Printed: May 25, 2015
 Scale: 1:1,783



322 Avenue C South – Location Map

Disclaimer: This information is supplied solely as a courtesy and the City of Saskatoon makes no guarantee as to its accuracy. The recipient accepts all risks and expenses which may arise from the use of this information.

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STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Inquiry – Councillor Z. Jeffries (June 23, 2014) – Energy Efficient Building Standards in New Dwelling Construction

Recommendation of the Committee

That the report of the General Manager, Community Services Department be received as information.

History

At the August 17, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 17, 2015, was considered.

Mr. Dave Hepburn, CEO, Saskatoon Region Home Builders Association, addressed the Committee regarding efforts being made to improve energy efficiency in homes across the province and work done towards preparing for a new rating system to provide for better understanding of the requirements and ratings by builders and consumers.

Attachments

1. August 17, 2015 Report of the General Manager, Community Services Department
2. Letter dated August 13, 2015, together with information circulated to the Committee regarding energy efficiency in homes in Canada.

Inquiry – Councillor Z. Jeffries (June 23, 2014) – Energy Efficient Building Standards in New Dwelling Construction

Recommendation

That the report of the General Manager, Community Services Department, dated August 17, 2015, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to provide an update on the adoption and implementation of energy efficient building standards in new dwelling construction within Saskatchewan.

Report Highlights

1. Provincial adoption and implementation of an Energy Code for new buildings could take place in mid 2017.
2. Implementation of local prescriptive energy efficiency requirements outside those that are proposed by the Province of Saskatchewan (Province) and outside the normal process for implementing change to building regulations would create inconsistency among municipalities in Saskatchewan.
3. In the meantime, the City of Saskatoon (City) Administration is developing collaborative partnerships to identify interim opportunities to promote energy efficiency in the construction of new dwellings.

Strategic Goal

This report supports the City's Strategic Goal of Environmental Leadership by ensuring that energy efficient building codes and standards that are adopted by the Province are encouraged and enforced where necessary.

Background

Building Standards provided an information report to City Council on November 3, 2014, regarding energy efficient building standards in new dwelling construction. During its November 24, 2014, meeting, City Council requested that the Administration report back to the Standing Policy Committee on Planning, Development and Community Services regarding upcoming consultations and opportunities in relation to the adoption and implementation of energy efficient building standards in new dwelling construction within Saskatchewan.

Report

Update on Provincial Adoption of Energy Codes

The Provincial Building Standards Unit is working on draft regulation, in regards to the adoption and implementation of the National Energy Code for Buildings 2011 and Section 9.36 of the National Building Code (NBC). The draft will be released to the public for comments in the future.

The 2015 NBC is set to be released in December 2015, with a tentative implementation date by the Province occurring in July 2017. It is anticipated that the adoption and implementation of the Energy Codes may occur at the same time.

To implement local requirements outside those that are proposed by the Province and the NBC would create inconsistency among municipalities in Saskatchewan. The building industry has, on more than one occasion, indicated that they are interested in being compliant, but they want consistent interpretation and application of the standards that apply.

Developing Collaborative Partnerships

The Building Standards Division has partnered with the Corporate Performance Department to identify interim steps that may be pursued to promote energy efficiency in new dwelling construction.

Collaborative partnerships with the Saskatoon and Region Home Builders Association and Planning and Development are underway. Initial discussions are positive. There is an interest in continuing to work together to leverage our mutual interests in environmental performance in buildings.

Public and/or Stakeholder Involvement

In addition to the above stakeholders, Building Standards and Corporate Performance will be reaching out to Saskatoon Land, SaskPower, SaskEnergy, regional builders, and financial institutions to continue discussions on environmental performance in buildings.

Other Considerations/Implications

There are no options, policy, financial, environmental, privacy, or CPTED implications or considerations. No communication plan is required.

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.

Report Approval

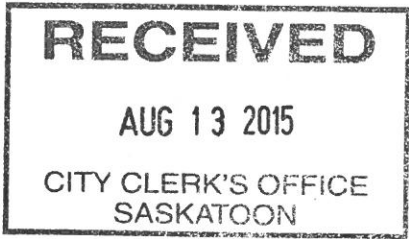
Written by: Kara Fagnou, Director of Building Standards

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

S/Reports/DS/2015/PDCS – Inquiry – Councillor Z. Jeffries (June 23, 2014) – Energy Efficient Building Standards in New Dwelling Construction/gs
BF 055-15

4216-1

From: Dave Hepburn <dhepburn@saskatoonhomebuilders.com>
Sent: Thursday, August 13, 2015 8:09 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Thursday, August 13, 2015 - 08:08
Submitted by anonymous user: 142.165.246.126
Submitted values are:

Date: Thursday, August 13, 2015
To: His Worship the Mayor and Members of City Council
First Name: Dave
Last Name: Hepburn
Address: 2 - 3012 Louise Street
City: Saskatoon
Province: Saskatchewan
Postal Code: S7J 3L8
Email: dhepburn@saskatoonhomebuilders.com

Comments:
Good day, please be advised that Mr. Dave Hepburn, CEO of the Saskatoon & Region Home Builders' Association wishes to speak on the agenda item: Inquiry – Councillor Z. Jeffries (June 23, 2014) – Energy Efficient Building Standards in New Dwelling Construction at the SPC on Planning, Development & Community Services on Monday, August 17th, 2015. Please confirm this request at your earliest convenience. Thank you in advance.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/35276>

Energy efficiency in homes – **A Canadian success story**

The energy efficiency of Canadian homes has seen continuous improvement for more than three decades.

A new home built today will use about one-third as much energy as the identical home built in the mid-1970s.

Older homes are also becoming more energy efficient, as furnaces and other energy-consuming equipment is replaced with new, more efficient models, and homeowners carry out renovations to upgrade their living spaces.

Government data show that a mid-1970s home uses 28 to 44% less energy today than when it was originally built.

In 2010, there were 35% more homes in Canada than in 1990, but emissions of greenhouse gases from all houses had fallen by nearly 6%¹ – a real achievement! The bottom line – homeowners are saving a lot of money on their utility bills, and our environment benefits.

This remarkable success came about in a distinctly Canadian way. Canada's home building industry – both new home builders and professional renovators – brought a host of innovations to their customers, saving energy and providing a healthier, more comfortable living environment.

The home building industry is able to innovate because the federal government continues to invest in, and support, housing research and development suited to Canada's unique climate. Through the efforts of Natural Resources Canada, Canada Mortgage and Housing Corporation and Canada's National Research

Council, our nation is recognized as a world leader in housing R&D.

Initiatives such as Canada's innovative R-2000 Home Standard continue to spur new housing technologies that deliver real value to homebuyers through a superior indoor environment, lower energy costs and a "greener" home – at a price that is affordable.

In addition, major federal consumer initiatives such as the EnerGuide Rating System (ERS), and ecoENERGY Home Retrofit grants² have provided homeowners with the information, and motivation, to make wise energy efficient home improvement decisions.

Canada's system of housing R&D, which responds to the needs of new home builders, renovators and their customers, has made Canadian housing a world leader in energy efficiency and the protection of the environment through reduced greenhouse gas emissions. It is a Canadian success story. ●

¹ Based on data published by Natural Resources Canada and Environment Canada.

² ecoENERGY Homes grants were concluded in March 2012. Several provinces and utilities are still offering grants and rebates for energy efficiency improvements.

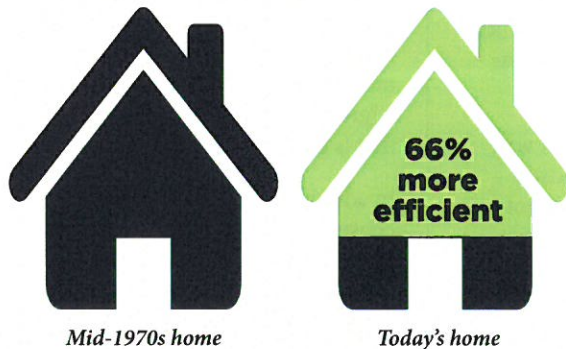
Greenhouse gas emissions



From 1990 to 2010, the number of homes in Canada grew by over 35%. Due to constant improvement in the energy efficiency of both existing and newly-built homes, total greenhouse gas emissions from all homes fell by 6% over the same period.

Energy Efficiency Trends

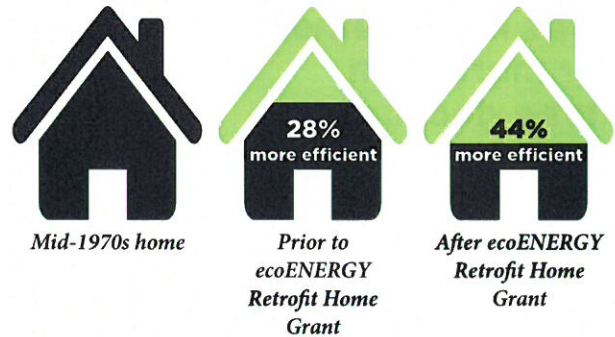
NEW HOMES KEEP GETTING BETTER!



Compared to an identical home built in the mid-1970s, a home built today is 66% more energy efficient!



OLDER HOMES KEEP IMPROVING TOO!



As homeowners have made improvements to their homes, and as energy-consuming equipment like furnaces, water heaters and appliances have become more efficient, a typical home built in the mid-1970s has become much more energy efficient.

On average, the typical home analyzed was **28% more energy efficient** than when built, even before the owners applied for a federal government ecoENERGY Retrofit Home grant.

After the ecoENERGY-qualified improvements were made, the home was **44% more energy efficient**.



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

2015 Cultural Grant Capital Reserve Awards

Recommendation of the Committee

That the project funding recommended by the Cultural Grant Capital Reserve Adjudication Committee be approved.

History

At the August 17, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 17, 2015, was considered.

Attachment

August 17, 2015 Report of the General Manager, Community Services Department

2015 Cultural Grant Capital Reserve Awards

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council that the project funding recommended by the Cultural Grant Capital Reserve Adjudication Committee be approved.

Topic and Purpose

The purpose of this report is to provide information on the funding of \$80,000 recommended for the 2015 Cultural Grant Capital Reserve Awards.

Report Highlights

1. The Cultural Capital Reserve Fund, administered by the Community Development Division, provides funding to organizations that are currently in the City of Saskatoon's (City) Culture Grant Program. Funding is provided for periodic one-time capital projects.
2. The Cultural Grant Capital Reserve Adjudication Committee recommended funding for three eligible projects, with \$80,000 being allocated to approved projects.

Strategic Goals

This report supports the City's Strategic Goal of Quality of Life, specifically the long-term strategies of implementing the Municipal Culture Plan and supporting community-building through direct investment, community development expertise, and support to volunteers on civic boards, committees, and community associations. Supporting cultural institutions also supports the Strategic Goal of Sustainable Growth as stable cultural institutions complement the work of the City Centre Plan.

Background

The City's Cultural Grant Capital Reserve was created in 2010 to provide funding for periodic one-time capital projects to organizations currently receiving funding under the Culture Grant Program. In 2013, City Council approved several amendments to the program. The annual provision to the reserve is authorized by City Council through the Operating Budget. Allocations of funds are to be made by the Cultural Grant Capital Reserve Adjudication Committee, in accordance with the criteria outlined in Reserves for Future Expenditures Policy No. C03-003.

Report

The Cultural Capital Reserve Fund had \$80,000 available for allocation in 2015. All project applications were reviewed by the Cultural Grant Capital Reserve Adjudication Committee, who recommended the following awards:

2015 Cultural Grant Capital Reserve Awards

Major Grants

- Friends of the Broadway Theatre – lobby upgrade/renovation: \$20,000
- The Saskatchewan Craft Council – boiler replacement: \$55,000

Minor Grant

- PAVED Art - HVAC improvements: \$ 5,000

Options to the Recommendation

City Council may choose to not approve the recommendations for funding made by the Cultural Grant Capital Reserve Adjudication Committee. In this case, further direction would be required.

Communication Plan

The Community Development Division will promote the results through posting on the City's website.

Financial Implications

Funding for the 2015 Cultural Grant Capital Reserve Awards is allocated from the Reserve for Future Expenditures/Cultural Reserve. The uncommitted balance of the Reserve for Future Expenditures/Cultural Reserve is \$20,000.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The three projects that have been awarded funding will be completed by December 31, 2016.

Public Notice

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

Report Approval

Written by: Kathy Allen, Arts & Grants Consultant, Community Development
Reviewed by: Lynne Lacroix, Director of Community Development
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CD/2015/PDCS - 2015 Cultural Grant Capital Reserve Awards/ks



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Community Support Grant Reserve: Request to Update Reserve for Future Expenditures Policy No. C03-003

Recommendation of the Committee

That Reserve for Future Expenditures Policy No. C03-003 be amended, as outlined in the report of the General Manager, Community Services Department dated August 17, 2015.

History

At the August 17, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 17, 2015, was considered.

Attachment

August 17, 2015 Report of the General Manager, Community Services Department

Community Support Grant Reserve: Request to Update Reserve for Future Expenditures Policy No. C03-003

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council that Reserve for Future Expenditures Policy No. C03-003 be amended, as outlined in this report.

Topic and Purpose

The Administration is requesting City Council's approval to change the Community Support Grant Reserve maximum funding levels in Reserve for Future Expenditures Policy No. C03-003 (Reserve for Future Expenditures Policy).

Report Highlights

1. The Community Grant Program was amended in 2013 to include a maximum funding level of \$10,000 per applicant.
2. The criteria for the Community Support Grant Reserve expenditures require updating to reflect changes made to the Community Grant Program.

Strategic Goal

This report supports the City's 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, community development expertise, support to volunteers on civic boards, committees, and community associations.

Background

At its October 15, 2013 meeting, the Planning and Operations Committee approved an increase of the maximum grant funding level available in the Community Grant Program from \$5,000 to \$10,000.

The Community Grant Program is connected to the Community Support Grant Reserve, which is governed by the Reserve for Future Expenditures Policy.

The Community Support Grant Reserve currently provides for a maximum funding amount of \$5,000 per non-profit organization for cultural, sport, or recreation awareness/promotion initiatives in which two or more organizations work together on a project, each organization may apply for a different portion of the project, up to a maximum of \$5,000.

Report

The Administration recommends that the eligible requirements for the Community Support Grant Reserve within the Reserve for Future Expenditures Policy be updated to

reflect the maximum grant funding levels currently available in the Community Grant. It is recommended:

- that the Community Support Grant Reserve be raised to a maximum funding amount of \$10,000 per non-profit organization; and
- that when two or more organizations work together on a project each organization may apply for a different portion of the project, up to a maximum of \$10,000 each.

Options to the Recommendation

City Council could direct the Administration to continue under the current grant criteria. This option is not recommended by the Administration as the proposed changes address the increased costs of activities to the applicants.

Policy Implications

If the recommendations in this report are approved, the Community Support Grant Reserve funding levels in the Reserve for Future Expenditures Policy will need to be updated to reflect this change.

Other Considerations/Implications

There are no financial, environmental, privacy, or CPTED implications or considerations. No communication plan is required.

Due Date for Follow-up and/or Project Completion

Should the recommended changes to the Reserve for Future Expenditures be approved, they will be implemented by 2016.

Public Notice

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

Report Approval

Written by: Kathy Allen, Arts and Grants Consultant, Community Development
Reviewed by: Lynne Lacroix, Director of Community Development
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CD/2015/PDCS – Community Support Grant Reserve: Request to Update Reserve for Future Expenditures Policy No. C03-003/gs



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Innovative Housing Incentives – New Rental Construction Land Cost Rebate Program – LutherCare Communities and Meridian Development Corporation – 250 Hunter Road

Recommendation of the Committee

1. That a five-year incremental tax abatement of residential taxes be applied to the 159 purpose-built rental units to be constructed at 250 Hunter Road, commencing the next taxation year following completion of the project;
2. That a matching cash grant equal to the value of the five-year incremental tax abatement for 134 units, to a maximum of \$5,000 per unit, estimated at \$347,225, be approved for this project; and
3. That the City Solicitor be requested to prepare the necessary tax abatement and incentive agreements, and that His Worship the Mayor and the City Clerk be authorized to execute these agreements under the Corporate Seal.

History

At the August 17, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 17, 2015, was considered.

Attachment

August 17, 2015 Report of the General Manager, Community Services Department

Innovative Housing Incentives – New Rental Construction Land Cost Rebate Program – LutherCare Communities and Meridian Development Corporation – 250 Hunter Road

Recommendation

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

1. That a five-year incremental tax abatement of residential taxes be applied to the 159 purpose-built rental units to be constructed at 250 Hunter Road, commencing the next taxation year following completion of the project;
2. That a matching cash grant equal to the value of the five-year incremental tax abatement for 134 units, to a maximum of \$5,000 per unit, estimated at \$347,225, be approved for this project; and
3. That the City Solicitor be requested to prepare the necessary tax abatement and incentive agreements, and that His Worship the Mayor and the City Clerk be authorized to execute these agreements under the Corporate Seal.

Topic and Purpose

The purpose of this report is to recommend financial incentives for the construction of a purpose-built rental project for seniors in the Stonebridge neighbourhood.

Report Highlights

1. Meridian Development Corporation (Meridian) and the Lutheran Sunset Home of Saskatoon (LutherCare Communities) are constructing a purpose-built rental project for seniors in the Stonebridge neighbourhood.
2. Seniors are the fastest growing segment of Saskatoon's population and the LutherCare Village at Stonebridge will fill an important housing need.
3. This project qualifies for financial incentives from the City of Saskatoon (City), including a five-year incremental tax abatement and a matching capital grant.
4. LutherCare Communities and Meridian will need to enter into an incentive agreement to ensure the units remain rental over the long term.

Strategic Goal

This report supports the City's long-term Strategic Goal of Quality of Life by increasing the supply and range of affordable housing options.

Background

On June 23, 2008, City Council approved the creation of the New Rental Construction Land Cost Rebate Program, which provides a five-year incremental property tax abatement and a cash grant of up to \$5,000 per unit for the creation of new purpose-

built rental housing. At the same time, City Council allocated resources to support the creation of 1,000 new purpose-built rental units under this program.

On September 26, 2011, City Council allocated incremental property tax abatements for an additional 1,000 rental units under the New Rental Construction Land Cost Rebate Program to match funding committed by the Province of Saskatchewan (Province). City Council entered into an agreement with the Province under which the Province provides a cash grant equal to the value of the five-year incremental property tax abatement to a maximum of \$5,000 for each new purpose-built rental unit created under the City's program.

Since 2008, City Council has approved incentives for the creation of 1,701 new purpose-built rental units under the New Rental Construction Land Cost Rebate Program. There are still incremental property tax abatements available for an additional 299 new purpose-built rental units.

Report

The LutherCare Village at Stonebridge will Provide Purpose-Built Rental Housing

On May 5, 2015, the Planning and Development Division received a proposal from Meridian and LutherCare Communities requesting financial incentives under the New Rental Construction Land Cost Rebate Program to create 159 purpose-built rental units for seniors. The building will be constructed by Meridian and managed by LutherCare Communities on behalf of the land owners: Presidio Holdings Inc., and Luthercare Holdings Inc.

The LutherCare Village at Stonebridge will be a five-storey apartment-style building that will include 159 independent living suites for seniors (see Attachment 1). Each suite will be self-contained with a full kitchen. There is also a dining room and recreational activities on site. There will also be a 27-bedroom intermediate care home, as well as a branch of the Saskatoon Public Library in the building.

The location chosen for this project is 250 Hunter Road in the Stonebridge neighbourhood (see Attachment 2). It is close to shopping, professional services, and transit. The site is zoned M3 by agreement, which allows for the institutional and residential uses proposed for this project.

The Need for Seniors Rental Housing in Saskatoon

In the spring of 2015, Canada Mortgage and Housing Corporation reported that Saskatoon's vacancy rate had risen to 4.6%, indicating that there is no longer an overall shortage of rental housing in the city. However, for seniors housing, the need is expected to remain high.

The Planning and Development Division is projecting that seniors (over 65) will be the fastest growing segment of the population over the next 20 years. Using a medium growth projection, it is estimated that the number of seniors living in Saskatoon will

more than double by 2032 to a population of 68,822. Over the life of the building, the demand for units at LutherCare Village in Stonebridge is expected to be high.

This Project Qualifies for an Incremental Property Tax Abatement and Cash Grant

After a thorough review of this application, the Administration has concluded that this project will qualify for an incremental property tax abatement and matching cash grant under Innovative Housing Incentives Policy No. C09-002. The Corporate Revenue Division estimates the value of this abatement to be approximately \$76,096 annually, or \$412,005 over five years (presuming an average tax increase of 2% annually).

The funding source for the cash grant is the Provincial Rental Construction Incentive (RCI) program, which will provide funding equal to the estimated value of the five-year incremental property tax. However, there is only capacity remaining in the RCI allocation to fund 134 of the 159 units in this project. A cash grant matching the value of the five-year incremental property tax abatement on 134 units is estimated at \$347,225. The Provincial Cost Sharing Agreement for the RCI expires on March 31, 2016, and this will be the last project that can be supported under this program. A report on the funding requirements and housing targets for 2016 will be presented to the Standing Committee for Planning, Development and Community Services and City Council in September.

The Incentive Agreement

In order to ensure that the units remain as rental stock for 15 years, as per Innovative Housing Incentives Policy No. C09-002, the applicants will be required to enter into an incentive agreement.

Funding will be paid out, in trust, to the applicants' lawyer prior to March 31, 2016, and will not be released until completion of the project and the closure of all building permits. The incentive agreement will require that construction of the project is started before March 31, 2016, to meet the terms of the Provincial Rental Construction Incentive.

Options to the Recommendations

City Council could choose not to provide financial incentives for this project. Choosing this option would represent a departure from Innovative Housing Incentives Policy No. C09-002.

Financial Implications

The Affordable Housing Reserve is the funding source for the \$347, 225 cash grant and will be reimbursed by the Province within three months.

This project will also result in the foregone revenue of the municipal portion of property taxes, equalling approximately \$243,083.

Budgeted	Unbudgeted	External Funding	Foregone Tax Revenue
\$347,225	\$0	\$347,225	\$243,083

Public and/or Stakeholder Involvement

No public or stakeholder consultation is required.

Communications Plan

LutherCare Communities will plan an official opening ceremony when the construction is complete. The City's contribution to this project will be acknowledged at that time.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The LutherCare Village project at Stonebridge, is scheduled to be complete and ready for occupancy by December 31, 2016.

Public Notice

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

Attachments

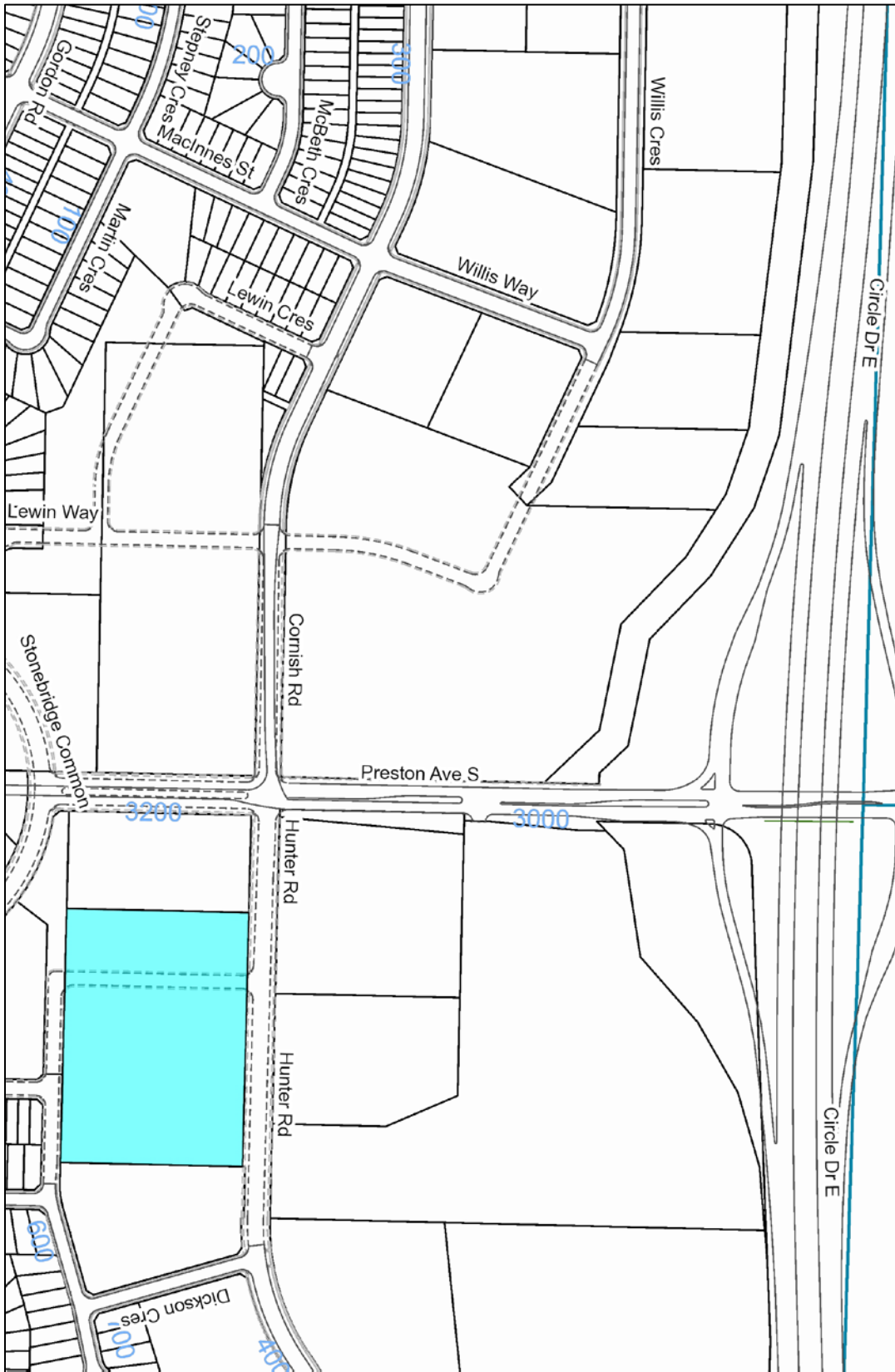
1. Rendering of Proposed Development
2. Site Location of Project Within the Stonebridge Neighbourhood

Report Approval

Written by: Daryl Sexsmith, Housing Analyst, Planning and Development
Michael Kowalchuk, Planner, Planning and Development
Reviewed by: Alan Wallace, Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/CP/2015/PDCS – Innovative Housing Incentives – LutherCare Communities and Meridian Development Corporation –
250 Hunter Road/gs







STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Offer to Donate the Sculpture Dream Maker

Recommendation of the Committee

1. That the donation of the sculpture “Dream Maker” from artist Floyd Wanner be accepted by the City of Saskatoon, as recommended by the Public Art Advisory Committee and Civic Administration;
2. That upon acceptance of the sculpture, the Administration work with the Pleasant Hill community to consider the Grace Adam Metawewinhk Park as a possible permanent location for the sculpture, as recommended by the Public Art Advisory Committee; and
3. That the Administration be requested to review the safety codes for the potential location of the sculpture adjacent to the play areas in the Grace Adam Metawewinhk Park.

History

At the August 17, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated August 17, 2015, was considered.

Attachment

August 17, 2015 Report of the General Manager, Community Services Department

Offer to Donate the Sculpture Dream Maker

Recommendation

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

1. That the donation of the sculpture “Dream Maker” from artist Floyd Wanner be accepted by the City of Saskatoon, as recommended by the Public Art Advisory Committee and Civic Administration; and
2. That upon acceptance of the sculpture, the Administration work with the Pleasant Hill community to consider the Grace Adam Metawewinhk Park as a possible permanent location for the sculpture, as recommended by the Public Art Advisory Committee.

Topic and Purpose

Saskatchewan artist Floyd Wanner has offered to donate his stone sculpture, entitled “Dream Maker”, to the City of Saskatoon (City). The City’s Public Art Advisory Committee (PAAC) recommends that the City accept the offer of donation.

Report Highlights

1. Saskatchewan artist Floyd Wanner offered to donate his stone sculpture entitled “Dream Maker” to the City.
2. The PAAC considered the offer at its June 19, 2015 meeting and recommends acceptance.
3. The Administration has identified two possible locations for the sculpture.

Strategic Goal

This report supports the Strategic Goal of Quality of Life and long-term strategy of implementing the Municipal Culture Plan.

Report

Offer to Donate

Saskatchewan artist Floyd Wanner has offered to donate his stone sculpture, entitled “Dream Maker”, to the City. According to the artist, the carving was made of stone recovered from the City Hall site during its expansion in the 1980s. The piece is 10.1 feet high, 7.2 feet long, and 2.11 feet wide. The artist’s statement for the sculpture is: “Before your dreams float away, reach out and grab hold. Be your own dream maker.”

PAAC Considerations

At its June 19, 2015 meeting, the PAAC considered the following:

- Floyd Wanner is a well-known and accomplished Saskatoon sculptor;

Offer to Donate the Sculpture Dream Maker

- The artist has exhibited his works throughout Saskatchewan, British Columbia, and Ontario;
- His most known work in Saskatoon is Musk Ox (20th Street and Avenue C in Riversdale); and
- From 1997 to 2005, Dream Maker was previously accepted and on display as part of the City's Placemaker Program, located on the southeast corner of 20th Street and Idylwyld Drive (see Attachment 1).

The PAAC recommends to City Council that the City accept this donation from Mr. Wanner.

Sculpture Location

The Administration supports the PAAC's recommendation to accept Dream Maker, and as such, has identified two possible locations:

- a) on a plinth at the corner of 20th Street and First Avenue; and
- b) within Grace Adam Metawewinhk Park in Pleasant Hill neighbourhood.

An advantage of the 20th Street and First Avenue location is that the piece could be moved onto an existing plinth immediately, giving high public profile to the sculpture.

Civic staff also identified a location within Grace Adam Metawewinhk Park, adjacent to the Pleasant Hill Village housing development. The site offers a suitable context and complementary landscape for this stone sculpture.

The Grace Adam Metawewinhk Park location will require a degree of community consultation and further landscape considerations, meaning this site would not allow for immediate placement. However, an option is to place Dream Maker at the 20th Street and First Avenue location on a temporary basis, then move it to Grace Adam Metawewinhk Park at a later date, should that site be deemed acceptable.

During its June 19, 2015 meeting, the PAAC recommended that the Administration work with the Pleasant Hill community to consider the Grace Adam Metawewinhk Park as a possible permanent location for the sculpture.

Options to the Recommendation

1. City Council could choose to not accept the donation of the sculpture Dream Maker. This is not recommended as it would be inconsistent with the implementation of the Municipal Culture Plan.
2. City Council could choose to not accept the proposed location for the Dream Maker sculpture. In this case, further direction would be required.

Public and/or Stakeholder Involvement

The Administration will consult with the Downtown Partnership regarding the placement of the sculpture on a plinth at the corner of 20th Street and First Avenue. Likewise, the Administration will consult with the Pleasant Hill Community Association and St. Mary's

Wellness and Education Centre, as well as other stakeholders, to discuss the possibility of future placement of the sculpture in Grace Adam Metawewinhk Park.

Communication Plan

If the recommendations outlined in this report are approved, the Administration will include Dream Maker on its interactive public art map application (iMap) located on the City's website.

Policy Implications

The recommendation to City Council by the PAAC is in compliance with Public Art Policy No. C10-025 and Gifts and Memorials Policy No. C09-027.

Financial Implications

The cost to move the sculpture has been estimated at \$500. The ongoing operating impact of owning the piece is estimated at \$150 per year.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Should City Council accept the donation, the Administration will prepare and finalize a donation agreement with the artist and arrange for the sculpture to be moved and installed.

Public Notice

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

Attachment

1. Dream Maker at 20th Street and Idylwyld Drive

Report Approval

Written by: Kevin Kitchen, Community Initiatives Manager, Community Development
Reviewed by: Lynne Lacroix, Director of Community Development
Approved by: Randy Grauer, General Manager, Community Services Department

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Dream Maker at 20th Street and Idylwyld Drive





STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Natural Areas and Wetlands Policy

Recommendation of the Committee

1. That the scope of Capital Project CP2390 (Wetland Policy Project) be amended as outlined in the report of the General Manager, Community Services dated September 8, 2015;
2. That the revised Capital Project CP2390 be funded as follows:
 - i.) \$65,000 – remaining budget in CP2390;
 - ii.) \$25,000 – funding from CP2263 (Watershed Protection);
 - iii.) \$10,000 – funding from Community Services Capital; and
3. That a copy of this report be forwarded to the Saskatoon Environmental Advisory Committee for information.

History

At the September 8, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated September 8, 2015, was considered.

Attachment

September 8, 2015 report of the General Manager, Community Services Department

Natural Areas and Wetlands Policy

Recommendation

That the Standing Policy Committee on Planning, Development and Community Services recommend that the following recommendations be referred to City Council for consideration at the time of the 2016 Business Plan and Budget Review:

1. That the scope of Capital Project CP2390 (Wetland Policy Project) be amended as outlined in the report;
2. That the revised Capital Project CP2390 be funded as follows:
 - i) \$65,000 – remaining budget in CP2390;
 - ii) \$25,000 – funding from CP2263 (Watershed Protection);
 - iii) \$10,000 – funding from Community Services Capital; and
3. That a copy of this report be forwarded to the Saskatoon Environmental Advisory Committee for information.

Topic and Purpose

The purpose of this report is to provide information on the current status and issues related to planning and developing wetlands and natural areas in the City of Saskatoon (City), as well as to provide rationale to develop a vision, policies, development guidelines, and a communication and education plan for natural areas and biodiversity, incorporating the existing work on wetlands.

Report Highlights

1. The City has a history of successful stewardship of natural areas, most notably the Meewasin Valley (in partnership with the Meewasin Valley Authority [Meewasin]).
2. Existing naturalized parks and areas are well utilized, and the community has voiced strong support for additional passive parks and natural areas.
3. Conservation of biodiversity and protection of important natural areas are key objectives during the City's planning and development process.
4. The preservation of natural areas presents challenges in terms of ongoing management.
5. To address these challenges, the City requires a vision for natural areas, appropriate policies, and guidelines for the development of these areas; and an overall communication and education plan.
6. An additional \$35,000 is required to fund the redefined project using a reallocation of funding from the Watershed Protection Capital Project and \$10,000 from the Community Services Department Capital Reserve.

Natural Areas and Wetlands Policy

Strategic Goals

This report supports Environmental Leadership by ensuring that natural assets beyond the river valley are “protected, enhanced, and linked.” The project will also help achieve the long-term strategies to improve the quality and reduce the quantity of storm water run-off that is going into the river; to improve access to ecological systems and spaces, both natural and naturalized; to address soil-quality issues on City-owned properties; and to reduce greenhouse gas (GHG) emissions tied to City operations.

This report also supports Sustainable Growth by proposing a revised project that will help ensure “Saskatoon’s growth is environmentally and economically sustainable and contributes to a high quality of life.”

This report also supports Asset and Financial Sustainability by rationalizing several projects into one.

Background

During its November 4, 2013 meeting, City Council adopted amendments to the Official Community Plan Bylaw No. 8769 (OCP) and a new City Council policy for wetlands (Wetland Policy No. C09-041). This policy development was the first stage of the Wetland Policy Project (CP2390). Though elements of the policy are still under development, the new neighbourhoods of Brighton and Elk Point are both expected to incorporate a significant amount of constructed wetlands and surrounding naturalized open space.

Capital Project CP1641 – CY-Natural Park Area Strategic Management Plan has been included in the Capital Budget since 2012 but has remained unfunded.

Report

Community Support for Natural Areas

Saskatoon has a history of natural area stewardship. This is most apparent through the preservation of the Meewasin River Valley. The City is a founding partner of Meewasin. Furthermore, the City has adopted policies to protect the river valley within the City’s OCP.

Through the work done for the Recreation and Parks Master Plan, which included extensive public engagement and both telephone and online surveys, the Administration has heard strong community support for additional passive parks and natural areas within the city.

Biodiversity and Natural Areas in Planning and Development

During the City’s planning process for new growth areas, the OCP requires screening for “important” ecosystems and natural areas. When important areas or features are identified, the plans must accommodate them and provide guidance for their integration into future urban development.

Natural Areas and Wetlands Policy

Saskatoon has a growing number of naturalized areas:

- a) South Saskatchewan River (Meewasin) Valley;
- b) Saskatoon Natural Grassland;
- c) Northeast Swale;
- d) Lakewood Park;
- e) Hyde Wetland Complex;
- f) Donna Birkmaier Park;
- g) Mark Thompson Park; and
- h) Patricia Roe Park.

Through its development planning processes, the City will continue to conduct natural area screenings to ensure that important natural areas are preserved and integrated into new development. Attachment 1 is a map of existing naturalized areas within the city, as well as potential natural areas that are in the path of urban growth.

Naturalized Areas – Benefits and Challenges

Including naturalized areas and biodiversity within urban development provides a number of benefits:

- a) aesthetic, recreational, cultural, and health value for residents;
- b) habitat for plant and animal species;
- c) storm water filtration (wetlands);
- d) air filtration (terrestrial vegetation);
- e) carbon sinks, reducing GHGs in the atmosphere;
- f) storm water management for urban development, reducing the need for hard infrastructure and releasing less water into the river;
- g) reduces costs and environmental impact for park space management, compared to conventionally landscaped park space through a reduction in pesticides, fertilizers, and irrigation; and
- h) facilitates active transportation by protecting convenient linkages that separate walking and cycling routes from major roads and traffic.

With new natural areas being added to the open space inventory, a growing issue is **how** to successfully conserve, integrate, and link natural areas. Natural areas and wetlands within an urban environment need to be capable of retaining a viable level of function or else protecting them is not worthwhile. Currently, the City has no policy guidance (minimum size, distribution, connectivity, etc.) or standards (suitable establishment period, appropriate seed mix, etc.) to properly guide naturalized area development and ensure that the above listed benefits are fully realized.

Comprehensive Approach to Natural Areas, Including Wetlands

The City is continuing efforts to expand its naturalization program and foster biodiversity in order to capitalize on the many benefits and support the City's Strategic Goals.

Stage 2 of the Wetland Policy Project is in progress with the completion of the City's wetland inventory underway. Another component of Stage 2 – creation of Wetland Development Guidelines – is outstanding. This component is related to work that is

Natural Areas and Wetlands Policy

required for natural areas in general, and is proposed to be addressed as discussed below.

The naturalization program and Wetland Policy Project are closely related, but have thus far been addressed independently. In the absence of coordinated planning policy and clear development guidelines, the goals for both of these programs may not be achieved. To address the challenges, the City requires a vision and policies for biodiversity and natural areas that includes wetlands. This should be developed concurrently with guidelines for the development of these areas.

The Administration proposes to address this through a revised scope and funding arrangement for CP2390 (Natural Areas Policy Project). The title of the project should be revised to reflect the broader objective of a policy for both natural areas generally and wetlands specifically. The proposed scope for the project is as follows:

- a. Develop an overall vision for natural areas;
- b. Development of strategy, policy, and procedures for the successful conservation and integration of natural areas into urban development at various scales – city-wide, sector, and neighbourhoods, to be included in the City's Park Development Guidelines;
- c. Process and standards to guide urban development with natural areas and for the development of naturalized parks;
- d. Basic maintenance practices and service levels, including when adjacent to residential development; and
- e. Process for implementation to include a communication and education strategy to raise awareness and educate the community and internal civic divisions about the significance and role of natural areas and biodiversity in the city.

Public and/or Stakeholder Involvement

The project will leverage the input and expertise of the community and stakeholder groups.

The project will also provide a framework for improved coordination with Meewasin, promoting a cooperative and complementary approach to this work. The project steering committee would include both internal civic divisions and Meewasin.

Preliminary discussions have occurred between the City and Meewasin regarding a coordinated approach to this project. Meewasin is supportive of this initiative and would be interested in ongoing participation as a partner, subject to project approval.

Communication Plan

A comprehensive communication and stakeholder engagement plan will be developed as part of the project.

Policy Implications

The project is consistent with and will assist in the implementation of Wetland Policy No. C09-041 and the OCP.

Natural Areas and Wetlands Policy

Financial Implications

Additional funding of \$35,000 is required for the proposed scope change. [The amount of \$25,000 is being reallocated from Project 2263 (Watershed Protection) while \$10,000 is being funded from the Community Services Department Reserve.]

Proposed Funding Strategy

Source	Amount	New/Existing
Wetland Policy Project	\$ 65,000	Existing (CP2390)
Watershed Protection	\$ 25,000	Existing (CP2263)
Community Services Capital	\$ 10,000	
TOTAL Project Budget	\$100,000	

Environmental Implications

It is important that natural areas be effectively conserved and managed as our city expands, as it will enable residents to retain a relationship with the natural environment that has historically been a part of this area. The City can help reduce human impacts on species loss by preserving existing habitat and, in some cases, establishing new habitat for species before they become at risk.¹

Another key benefit of preserving natural areas – wetlands in particular – is that they sequester and store carbon, thus reducing the amount of carbon dioxide (the primary human-generated GHG) released into the atmosphere.² Each hectare of natural wetland stores the equivalent carbon dioxide of the annual emissions from 68 passenger vehicles, helping to meet the City's GHG reduction targets.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The proposed project is expected to take approximately one year to complete. The approval process for necessary bylaws, policies, standards, etc. is projected to begin in early 2017.

Public Notice

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

Attachment

1. Map of Natural Areas – Saskatoon and Region

¹ Richardson, Kelly. (2015). Biodiversity Conservation: Recommendations for the City of Saskatoon. School of Environment and Sustainability, University of Saskatchewan. Master's of Sustainable Environmental Management, final project report.

² Ducks Unlimited Canada. (2015). *Wetlands and Climate Change*. Government Affairs Office, Ducks Unlimited Canada.

Natural Areas and Wetlands Policy

Report Approval

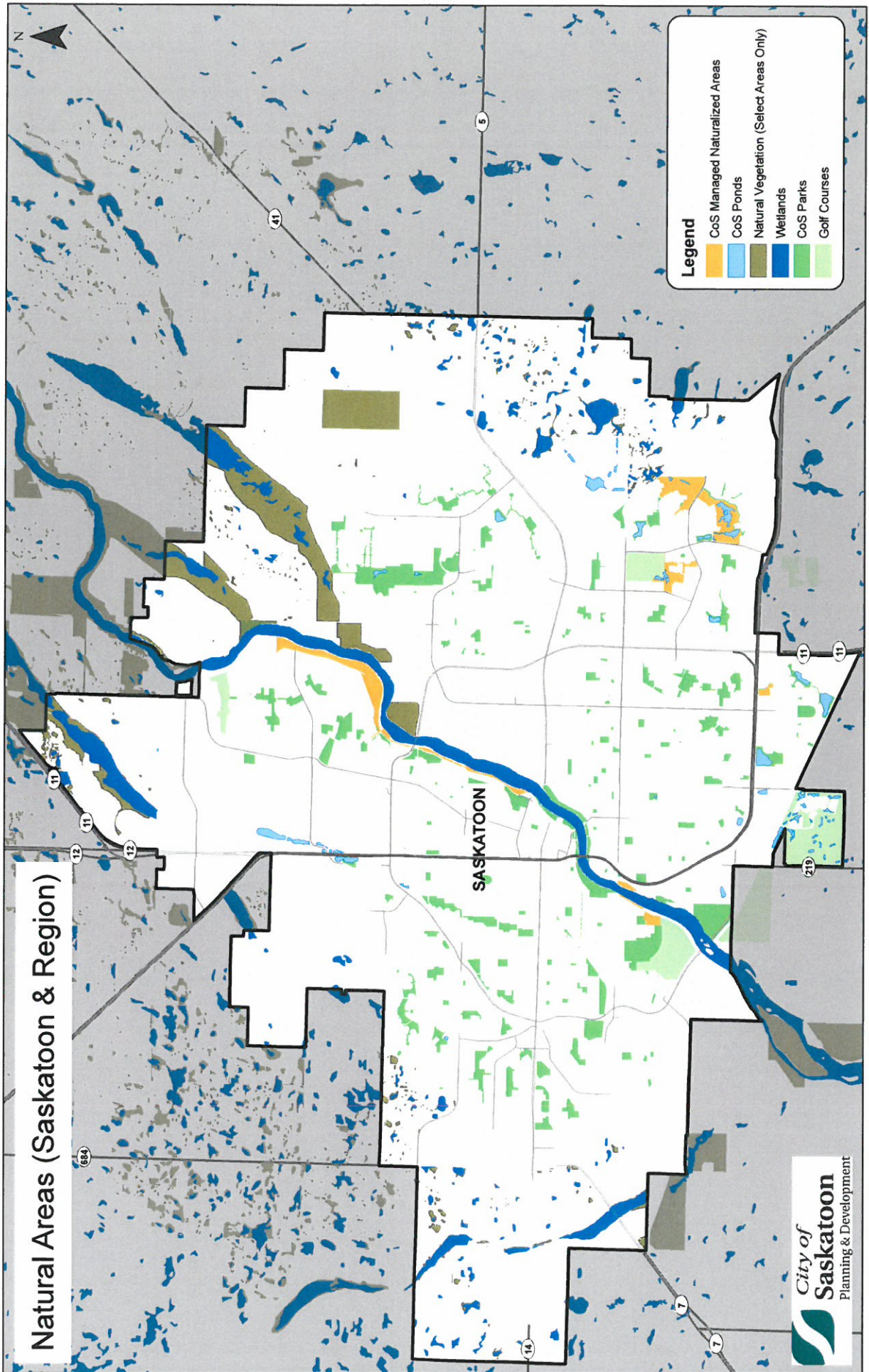
Written by: Chris Schulz, Senior Planner II, Planning and Development

Reviewed by: Alan Wallace, Director of Planning and Development

Darren Crilly, Director of Parks

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

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STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Vacant Lot and Adaptive Reuse Incentive Program – 518 Avenue G South

Recommendation of the Committee

1. That a five-year tax abatement equivalent to 82% of the incremental taxes, for the development of 518 Avenue G South be approved;
2. That the five-year tax abatement take effect in the next taxation year following completion of the project; and
3. That the City Solicitor be requested to prepare the appropriate agreement, and that His Worship the Mayor and the City Clerk be authorized to execute the agreement, under the Corporate Seal.

History

At the September 8, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated September 8, 2015, was considered.

Attachment

September 8, 2015 Report of the General Manager, Community Services Department

Vacant Lot and Adaptive Reuse Incentive Program - 518 Avenue G South

Recommendation

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

1. That a five-year tax abatement, equivalent to 82% of the incremental taxes, for the development of 518 Avenue G South, be approved;
2. That the five-year tax abatement take effect in the next taxation year following completion of the project; and
3. That the City Solicitor be requested to prepare the appropriate agreement, and that His Worship the Mayor and the City Clerk be authorized to execute the agreement, under the Corporate Seal.

Topic and Purpose

The purpose of this report is to request City Council's approval for a five-year tax abatement for the incremental property tax for the development of the property located at 518 Avenue G South under the Vacant Lot and Adaptive Reuse (VLAR) Incentive Program.

Report Highlights

1. The Administration recommends the approval of a five-year tax abatement of the incremental property taxes for the development of a one-unit dwelling with a secondary suite located at 518 Avenue G South.
2. The estimated incremental property tax abatement for 518 Avenue G South, based on the 2015 tax value, is \$991.58 annually or \$4,957.88 over five years.

Strategic Goal

This report supports the City of Saskatoon's (City) long-term Strategic Goal of Sustainable Growth by increasing and encouraging infill development.

Background

During its March 7, 2011 meeting, City Council approved the VLAR Incentive Program. The VLAR Incentive Program is designed to encourage infill development on chronically vacant sites and adaptive reuse of vacant buildings within Saskatoon's established neighbourhoods.

Applicants have the choice of a five-year tax abatement or a grant with the maximum incentive amount calculated based on the increment between the existing municipal taxes and the taxes owing upon completion, multiplied by five years. Applications are scored against an evaluation system where points are awarded for features included in a project that meet a defined set of policy objectives. A score out of 100, which the

Vacant Lot and Adaptive Reuse Incentive Program – 518 Avenue G South

project earns, determines what proportion of the maximum incentive amount it will receive. Any residual portion of the maximum incentive amount on projects that earn less than 100% will be redirected into the VLAR Reserve.

Report

On July 21, 2015, the Neighbourhood Planning Section, Planning and Development Division, received an application under the VLAR Incentive Program from Patrick Schmidt for the development of a property located at 518 Avenue G South in Riversdale. The property has always been vacant, as it has no record of ever being developed. The estimated total project cost is \$350,000.

The application was reviewed using the program's evaluation system. The project at 518 Avenue G South received a total of 82 out of 100 points, for 82% of the maximum incentive amount. The awarding of points was broken down as follows:

- a) 50 base points;
- b) 10 points for a single-unit dwelling;
- c) 5 points for a legal secondary suite;
- d) 8 points for energy-efficient features above industry standards; and
- e) 9 points for locating within 190 metres from an existing transit stop and having a Walk Score of 73.

The applicant is applying for a five-year tax abatement of the incremental property taxes. According to the Assessment and Taxation Section, the incremental increase in annual property taxes for the one-unit dwelling is estimated to be \$1,209.24, based on the 2015 tax year. The maximum incentive amount would be \$6,046.20 over five years. The value of this abatement over the five-year period, based on an earned incentive amount of 82%, is estimated to be \$4,957.88.

After a review of this application, the Administration has concluded that this project is consistent with the intent of VLAR Incentive Program Policy No. C09-035. The Administration is recommending that City Council approve the five-year property tax abatement commencing in the next taxation year after completion of the project.

Options to the Recommendation

City Council could decline support of this project. Choosing this option would represent a departure from VLAR Incentive Program Policy No. C09-035. The Administration is not recommending this option.

Public and/or Stakeholder Involvement

The need for public/stakeholder involvement is not deemed necessary at this time.

Financial Implications

The incremental property tax abatement for the project at 518 Avenue G South is forgone revenue and will not impact the VLAR Reserve. However, the City will forgo 82% of the increase in tax revenue resulting from this project over a five-year period.

Vacant Lot and Adaptive Reuse Incentive Program – 518 Avenue G South

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The redevelopment of the property located at 518 Avenue G South is expected to be completed by September 2015. The property tax abatement, if approved, will begin the year following project completion and continue for five years.

Public Notice

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

Attachment

1. 518 Avenue G South – Location Map

Report Approval

Written by: Ellen Pearson, Planner, Neighbourhood Planning Section
Reviewed by: Darryl Dawson, Acting Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

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Location Map



518 Avenue G South



STANDING POLICY COMMITTEE ON FINANCE

Business Improvement Districts' 2014 Financial Statements

Recommendation of the Committee

1. That the 2014 Audited Financial Statements from the Saskatoon Downtown Business Improvement District, Broadway Business Improvement District, Riversdale Business Improvement District, and the Sutherland Business Improvement District be received as information; and
2. That the report of the A/CFO/General Manager, Asset & Financial Management be forwarded as information to City Council at its meeting to be held on September 28, 2015.

History

At the August 17, 2015 Standing Policy Committee on Finance meeting, a report of the A/CFO/General Manager, Asset & Financial Management Department dated August 17, 2015 was considered.

Attachment

August 17, 2015 Report of the A/CFO/General Manager, Asset & Financial Management

Business Improvement Districts' 2014 Financial Statements

Recommendation

1. That the 2014 Audited Financial Statements from the Saskatoon Downtown Business Improvement District, Broadway Business Improvement District, Riversdale Business Improvement District, and the Sutherland Business Improvement District be received as information; and
2. That a copy of this report be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to present the 2014 Audited Financial Statement as provided by each of the four Business Improvement Districts (BIDs) for information.

Report Highlights

1. The Saskatoon Downtown, Broadway, Riversdale and Sutherland Business Improvement Districts have submitted their financial statements for the year ended December 31, 2014.

Strategic Goal

Being open, accountable and transparent is a key factor in achieving the Strategic Goal of Asset and Financial Sustainability. The four BIDs are organizations created by the City of Saskatoon to create stewardship of a defined business improvement district's identity and to complete projects within these districts to improve, beautify and maintain publicly-owned lands, buildings and structures in the BID, in addition to any improvement, beautification or maintenance that is provided at the expense of the urban municipality at large.

Report

The bylaws for each of the BIDs state that "on or before the 31st day of March in each year, the Board shall submit its annual report for the preceding year to the Council, and that report shall include a complete audited and certified financial statement of its affairs, with balance sheet and revenue and expenditure statement."

The 2014 Audited Financial Statements are being presented after the March 31 date due to delays in the audit process.

Attached are copies of the audited financial statements for the Saskatoon Downtown, Broadway, Riversdale and Sutherland BIDs for the year ended December 31, 2014.

Public and/or Stakeholder Involvement

There is no public/stakeholder involvement.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

There is no follow-up required.

Public Notice

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

Attachments

1. 2014 Financial Statements, Saskatoon Downtown BID
2. 2014 Financial Statements, Broadway BID
3. 2014 Financial Statements, Riversdale BID
4. 2014 Financial Statements, Sutherland BID

Report Approval

Written by: Arthur Smith, Corporate Accounting Manager

Approved by: Clae Hack, Acting General Manager, Asset & Financial Management
Department

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bblp.ca

SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT

FINANCIAL STATEMENTS

DECEMBER 31, 2014





**BUCKBERGER BAERG
& PARTNERS LLP**
CHARTERED PROFESSIONAL ACCOUNTANTS

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* services provided through
professional corporation

INDEPENDENT AUDITOR'S REPORT

To the Members of Saskatoon Downtown Business Improvement District

We have audited the accompanying financial statements of Saskatoon Downtown Business Improvement District, which comprise the statement of financial position as at December 31, 2014, and the statement of operations, statement of changes in net assets and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained in our audit is sufficient and appropriate to provide a basis for our audit opinion.

INDEPENDENT AUDITOR'S REPORT (continued)

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Saskatoon Downtown Business Improvement District as at December 31, 2014, and its financial performance and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Comparative Figures

The financial statements for the Saskatoon Downtown Business Improvement District for the year ended December 31, 2014, prior to the restatement described in Note 11, were audited by another auditor who expressed an unmodified opinion on those financial statements dated May 30, 2014.

As part of our audit of the financial statements of Saskatoon Downtown Business Improvement District for the year ended December 31, 2014, we have also audited the adjustments described in Note 11, that were applied to restate the financial statements for the year ended December 31, 2013. In our opinion, such adjustments were appropriate and have been properly applied. We were not engaged to audit, review or apply any procedures to the financial statements of Saskatoon Downtown Business Improvement District for the year ended December 31, 2013 other than with respect to the adjustments, and, accordingly, we do not express an opinion or any other form of assurance on the financial statements for the year ended December 31, 2013 as a whole.

SASKATOON, SASKATCHEWAN

June 3, 2015

Buchberger Baerq & Partners LLP

Chartered Professional Accountants

SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF FINANCIAL POSITION

DECEMBER 31, 2014

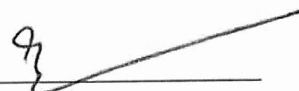
	<u>2014</u>	<u>(restated - Note 11) 2013</u>
<u>ASSETS</u>		
Current assets		
Cash and cash equivalents	\$ 650,040	\$ 209,299
Accounts receivable	65,769	67,308
Prepaid expenses	8,482	9,205
Short-term investments	<u>-</u>	<u>317,204</u>
	724,291	603,016
Long-term investments	-	103,030
Capital assets (Note 3)	<u>35,275</u>	<u>42,571</u>
	<u>\$ 759,566</u>	<u>\$ 748,617</u>


<u>LIABILITIES</u>		
Current liabilities		
Accounts payable and accrued liabilities (Note 4)	\$ 142,920	\$ 98,729
Deferred revenue (Note 5)	<u>107,787</u>	<u>216,101</u>
	<u>250,707</u>	<u>314,830</u>
Commitments (Note 7)		
Contingency (Note 8)		

<u>NET ASSETS</u>		
Internally restricted (Note 6)	200,000	200,000
Unrestricted	<u>308,859</u>	<u>233,787</u>
	<u>508,859</u>	<u>433,787</u>
	<u>\$ 759,566</u>	<u>\$ 748,617</u>

See accompanying notes

Approved on behalf of the members

Director 

Director 

SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF OPERATIONS

YEAR ENDED DECEMBER 31, 2014

	<u>Partnership</u>	<u>Community Support Program</u>	<u>Total 2014</u>	<u>(restated - Note 11) Total 2013</u>
Revenue				
Business tax levy	\$ 573,131	\$ -	\$ 573,131	\$ 481,797
Parking grants	35,900	-	35,900	35,900
Street maintenance	19,916	-	19,916	19,533
Investment and other earnings	20,495	-	20,495	17,193
City of Saskatoon grant	-	336,325	336,325	367,580
	<u>649,442</u>	<u>336,325</u>	<u>985,767</u>	<u>922,003</u>
Expenses				
Amortization	14,383	9,354	23,737	28,502
Events	28,389	-	28,389	29,832
Marketing	31,069	-	31,069	37,476
Meetings	5,653	-	5,653	5,405
Office and administration	97,762	52,018	149,780	137,616
Research and education	14,916	4,279	19,195	89,109
Street cleaning	131,851	-	131,851	156,188
Wages and benefits	250,347	270,674	521,021	546,789
	<u>574,370</u>	<u>336,325</u>	<u>910,695</u>	<u>1,030,917</u>
Excess (deficiency) of revenue over expenditures	<u>\$ 75,072</u>	<u>\$ -</u>	<u>\$ 75,072</u>	<u>\$ (108,914)</u>

See accompanying notes

SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF CHANGES IN NET ASSETS

YEAR ENDED DECEMBER 31, 2014

	<u>Unrestricted</u>	<u>Internally restricted</u>	<u>Total 2014</u>	<u>Total 2013</u>
Balance, beginning of year	\$ 268,787	\$ 200,000	\$ 433,787	\$ 542,701
Excess (deficiency) of revenue over expenditures (as restated Note 11)	<u>75,072</u>	<u>-</u>	<u>75,072</u>	<u>(108,914)</u>
Balance, ending of year	<u>\$ 343,859</u>	<u>\$ 200,000</u>	<u>\$ 508,859</u>	<u>\$ 433,787</u>

See accompanying notes

BUCKBERGER BAERG & PARTNERS LLP

SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2014

	<u>2014</u>	(restated - Note 11) <u>2013</u>
Operating activities		
Excess (deficiency) of revenue over expenditures	\$ 75,072	\$ (108,914)
Amortization	<u>23,737</u>	<u>28,502</u>
	98,809	(80,412)
Change in non-cash working capital items		
Accounts receivable	1,539	(72,508)
Prepaid expenses	723	(665)
Deferred revenue	(108,314)	30,459
Accounts payable and accrued liabilities	<u>44,191</u>	<u>78,850</u>
	<u>36,948</u>	<u>(44,276)</u>
Investing activities		
Purchase of capital assets	(16,441)	-
Repayment of notes receivable	-	3,500
Disposal of investments	<u>420,234</u>	<u>-</u>
	403,793	3,500
Increase (decrease) in cash	440,741	(40,776)
Cash and cash equivalents, beginning of year	<u>209,299</u>	<u>243,005</u>
Cash and cash equivalents, end of year	<u>\$ 650,040</u>	<u>\$ 209,299</u>

See accompanying notes

SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2014

1. Nature of operations

Saskatoon Downtown Business Improvement District (the "organization") is a non-profit organization established through the Bylaws of the City of Saskatoon. The organization's mandate is to make the downtown core a better place to live, work, shop, visit, play and invest. The organization is exempt from income taxes under Section 149 of the Income Tax Act.

The organization also entered into a Memorandum of Agreement with the City of Saskatoon to deliver and manage the Community Support Program (CSO Program) for the period from April 1, 2012 to March 31, 2014. The purpose of the CSO Program is to deploy community support officers who will endeavour to address the community issues in the area of the downtown core. During the year, the organization signed another Memorandum of Agreement with the City of Saskatoon to extend the CSO Program until December 31, 2015.

2. Significant accounting policies

These financial statements are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The significant policies are detailed as follows:

Cash and cash equivalents

Cash and cash equivalents are defined as cash and short-term deposits with term maturity of three months or less from year end.

Capital assets

Capital assets are recorded at cost, less accumulated amortization. The organization provides for amortization using the straight-line method at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates are as follows:

Computer equipment	45%
Leasehold improvements	20%
Office equipment	20%
Office signage	20%
Vehicles	30%

Revenue recognition

Revenue is recognized when the amount is received or receivable or if the amount to be received can be reasonably estimated and collection is reasonably assured.

Investment income comprising of interest from fixed income investments is recognized on an accrual basis.

Donated material and services

The work of the organization is dependant on a substantial number of individuals that have made significant contributions of their time to the organization. The value of the contributed time is not reflected in these financial statements.

SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2014

2. Significant accounting policies (continued)

Financial instruments

The organization initially records a financial instrument at its fair value except for a related party transaction which is recorded at the carrying or exchange amount depending on the circumstances.

Transaction costs are recognized in excess of revenues over expenditures in the period incurred. However, transaction costs associated with financial instruments carried at cost or amortized cost are recorded as adjustments to the initial fair value recognized and amortized over the expected life of the instrument.

Financial assets and financial liabilities subsequently measured at amortized cost include cash, accounts receivable, and accounts payable and accrued liabilities.

When there is an indication of impairment and such impairment is determined to have occurred, the carrying amount of financial assets measured at amortized cost is reduced to the greater of the discounted future cash flows expected, the proceeds that could be realized from the sale of the financial asset, or the amount that could be realized by exercising the right to any collateral held to secure repayment of the asset. Such impairments can be subsequently reversed to the extent that the improvement can be related to an event occurring after the impairment was recognized.

Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosures of contingent liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reported period. Actual results could differ from those estimates.

3. Capital assets

	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Total 2014</u>	<u>Total 2013</u>
Computer equipment	\$ 25,218	\$ 25,218	\$ -	\$ 1,188
Leasehold improvements	43,851	26,053	17,798	26,569
Office equipment	35,468	28,996	6,472	7,888
Office signage	60,122	54,418	5,704	104
Vehicles	16,903	11,602	5,301	6,822
	<u>\$ 181,562</u>	<u>\$ 146,287</u>	<u>\$ 35,275</u>	<u>\$ 42,571</u>

4. Accounts payable and accrued liabilities

Included in accounts payable and accrued liabilities is \$131,069 (2013 - \$nil) of unspent revenues from the first contract relating to the Community Support Program.

SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2014

5. Deferred revenue

The balance of deferred revenue as at December 31, 2014 is comprised of \$nil (2013 - \$35,900) from the City of Saskatoon for the parking grant for 2014. The Community Support Program has an amount of \$107,787 (2013 - \$180,201) for 2014 for their program.

6. Internally restricted

In 1996, the organization adopted the policy of segregating and restricting a portion of its net assets for specific designated purposes. The Board of Directors reviews the amounts designated as internally restricted and transfers amounts between unrestricted net assets and the various internally-restricted amounts to reflect the changing needs of the organization on an annual basis.

The net assets reflected as internally restricted are not available for other purposes without the authorization of the Board of Directors.

7. Commitments

The organization has committed to the following minimum annual lease payments under certain building operating leases with third parties:

2015	\$	11,261
2016		11,597
2017		7,418

8. Contingent liability

The organization estimates and accrues for the possible repayment of the levy to the City of Saskatoon in the event of successful municipal tax appeals by one or more the Downtown Business Improvement District property owners. The organization's assessment of its potential liability for such matters could change, with the result that the amounts for this contingent liability recorded in the organization's financial statements could increase by a material amount. No liability has been recorded in this regard.

9. Economic dependence

The organization receives its funding from the City of Saskatoon through a special levy on property assessments from the businesses located in the downtown district. The organization's ability to continue its viable operations is dependent upon maintaining that funding.

SASKATOON DOWNTOWN BUSINESS IMPROVEMENT DISTRICT

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2014

10. Financial instruments

Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The organization is exposed to credit risk from customers. However, the organization has a significant number of customers which minimizes concentration of credit risk.

11. Prior period adjustment

The organization's financial statements for the year ended December 31, 2013 have been retroactively restated to reflect wages and benefits for that period that were payable to employees at December 31, 2013. As a result, accounts payable and accrued liabilities at December 31, 2013 and deficiency of revenues over expenditures for the year ended December 31, 2013 increased by \$35,000.

12. Comparative amounts

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year.

BROADWAY BUSINESS IMPROVEMENT DISTRICT

FINANCIAL STATEMENTS

DECEMBER 31, 2014





Ashley Buckberger CPA CA CFA*
Terry Baerg CPA CA*
Kathryn Bankowski CPA CA*
Jennifer Funk CPA CA*
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* services provided through
professional corporation

INDEPENDENT AUDITOR'S REPORT

To the Members of
Broadway Business Improvement District

We have audited the accompanying financial statements of Broadway Business Improvement District, which comprise the statement of financial position as at December 31, 2014, and the statements of operations, changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the organization's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

INDEPENDENT AUDITOR'S REPORT (continued)

Basis for Qualified Opinion

Broadway Business Improvement District derives a material amount of revenue from donations and fundraising activities. We were not able to obtain sufficient appropriate audit evidence about the completeness of the reported amounts for accounts receivable, donation and fundraising revenue, revenue in excess of expenditure and changes to net assets because there is no direct relationship between assets or services given up in exchange for amounts received or receivable. Consequently, we were unable to determine whether any adjustments to these amounts were necessary.

Qualified Opinion

Except as noted in the above paragraph, in our opinion, these financial statements present fairly, in all material respects, the financial position of the organization as at December 31, 2014 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Comparative Information

The statement of financial position as at December 31, 2013 and the statements of operations, changes in fund balances and cash flows for the year then ended were reported on by another firm of Chartered Professional Accountants who issued a qualified opinion in their report dated March 17, 2014.

SASKATOON, SASKATCHEWAN

March 17, 2015

Buchberger Baerg & Partners LLP

Chartered Professional Accountants

BROADWAY BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF FINANCIAL POSITION

DECEMBER 31, 2014

	<u>2014</u>	<u>2013</u>
<u>ASSETS</u>		
Current assets		
Cash	\$ 11,250	\$ 46,397
Restricted cash	3,540	3,500
Investments (Note 3)	70,274	68,339
Inventory	12,184	5,362
Accounts receivable	30,199	23,546
GST receivable	3,965	4,220
	<u>131,412</u>	<u>151,364</u>
Capital assets (Note 4)	<u>5,468</u>	<u>6,939</u>
	<u>\$ 136,880</u>	<u>\$ 158,303</u>
<u>LIABILITIES</u>		
Current liabilities		
Accounts payable and accrued liabilities	\$ 14,048	\$ 10,886
Unearned revenue	-	35,900
	<u>14,048</u>	<u>46,786</u>
<u>FUND BALANCES</u>		
Restricted Fund	3,540	3,327
General Fund	<u>119,292</u>	<u>108,190</u>
	<u>122,832</u>	<u>111,517</u>
	<u>\$ 136,880</u>	<u>\$ 158,303</u>

See accompanying notes

Approved by the Board



Member



Member

BROADWAY BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF OPERATIONS

YEAR ENDED DECEMBER 31, 2014

	<u>2014</u>	<u>2013</u>
General Fund		
Revenues		
Business tax levy	\$ 174,968	\$ 163,574
Events	54,718	55,897
Parking meter	35,900	35,900
Marketing and new initiatives	12,154	3,976
Employment grant	9,499	5,250
Maintenance	6,032	5,712
Interest income	1,103	2,672
	<u>294,374</u>	<u>272,981</u>
Expenditures		
Advertising	15,690	20,161
Amortization	1,470	1,507
Bad debts	580	780
Board expenses	471	279
Events	49,077	43,790
Insurance	1,525	1,450
Office	9,196	8,346
Professional and business development	3,316	5,719
Professional fees	16,865	9,028
Rent	10,934	10,888
Repairs and maintenance	3,941	3,566
Wages and benefits	170,207	159,760
	<u>283,272</u>	<u>265,274</u>
Excess of revenues over expenditures from General Fund	<u>11,102</u>	<u>7,707</u>
Restricted Fund		
Walk of Stars interest income	463	35
Walk of Stars expenses	<u>(250)</u>	<u>(843)</u>
Excess (deficiency) of revenues over expenditures from Restricted Fund	<u>213</u>	<u>(808)</u>
Excess of revenues over expenditures	<u>\$ 11,315</u>	<u>\$ 6,899</u>

See accompanying notes

BROADWAY BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF CHANGES IN FUND BALANCES

YEAR ENDED DECEMBER 31, 2014

	<u>General Fund</u>	<u>Restricted Fund</u>	<u>Total 2014</u>	<u>Total 2013</u>
Balance, beginning of year	\$ 108,190	\$ 3,327	\$ 111,517	\$ 104,618
Excess of revenues over expenditures	<u>11,102</u>	<u>213</u>	<u>11,315</u>	<u>6,899</u>
Balance, end of year	<u>\$ 119,292</u>	<u>\$ 3,540</u>	<u>\$ 122,832</u>	<u>\$ 111,517</u>

See accompanying notes

BROADWAY BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF CASH FLOWS

YEAR ENDED DECEMBER 31, 2014

	<u>2014</u>	<u>2013</u>
Cash flows from (used in) operating activities		
Excess of revenues over expenditures	\$ 11,315	\$ 6,899
Item not affecting cash		
Amortization	1,470	1,507
Net change in non-cash working capital items:		
Inventory	(6,822)	(1,506)
Accounts receivable	(6,653)	(7,703)
GST receivable	255	(1,614)
Accounts payable and accrued liabilities	3,163	1,501
Unearned revenue	(35,900)	-
	<u>(33,172)</u>	<u>(916)</u>
 Cash flows used in investing activities		
Purchase of capital assets	-	(2,739)
Purchase of investments	(1,935)	(7,273)
	<u>(1,935)</u>	<u>(10,012)</u>
 Net decrease in cash during the year	(35,107)	(10,928)
 Cash, beginning of year	<u>49,897</u>	<u>60,825</u>
 Cash, end of year	<u>\$ 14,790</u>	<u>\$ 49,897</u>

See accompanying notes

BROADWAY BUSINESS IMPROVEMENT DISTRICT

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2014

1. **Nature of operations**

Broadway Business Improvement District (the "organization") was established in 1986 for the purpose of supporting and advancing the interests of all businesses situated within the boundaries of the Broadway district in Saskatoon, Saskatchewan.

2. **Significant accounting policies**

These financial statements have been prepared by management in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Cash equivalents

Cash equivalents consist of short-term investments with an initial maturity of three months or less.

Fund accounting

The organization follows the restricted fund method of accounting.

The General Fund accounts for the general operations and events of the organization. Unrestricted contributions and restricted contributions to be used for operations are reported in this fund.

The Restricted Fund consists of donations to be used for the Walk of Stars program. This program is designed to recognize individuals who have made significant contributions to the district by having a commemorative star created and placed in areas of the district designated for this purpose. Only expenses relating to the creation, installation and maintenance of the ceremonial star and to the ceremony to unveil the star can be paid for out of the externally-restricted fund.

Inventory

Inventory is valued at the lower of cost and net realizable value. Cost is determined using the first-in, first-out method.

Investments

Investments are recorded at fair market value.

Capital assets

Capital assets are recorded at cost, less accumulated amortization. The organization provides for amortization using the declining balance method at rates designed to amortize the cost of the capital assets over their estimated useful lives. The annual amortization rates are as follows:

Computer equipment	25%
Event equipment	20%
Office equipment	20%

BROADWAY BUSINESS IMPROVEMENT DISTRICT

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2014

2. **Significant accounting policies (continued)**

Revenue recognition

The organization follows the restricted fund method whereby externally-restricted contributions are recognized in the fund corresponding to the purpose for which they were contributed. Unrestricted contributions are recognized as revenues in the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. By their nature, these estimates are subject to measurement uncertainty. The effect of changes in such estimates on the financial statements in future periods could be significant.

Financial instruments

The organization initially records a financial instrument at its fair value except for a related party transaction which is recorded at the carrying or exchange amount depending on the circumstances.

Transaction costs are recognized in excess of revenues over expenditures in the period incurred. However, transaction costs associated with financial instruments carried at cost or amortized cost are recorded as adjustments to the initial fair value recognized and amortized over the expected life of the instrument.

Financial assets and financial liabilities subsequently measured at amortized cost include cash, accounts receivable, and accounts payable and accrued liabilities.

When there is an indication of impairment and such impairment is determined to have occurred, the carrying amount of financial assets measured at amortized cost is reduced to the greater of the discounted future cash flows expected, the proceeds that could be realized from the sale of the financial asset, or the amount that could be realized by exercising the right to any collateral held to secure repayment of the asset. Such impairments can be subsequently reversed to the extent that the improvement can be related to an event occurring after the impairment was recognized.

Donated material and services

Donated materials and services are recorded at fair value when fair value can be reasonably estimated and when the materials and services are purchased.

The organization is dependent on the voluntary services of many individuals to the activities of the organization. Since these services are not normally purchased and because of the difficulty in determining their fair value, no amounts have been reflected in these financial statements for volunteer services.

BROADWAY BUSINESS IMPROVEMENT DISTRICT

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2014

3. Investments

	<u>2014</u>	<u>2013</u>
Term deposits cashable within one year	\$ 34,014	\$ 33,042
Term deposits cashable after one year	<u>36,260</u>	<u>35,297</u>
	<u>\$ 70,274</u>	<u>\$ 68,339</u>

4. Capital assets

	<u>2014</u>		<u>2013</u>	
	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net book value</u>	<u>Net book value</u>
Computer equipment	\$ 2,926	\$ 1,687	\$ 1,239	\$ 1,652
Event equipment	5,378	2,327	3,051	3,814
Office equipment	<u>2,046</u>	<u>868</u>	<u>1,178</u>	<u>1,473</u>
	<u>\$ 10,350</u>	<u>\$ 4,882</u>	<u>\$ 5,468</u>	<u>\$ 6,939</u>

5. Line of credit

The organization has established a line of credit with the Affinity Credit Union with an authorized limit of \$10,000. At year end, no amount had been drawn on this line of credit.

6. Lease commitments

The organization is committed to lease agreements related to its office premises, expiring on September 14, 2015. The monthly lease payments including occupancy costs under the current lease agreement are \$911.

7. Economic dependence

The organization relies on a significant amount of its funding from the City of Saskatoon in order to finance its operations. Without this funding, there would be doubt regarding the organization's ability to sustain its current level of operating activities.

BROADWAY BUSINESS IMPROVEMENT DISTRICT

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2014

8. Financial instruments

The organization is exposed to various financial risks through transactions in financial instruments. The following provides helpful information in assessing the extent of the organization's exposure to these risks.

Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The organization's main credit risk relates to its accounts receivable.

Liquidity risk

Liquidity risk is the risk that the organization will encounter difficulty in meeting obligations associated with financial liabilities. The organization is exposed to this risk mainly in respect of its accounts payable and accrued liabilities and operating lease commitments.

9. Comparative figures

The financial statements have been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year earnings.

RIVERSDALE BUSINESS IMPROVEMENT DISTRICT

Financial Statements

For the year ended December 31, 2014

and Auditors' Report

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL REPORTING

The management of Riversdale Business Improvement District is responsible for management of the District. The accompanying financial statements have been prepared by management in accordance with Canadian Accounting Standards for Not-for-Profit Organizations, and necessarily include amounts which are based on informed judgment and management estimates. Financial data presented elsewhere in this annual report is consistent with that in the financial statements.

Ensuring the integrity and objectivity of financial information is an integral part of management's responsibility. Management maintains an appropriate system of internal accounting and administrative controls, policies and procedures to provide reasonable assurance that all transactions are authorized, financial records are complete and accurate, and assets are safeguarded against loss.

The Board of Directors is responsible for ensuring that management fulfills its responsibilities for financial reporting. The Board has reviewed and approved these financial statements.

Davies & Drury Chartered Accountants, the District's independent auditors, have examined the financial statements of the District. Their responsibility is to conduct an independent and objective audit and to report on the fairness of presentation of the District's financial position and results of operations as shown in the financial statements. The Auditors' Report outlines the scope of their examination and their opinion.

On behalf of management,

Executive Director

AUDITORS' REPORT

To the Members of
Riversdale Business Improvement District:

We have audited the accompanying financial statements of Riversdale Business Improvement District, which comprise the statement of financial position as at December 31, 2014 and the statements of operations, of changes in net assets and of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations (ASNFP) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Riversdale Business Improvement District as at December 31, 2014 and the results of its operations and its cash flows for the year then ended in accordance with Canadian ASNFP.


Chartered Accountants

April 24, 2015

RIVERSDALE BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2014

	<u>2014</u>	<u>2013</u>
<u>ASSETS</u>		
CURRENT ASSETS:		
Cash	\$ 91,687	\$ 99,381
Restricted cash	233	292
Short-term investments	39,015	59,407
Accounts receivable	14,675	16,353
Prepaid expenses	1,197	1,015
	<u>146,807</u>	<u>176,448</u>
PROPERTY AND EQUIPMENT (Note 3)	<u>3,994</u>	<u>5,195</u>
	<u>\$ 150,801</u>	<u>\$ 181,643</u>
<u>LIABILITIES AND NET ASSETS</u>		
CURRENT LIABILITIES:		
Accounts payable and accrued liabilities	\$ 400	\$ 1,027
Deferred contributions	-	35,900
	<u>400</u>	<u>36,927</u>
NET ASSETS:		
Internally restricted net assets	233	292
Unrestricted net assets	150,168	144,424
	<u>150,401</u>	<u>144,716</u>
	<u>\$ 150,801</u>	<u>\$ 181,643</u>

Approved by the Board:

_____ Director

_____ Director

RIVERSDALE BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF OPERATIONS

FOR THE YEAR ENDED DECEMBER 31, 2014

	<u>2014</u>	<u>2013</u>
REVENUE:		
City of Saskatoon surtaxes	\$ 150,653	\$ 144,279
Parking grant	35,900	35,900
Other grants	14,971	10,377
Interest income	1,440	1,557
	<u>202,964</u>	<u>192,113</u>
EXPENDITURES:		
Advertising and promotion	21,326	13,754
Amortization	1,201	1,639
Bank charges and interest	1,153	461
Board meetings and education	2,733	5,403
Insurance	2,126	3,516
Memberships and dues	2,109	2,043
Office	6,694	4,687
Professional fees	7,591	7,183
Projects	-	1,155
Rent	5,355	5,100
Repairs and maintenance	3,911	3,570
Salaries and benefits	135,417	118,977
Seminars and conventions	4,420	2,266
Telephone	3,184	3,179
	<u>197,220</u>	<u>172,933</u>
EXCESS OF REVENUE OVER EXPENDITURES	<u>\$ 5,744</u>	<u>\$ 19,180</u>

RIVERSDALE BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED DECEMBER 31, 2014

	<u>Internally restricted net assets</u>	<u>Unrestricted net assets</u>	<u>2014</u>	<u>2013</u>
Net assets at beginning of the year	\$ 292	\$ 144,424	\$ 144,716	\$ 125,595
Excess of revenue over expenditures	-	5,744	5,744	19,180
Net interest incurred on restricted cash	<u>(59)</u>	<u>-</u>	<u>(59)</u>	<u>(59)</u>
Net assets at end of the year	<u>\$ 233</u>	<u>\$ 150,168</u>	<u>\$ 150,401</u>	<u>\$ 144,716</u>

RIVERSDALE BUSINESS IMPROVEMENT DISTRICT

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED DECEMBER 31, 2014

	<u>2014</u>	<u>2013</u>
CASH FLOWS FROM (TO) OPERATING ACTIVITIES:		
Excess of revenue over expenditures	\$ 5,744	\$ 19,180
Net interest incurred on restricted cash	(59)	(59)
Item not affecting cash:		
Amortization	1,201	1,639
Net change in non-cash working capital items:		
Accounts receivable	1,678	1,416
Prepaid expenses	(182)	55
Accounts payable and accrued liabilities	(628)	365
Deferred contributions	(35,900)	-
	<u>(28,146)</u>	<u>22,596</u>
CASH FLOWS FROM (TO) INVESTING ACTIVITIES:		
Net increase (decrease) in short-term investments	<u>20,393</u>	<u>(1,011)</u>
(DECREASE) INCREASE IN CASH DURING THE YEAR	(7,753)	21,585
CASH AT BEGINNING OF THE YEAR	<u>99,673</u>	<u>78,088</u>
CASH AT END OF THE YEAR	<u>\$ 91,920</u>	<u>\$ 99,673</u>
CASH CONSISTS OF:		
Cash in bank - unrestricted	\$ 91,687	\$ 99,381
Restricted cash	233	292
	<u>\$ 91,920</u>	<u>\$ 99,673</u>

RIVERSDALE BUSINESS IMPROVEMENT DISTRICT

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2014

1. NATURE OF OPERATIONS:

Riversdale Business Improvement District is an unincorporated entity set up to revitalize the business district in the Riversdale area of Saskatoon, Saskatchewan. The District's mission statement is as follows: *to provide a mutually-beneficial business environment for participating members in the Riversdale Business Improvement District by promoting area development and celebrating our uniqueness and cultural diversity.*

No provision for income taxes has been made in these financial statements as the entity is a not-for-profit organization. To the extent the District maintains its not-for-profit status, no income taxes will be payable.

2. SIGNIFICANT ACCOUNTING POLICIES:

These financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Property and Equipment

Property and equipment are recorded at cost. The District provides for amortization using the declining balance method at rates designed to amortize the cost of property and equipment over their estimated useful lives. The annual amortization rates are as follows:

Automotive	30%
Office equipment	20%
Office furniture and fixtures	20%
Computer equipment	45%
Maintenance equipment	20%

Revenue Recognition

The District follows the deferral method of accounting for contributions, which include grants and surtaxes. Contributions are recognized in the accounts when received or receivable if the amount to be received can be reasonably estimated and collection is assured. Unrestricted contributions are recognized as revenue when initially recorded in the accounts. Externally restricted contributions are deferred when initially recorded in the accounts and recognized as revenue in the year in which the related expenditures are recognized. Interest income or expense on restricted cash is recorded as a direct increase or decrease to internally restricted net assets.

Financial Instruments

Measurement of Financial Instruments

The District initially measures its financial assets and liabilities at fair value.

The District subsequently measures all its financial assets and financial liabilities at amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value are recognized in the statement of operations.

Financial assets measured at amortized cost include cash and restricted cash, short-term investments and accounts receivable.

Financial liabilities measured at amortized cost include accounts payable and accrued liabilities.

RIVERSDALE BUSINESS IMPROVEMENT DISTRICT**NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2014**

2. SIGNIFICANT ACCOUNTING POLICIES - continued:

Financial Instruments - continuedImpairment

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in the statement of operations. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of operations.

Risks and Concentrations

The District as part of its operations carries a number of financial instruments. It is management's opinion that the District is not exposed to significant interest or credit risks arising from these financial instruments, except as follows:

Credit Risk

The District is exposed to credit risk in connection with its accounts receivable because of the risk that one party to the financial instrument may cause a financial loss for the other party by failing to discharge an obligation. At year end, accounts receivable is substantially all due from the City of Saskatoon.

Measurement Uncertainty

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Assumptions underlying deferred cost valuations are limited by the availability of reliable comparable data and the uncertainty concerning future events.

By nature, asset valuations are subjective and do not necessarily result in precise determinations. Should underlying assumptions change, the estimated net recoverable amount could change by a material amount.

3. PROPERTY AND EQUIPMENT:

	Cost	Accumulated Amortization	Net Book Value	
			2014	2013
Automotive	\$ 8,555	\$ 8,136	\$ 419	\$ 598
Office equipment	14,624	13,191	1,433	1,791
Office furniture and fixtures	2,931	2,686	245	306
Computer equipment	3,604	3,379	225	410
Maintenance equipment	12,306	10,634	1,672	2,090
	<u>\$ 42,020</u>	<u>\$ 38,026</u>	<u>\$ 3,994</u>	<u>\$ 5,195</u>

RIVERSDALE BUSINESS IMPROVEMENT DISTRICT

NOTES TO THE FINANCIAL STATEMENTS

DECEMBER 31, 2014

4. ECONOMIC DEPENDENCE:

The District's principal sources of revenue consist of grants and an allocation of property taxes from the City of Saskatoon. The city levies a surtax on property taxes based upon the District's budget for the following year. The District is dependent upon the city for the collection and transfer of this revenue.

JAMES H. STINN

Certified General Accountant

Prof. Corp.

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SUTHERLAND BUSINESS IMPROVEMENT DISTRICT

FINANCIAL STATEMENTS

DECEMBER 31, 2014

**SUTHERLAND BUSINESS IMPROVEMENT DISTRICT
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DECEMBER 31, 2014**

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Statement of Revenues and Expenditures and Fund Balance	3
Statement of Changes in Financial Position	4
Notes to the Financial Statements	5

JAMES H. STINN

Certified General Accountant

Prof. Corp.

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INDEPENDENT AUDITOR'S REPORT

To the Members of Sutherland Business Improvement District:

I have audited the accompanying financial statements of Sutherland Business Improvement District which comprise the statement of financial position as at December 31, 2014 and the statements of revenues and expenditures, and fund balance, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Organization's responsibility for the Financial Statements

The Management is responsible for the preparation and fair presentation of these Financial Statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with Canadian Auditing Standards. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Opinion

In my opinion, the financial statements present fairly, in all material respects, the financial position of Sutherland Business Improvement District as at December 31, 2014 and its financial performance for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Saskatoon, Saskatchewan
January 27, 2015



Certified General Accountant, Prof. Corp.

**SUTHERLAND BUSINESS IMPROVEMENT DISTRICT
STATEMENT OF FINANCIAL POSITION
AS AT DECEMBER 31, 2014**

	<u>2014</u>	<u>2013</u>
ASSETS		
Current assets		
Bank	\$ 76,891	\$ 80,581
Accounts receivable	3,097	2,651
Prepaid Expenses	<u>330</u>	<u>0</u>
	<u>\$ 80,318</u>	<u>\$ 83,232</u>
LIABILITIES		
Current liabilities		
Accounts payable and accruals	\$ <u>1,450</u>	\$ <u>2,978</u>
FUND BALANCES		
General fund	<u>78,868</u>	<u>80,254</u>
	<u>\$ 80,318</u>	<u>\$ 83,232</u>

APPROVED ON BEHALF OF THE BOARD:

_____ Director

_____ Director

The accompanying notes are an integral part of these financial statements.

**SUTHERLAND BUSINESS IMPROVEMENT DISTRICT
STATEMENT OF REVENUE AND EXPENDITURES AND FUND BALANCE
FOR THE YEAR ENDED DECEMBER 31, 2014**

	2014	2013
Revenue		
Business assessments	\$ 29,207	\$ 25,526
Interest and other	<u> 3</u>	<u> 8</u>
	<u>29,210</u>	<u>25,534</u>
Expenditures		
Administrative support	0	152
Audit fees	1,570	1,324
Bank charges	154	193
Contract services (Exec director)	22,341	17,158
Flower project	149	0
Insurance	800	880
Membership fees	464	340
Newsletter and advertising	1,783	0
Office	1,086	625
Rent	210	200
Repairs and maintenance	482	0
Strategic planning	0	552
Street Signs	0	62
Telephone	609	659
Urban camp	351	0
Utilities	524	549
Website	73	0
Welcome train sign project	<u> 0</u>	<u> 1,836</u>
	<u>30,596</u>	<u>24,530</u>
Net (Loss) income	(1,386)	1,004
Fund balance, beginning of year	<u>80,254</u>	<u>79,250</u>
Fund balance, end of year	<u><u>\$ 78,868</u></u>	<u><u>\$ 80,254</u></u>

The accompanying notes are an integral part of these financial statements.

**SUTHERLAND BUSINESS IMPROVEMENT DISTRICT
STATEMENT OF CHANGES IN FINANCIAL POSITION
FOR THE YEAR ENDED DECEMBER 31, 2014**

	<u>2014</u>	<u>2013</u>
Operating activities		
Net loss	\$ (1,386)	\$ 1,004
Change in non-cash components of working capital:		
Accounts receivable	(446)	(1,648)
Prepaid's	(330)	0
Accounts payable and accruals	<u>(1,528)</u>	<u>1,709</u>
Decrease in cash	(3,690)	1,065
Cash, beginning of year	<u>80,581</u>	<u>79,516</u>
Cash, end of year	<u>\$ 76,891</u>	<u>\$ 80,581</u>

The accompanying notes are an integral part of these financial statements.

SUTHERLAND BUSINESS IMPROVEMENT DISTRICT
NOTES TO THE FINANCIAL STATEMENTS
AS AT DECEMBER 31, 2014

1. GENERAL

The Sutherland Business Improvement District was established under the provisions of the Saskatchewan Urban Municipalities Act via a bylaw of the City of Saskatoon. The main function of the Sutherland Business Improvement District is to improve business in the Sutherland area of Saskatoon, Saskatchewan.

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of presentation

The financial statements of the Organization have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

Fund Accounting

The accounts of the Organization are maintained with the principles of "fund accounting" in order that limitations are placed on the use of available resources. Under fund accounting resources are classified for accounting purposes with specific objectives.

The General Fund accounts for the Organization's administrative activities. This fund reports unrestricted resources. This is the only fund that the Organization has.

Use of estimates

The preparation of financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the year. Actual results could differ from those estimates. Significant areas of estimation include allowance for doubtful accounts, estimated useful lives of tangible capital assets, impairment of long-lived assets, accrued liabilities, employee future benefits, and disclosure of contingencies.

Revenue and Expense Recognition

Revenue and expenses are recognized using the accrual basis of accounting. Revenue is recognized in the year of receipt.

Donation of Services

The Organization received a significant amount of volunteer services throughout the year. The monetary value of these services has not been recognized in these financial statements.

Financial instruments

The financial instruments of the Organization consist of cash, receivables, and payables. Unless otherwise noted, it is the Board's opinion that the Organization is not exposed to significant interest or credit risks arising from these financial instruments.

Income Taxes

Due to the nature of the activities as a non-profit organization, the Organization is exempt from income tax.

The accompanying notes are an integral part of these financial statements.



STANDING POLICY COMMITTEE ON FINANCE

Amendments to the Industrial Land Incentive Program – Policies C09-009 and A09-009

Recommendation of the Committee

1. That the revisions to Council Policy No. C09-009 and Administrative Policy No. A09-009, Industrial Land Incentives Program, be adopted; and
2. That the City Clerk be requested to update the policies as reflected in the report of the CFO/General Manager, Asset & Financial Management Department dated August 17, 2015.

History

At the August 17, 2015 Standing Policy Committee on Finance meeting, a report of the A/CFO/General Manager, Asset & Financial Management Department dated August 17, 2015 was considered.

Attachment

August 17, 2015 Report of the A/CFO/General Manager, Asset & Financial Management

Amendments to the Industrial Land Incentive Program – Policies C09-009 and A09-009

Recommendation

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

1. That the revisions to Council Policy No. C09-009 and Administrative Policy No. A09-009, Industrial Land Incentives Program, be adopted; and
2. That the City Clerk be requested to update the policies as reflected in this report.

Topic and Purpose

The purpose of this report is to obtain City Council's approval of the proposed policy changes and general updates to the Industrial Land Incentives Program in response to current market trends. The intent of the changes is to ensure the program remains beneficial to new or expanding businesses while removing the potential for abuse of the program for land speculation and flipping.

Report Highlights

1. The long-term land lease offered through the Industrial Land Incentive Program has been an effective tool for promoting employment growth and new business development or expansion in the Saskatoon region; however, the current Council Policy does not contain any requirement to ensure improvements are constructed on land lease parcels in a reasonable time period.
2. A three-year build time requirement is being proposed by the Administration for all new long-term leases negotiated under the Industrial Land Incentive Program.
3. Minor changes to how the long-term land lease rate is calculated are recommended to reflect current, historically low interest rates and maintain revenue streams from new long-term leases that are negotiated under the Industrial Land Incentive Program in the future.
4. Minor changes to the Industrial Land Incentive Program are being recommended to reflect the current corporate committee structure, division names, and delegated responsibilities.

Strategic Goal

This report supports the City of Saskatoon's four-year priority of continuing to create and support a business friendly environment and increase the tax base that is non-residential under the Strategic Goal of Economic Diversity and Prosperity.

Background

The Industrial Land Incentive Program (Policy C09-009) was adopted by City Council on February 8, 1988. The policy was established to attract new industry and to encourage the expansion of existing industries, thereby creating new employment opportunities for

local residents and to generate financial return to the City of Saskatoon (City) to help offset holding costs on current inventory.

In July 2011, the Council Policy was amended to require that lessees complete a building foundation that is consistent with the nature of their business operations in order to exercise their Option to Purchase. This was done in order to discourage flipping of land held under long-term lease.

Since 2011, the Administration has also been more diligent in requiring written proposals from potential lessees prior to entering into long-term lease agreements. This gives Saskatoon Land the opportunity to view proposals of potential lessees' rationale for entry into the Incentive Program.

Report

Industrial Land Incentive Program

Over the past several years Saskatoon's vibrant economy and subsequent demand for industrial land has created the potential for speculation of land in City development areas. There have been situations where land parcels sold through the public tender process have been resold by the purchaser at a price greater than originally tendered by the City.

More recently, there have been several examples of the long-term lease method offered under the Industrial Land Incentive Program being used to tie up land parcels for very little cost. This has caused land under long-term lease to sit vacant with no improvements for several years, resulting in little benefit in increased assessment value to the City. Recent lessees have held the land for multiple years then assigned the lease to other interests at a financial gain. The new lessee will sometimes initiate construction, or in some instances they have attempted to assign the lease again, resulting in further administrative time and resources being required by Saskatoon Land and the City Solicitor's Office. This unintended misuse of the long-term lease option is contradictory to the purpose of the incentive program, as the City receives little benefit from delayed improvements on the land.

To aid in the process of discouraging misuse of the incentive program and encouraging timely construction of improvements on the land, the Administration is recommending changes to the Industrial Land Incentive Program Policy as outlined in this report.

Requirement for Land Improvements

A primary criterion of the Industrial Land Incentive Program is the commitment to improvements that are consistent with the tenant's operations. The purpose of this is to ensure that the City gains the benefit of increased assessment values on the properties through the construction of buildings and other permanent structures. Despite the required commitment to improvements on the land by the tenant, current Council Policy has no prescribed time period to ensure improvements are made within a reasonable time.

To certify on a go-forward basis that new lessees are committed to making land improvements under the program, it is recommended that a three-year build time

requirement be imposed. If after three years there is no evidence of improvements or commitment to such improvements, the City would have the option of terminating the lease and the land would be returned for sale over-the-counter. For the purpose of measuring a commitment to improvements on the land, the Administration will require new tenants to have a building foundation in place that is consistent with nature of the proposed operations within the three years.

Requiring improvements within the three-year time period will provide adequate time to design, plan and secure financing for building construction. This will deter new lessees from using the long-term lease to speculate the land for resale or assignment and encourage improvements that benefit new assessment value for the City. The three-year time frame also allows for the opportunity to adjust to fluctuations in the market that could have an effect on the construction process.

This recommended change to Council Policy C09-009 is indicated in Attachment 1.

Lease Rate

Under current Council Policy, the lease rate will be such that it maintains the incentive to purchase City-owned industrial land and is currently based on the City's 10-year debenture rate. The rate is locked in for the first 10 years of the Lease Agreement and then every 5 years thereafter at the new 10 year debenture rate. With rates currently at historic lows and older leases coming to their 10-year anniversary, new lease payments are being adjusted down significantly. This has resulted in a substantial loss of revenue for the City. The Administration is recommending that the Council Policy be changed so that the adjusted lease rate is the higher of the lessee's current payment or the new 10-year debenture rate. This will allow the City to certify that its revenue from existing leases will not be substantially reduced in times of low interest rates and lessees will continue to pay the rate they have for the previous 10 years.

It is also recommended that the calculation of the lease rate be amended to the 10 year debenture rate plus one percent. This change in the rate calculation will continue to provide an incentive to new or expanding industries with a favourable rate, while also generating a greater financial return to the City. The main incentive for businesses applying for the Industrial Land Incentive Program remains to be the ability to acquire the land and construct a building without having to finance the land cost. This allows the business to become established before proceeding to purchase the land through the Option to Purchase Agreement contained in the Lease.

These recommended changes to Council Policy C09-009 are indicated in Attachment 1.

General Policy Updates

The current policies contain several references to former civic departments and committee structure. The Administration recommends that Council Policy No. C09-009 (Attachment 1) and Administrative Policy No. A09-009 (Attachment 2) be updated as indicated on the attached policies to reflect the current division names and the current Council Committee structure and delegated authorities.

Options to the Recommendation

The option is to keep the Industrial Land Incentive Program as it currently exists.

Public and/or Stakeholder Involvement

The President of the Saskatoon Regional Economic Development Authority (SREDA) has been advised of the proposed changes.

Communication Plan

Should the proposed changes be approved, the City's website will be updated to reflect the new policy changes and all new long term lease applicants would be advised of the recent changes.

Policy Implications

If the recommendations in this report are approved, Council Policy No. C09-009 and Administrative Policy No. A09-009 will be amended to reflect these changes.

Financial Implications

The payments received from leases under the Industrial Land Incentive Program will continue to be deposited to the general revenue fund through City-Owned Property.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

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

Public Notice

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

Attachments

1. Council Policy No. C09-009, Industrial Land Incentives Policy (Updated to July 3, 2015)
2. Administrative Policy No. A09-009, Industrial Land Incentives Policy (Updated to July 3, 2015)

Report Approval

Written by: Jeremy Meinema, Finance and Sales Manager
Reviewed by: Keith Pfeil, Acting Director of Saskatoon Land
Approved by: Clae Hack, Acting General Manager, Asset & Financial Management Department

Policy Changes_Industrial Land Incentives Program.docx

CITY OF SASKATOON COUNCIL POLICY

NUMBER
C09-009

POLICY TITLE <i>Industrial Land Incentives Program</i>	ADOPTED BY: <i>City Council</i>	EFFECTIVE DATE <i>February 8, 1988</i>
		UPDATED TO <i>November 7, 2011</i>
ORIGIN/AUTHORITY <i>Planning and Development Committee Report No. 6-1988; Administration and Finance Committee Report No. 17-2001; and Land Bank Committee Reports 7-2011 and 9-2011</i>	CITY FILE NO. <i>CK. 3500-13, 4225-1, and 4215-1</i>	PAGE NUMBER <i>1 of 3</i>

1. PURPOSE

The objectives of this Policy are:

- a) To attract new industry and to encourage the expansion of existing industries, thereby creating new employment opportunities for local residents; and
- b) To generate a financial return to the City (and hence, to offset holding costs) on the City's current inventory of industrial land (as defined in 2.1 below).

2. DEFINITIONS

- 2.1 City-owned Industrial Land - shall be all City-owned industrial land available for sale over-the-counter, with the exception of land tendered under the Tax Enforcement Act.

3. POLICY

The City will lease, with the option to purchase, City-owned industrial land as defined above.

3.1 Term of Lease

The term of the lease will be 15 years, with an option to renew for a further 5 years.

3.2 Lease Rate

The lease rate will be such that it maintains the incentive to purchase City-owned industrial land.

CITY OF SASKATOON COUNCIL POLICY

NUMBER
C09-009

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Industrial Land Incentives Program</i>	<i>February 8, 1988</i>	<i>November 7, 2011</i>	<i>2 of 4</i>

- a) The lease rate will be determined on the basis of the City's cost of borrowing applied to the selling price of the serviced land. The interest rate used will be equivalent to the market rate at which the City is able to issue debentures for a ten-year period or the remaining length of the lease, whichever is shorter, **plus one percent.**
- b) ~~The lease rate will be adjusted only to reflect changes in the interest rate components of the formula and only~~ **Adjustments to the lease rate will be the higher of the current lease payment or the City's new ten year debenture rate plus one percent and only:**
 - i) After the initial 10 years of the lease agreement; and
 - ii) Every 5 years thereafter.

3.3 Occupancy Costs

The tenant will be responsible for all occupancy costs including all local government taxes (property and business).

3.4 Transferability

Lease agreements may be transferred by assignment provided the transfer supports the objectives of this Policy.

3.5 Improvement Commitments

The tenant must commit to improvements and such improvements must be consistent with the nature of the tenant's operations.

- a) **Tenants are required to have a building foundation in place that is consistent with the nature of the tenants operations within three years, commencing upon the execution of the Lease Agreement.**
- b) **If after three years there is no evidence of improvements or commitments to such improvements that are consistent with the nature of the tenants operations, the City will have the option of terminating the lease and placing the land for sale over-the-counter.**

CITY OF SASKATOON COUNCIL POLICY

NUMBER
<i>C09-009</i>

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Industrial Land Incentives Program</i>	<i>February 8, 1988</i>	<i>November 7, 2011</i>	<i>3 of 4</i>

3.6 Real Estate Fees

Real Estate Fees, where applicable, will be paid for out of the Property Realized Reserve.

3.7 Option-to-Purchase

The tenant will have the option to purchase the property at any time during the term of the lease, upon completion of a building foundation consistent with the nature of the tenants operations. The price of the option will be equivalent to the selling price in effect at the time the lease agreement was entered into.

3.8 Administrative Authority

The Administration shall have authority to:

- a) Approve all lease agreements that satisfy the requirements of this Policy.
- b) Authorize the improvements required to be undertaken by the tenant as a condition of the lease agreement.
- c) Charge real estate fees, where applicable, to the Property Realized Reserve.
- d) Approve the transfer of lease agreements.

4. RESPONSIBILITIES

4.1 ~~Land Branch-Saskatoon Land~~

- a) Recommend changes to this policy, when required, to City Council through the ~~Land Bank-Committee Standing Policy Committee on Finance~~.

4.2 ~~Land Bank-Committee Standing Policy Committee on Finance~~

- a) Review recommendations from ~~the Land Branch Saskatoon Land~~ regarding proposed amendments to the policy and, where appropriate, recommend to City Council changes to the policy.

CITY OF SASKATOON COUNCIL POLICY

NUMBER

C09-009

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Industrial Land Incentives Program</i>	<i>February 8, 1988</i>	<i>November 7, 2011</i>	<i>4 of 4</i>

- b) Advise City Council on the extent, if any, that the lease rate formula (and any changes in the formula) affects the incentive to purchase City-owned industrial land and recommend changes to the lease rate formula, as appropriate.

4.3 City Council

- a) Receive and consider recommendations from the ~~Land Bank~~ **Standing Policy Committee on Finance** with respect to amendments to this policy, including revisions to the lease rate formula; and
- b) Approve amendments to this policy when and as required.

NUMBER
A09-009

POLICY TITLE <i>INDUSTRIAL LAND INCENTIVES PROGRAM</i>	ADOPTED BY: <i>CITY COMMISSIONER</i>	EFFECTIVE DATE <i>OCTOBER 24, 1988</i>
ORIGIN/AUTHORITY <i>DIRECTOR OF PLANNING AND DEVELOPMENT REPORT OCTOBER 17, 1988</i>	CITY FILE NO. <i>CK-4225-1</i>	PAGE NUMBER <i>1 of 3</i>

1. PURPOSE

To provide direction in the administration of City Council Policy No. C09-009 on "Industrial Land Incentives Program".

2. DEFINITIONS

2.1 City-owned Industrial land ~~shall be all City-owned industrial land that is located in the areas bounded by Miners Avenue to the west, 61st Street to the north, Millar Avenue to the east, and 55th Street to the south and any other industrial land that City Council may designate from time to time.~~ **Shall be all City-owned industrial land available for sale over-the-counter, with the exception of land tendered under the Tax Enforcement Act.**

3. POLICY

The following terms and conditions will govern the administration of lease agreements entered into pursuant to City Council Policy No. C09-009 on "Industrial Land Incentives Program":

3.1 Lease Payments

Lease payments must be made in advance on a monthly basis.

3.2 Approval

The Director of ~~Planning and Development~~ **Saskatoon Land** shall have authority to approve:

- a) All lease agreements entered into pursuant to this Policy.

POLICY TITLE	EFFECTIVE DATE	PAGE NUMBER
<i>INDUSTRIAL LAND INCENTIVES PROGRAM</i>	<i>OCTOBER 24, 1988</i>	<i>2 of 3</i>

- b) The transfer of any such lease agreements.
- c) Charges against the Property Realized Reserve for real estate fees, where applicable.
- d) The improvements required to be undertaken by the tenant.

3.3 Accounting

Long-term lease agreements entered into pursuant to this Policy shall be accounted for and reported as a separate program to be known as the "Industrial Land Incentive Program".

- a) The program will fall under the jurisdiction of ~~the City's Economic Development Department~~ **Saskatoon Land**.
- b) The serviced land will be transferred to the "Program" at a price equivalent to the City's selling price at the time the lease agreement is entered into.
- c) Lease payments will be credited to General Revenues.
- d) Proceeds from the subsequent sale of land leased under the Program will be credited to the 'Industrial Land Incentives' account.
- e) The Land Department will assume responsibility for selling any land, not purchased upon termination of lease agreements, with the proceeds, net of the Land Administration Fee, being credited to the 'Industrial Land Incentives' account. Excess funds will be credited to the Property Realized Reserve.

4. RESPONSIBILITIES

4.1 ~~Economic Development Department~~ **Saskatoon Land** shall be responsible for:

- a) Promoting the Industrial Land Incentives Lease Program;
- b) Attracting and negotiating with industries to enter into long-term lease agreements pursuant to this Policy;

POLICY TITLE	EFFECTIVE DATE	PAGE NUMBER
<i>INDUSTRIAL LAND INCENTIVES PROGRAM</i>	<i>OCTOBER 24, 1988</i>	<i>3 of 3</i>

- c) Ensuring tenants comply with the terms and conditions set out in the lease agreements.
- d) Reviewing and reporting annually on the impact of this Policy;
- e) Attending to administrative matters pertaining to the preparation of lease agreements, in consultation with the Solicitor's office;

~~4.2 Land Department shall be responsible for attending to administrative matters pertaining to the preparation of lease agreements, in consultation with the Solicitor's office;~~

4.3 Treasurer's Corporate Revenue Department - shall receive copies of all lease agreements and shall collect all lease payments and taxes applicable to such agreements.



STANDING POLICY COMMITTEE ON FINANCE

Farm Land Fixed Taxation Agreement Extension

Recommendation of the Committee

1. That the extension of the Farm Land Fixed Taxation Agreement with Mr. Brian Sutherland be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

History

At the August 17, 2015 Standing Policy Committee on Finance meeting, a report of the A/CFO/General Manager, Asset & Financial Management Department dated August 17, 2015 was considered.

Attachment

August 17, 2015 Report of the A/CFO/General Manager, Asset & Financial Management

Farm Land Fixed Taxation Agreement Extension

Recommendation

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

1. That the extension of the Farm Land Fixed Taxation Agreement with Mr. Brian Sutherland be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to receive City Council's approval to extend the Farm Land Fixed Taxation Agreement with Mr. Sutherland.

Report Highlights

1. This property was part of the 2005 annexation which led to the initial agreement with Mr. Sutherland.
2. Key differences exist between *The Municipalities Act* and *The Cities Act* relating specifically to the exemptions available to the owners of farmed land.
3. *The Cities Act* allows for City Council to enter into an agreement which effectively exempts improvements.

Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability by ensuring that the City of Saskatoon (City) is open, accountable and transparent in regard to the collection decisions the City makes. In doing so, it is ensured that farmed land is taxed at an accurate and equitable level as found within the applicable legislation.

Background

In 2006 and 2010, City Council approved five-year agreements with Mr. Sutherland, thereby exempting the improvements as found within *The Municipalities Act*. The 2010 agreement expired at the end of 2014. Late in 2014, Mr. Sutherland and the Acting City Assessor discussed renewal of the Farm Land Fixed Taxation Rate Agreement.

Report

Mr. Sutherland's property was part of a larger annexation that occurred in 2005. *The Municipalities Act*, which was the legislation applicable to this property prior to the 2005 annexation, allows for exemptions of improvements associated to the operation of the farm and the dwelling.

Following the annexation in 2005, this property is now legislated by *The Cities Act*. The City is required to follow the legislated directives of *The Cities Act* in regard to

assessment and taxation of properties. There is no automatic exemption on the dwelling or agricultural improvements as is afforded under *The Municipalities Act*. *The Cities Act* allows for City Council to enter into a five-year agreement with the property owner to exempt from taxation the same improvements that would have been exempted under *The Municipalities Act*.

At the beginning of 2015, the Farm Land Fixed Taxation Rate Agreement between the City and Mr. Sutherland expired. As a result, the property taxes attributable to the improvements on Mr. Sutherland's property became taxable for the 2015 taxation year.

The key differences between *The Cities Act* and *The Municipalities Act* as applicable to farm land are summarized in Attachment 1.

The Administration is recommending a further five-year agreement as it:

- ensures that properties that are farmed within the boundaries of the City are treated equitably with neighbouring municipalities;
- does not penalize the property owner as a result of the annexation; and
- ensures consistent application of *The Cities Act* relating specifically to farmed properties.

Options to the Recommendation

City Council could choose to not renew the agreement. This would suggest that the intent of the original agreement was to transition the tax differences between the Rural Municipality of Corman Park and the City.

The second option would be to enter into an agreement that phases in the taxable differences over a five-year period so that the property is assessed and taxed in accordance with *The Cities Act* in the final year of the agreement.

The benefit of either option is the generation of the tax revenue associated to the farm improvements. This is in the amount of approximately \$2,600 (based on 2015 mill rate).

The Administration does not recommend either option as this may be perceived as inconsistent with other agreements currently in place, and as inequitable treatment in comparison to adjoining municipalities.

Public and/or Stakeholder Involvement

The Acting City Assessor has been in communication with Mr. Brian Sutherland.

Communication Plan

Mr. Sutherland will be advised of City Council's decision.

Financial Implications

Based on the 2015 mill rate, the opportunity cost of entering into the Farm Land Agreement would be approximately \$2,600 annually.

Other Considerations/Implications

There are no policy, environmental, privacy or CPTED implications or considerations, and there is no due date for follow-up or completion.

Public Notice

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

Attachment

1. Key Differences – *The Municipalities Act* and *The Cities Act*

Report Approval

Written by: Darcy Huisman, Manager of Commercial Valuation
Reviewed by: Shelley Sutherland, Director of Corporate Revenue
Approved by: Clae Hack, Acting General Manager, Asset & Financial
Management Department

Brian Sutherland Agreement.docx

Key Differences – *The Municipalities Act* and *The Cities Act*

Prior to the annexation of 2005, Mr. Sutherland's property was located in the Rural Municipality (RM) of Corman Park.

The RM of Corman Park falls under *The Municipalities Act* in regard to the assessment and taxation of farm lands. Under that *Act*, dwellings that are situated outside of a hamlet are exempt from taxation if the assessed value of the dwelling is less than the total assessment of all land owned or leased by the owner of the dwelling in that and any adjoining municipality. If the assessed value of the dwelling is greater than the assessed value of land, then only the amount of the dwelling assessment that exceeds the land assessment is subject to taxation. The total land assessment of Mr. Sutherland's properties was greater than the assessment for the dwelling; therefore, the dwelling was exempt from taxation in 2004 (when taxes were levied by the RM under *The Municipalities Act*). *The Municipalities Act* also exempts all improvements used exclusively with the agricultural operation. Effectively, only the land was subject to taxation when the property was in the RM.

There are no similar provisions under *The Cities Act*. The City of Saskatoon is required to follow the legislated directives of the *The Cities Act* with regard to assessment and taxation of properties. There is no automatic exemption for dwellings or the agricultural improvements as is afforded under *The Municipalities Act*.

Section 168 of *The Cities Act* allows City Council to enter into an agreement on a parcel of land if the land is:

- used exclusively for farming purposes and if the principal occupation of the assessed owner of that land is farming; and
- greater than 8 hectares in area (approximately 20 acres).

This Section allows City Council to enter into an agreement to either set a fixed amount of assessment or a fixed amount of taxation on these properties. The issue in respect to Mr. Sutherland's property was not the level of assessment - it was the loss of the exemption to taxation.

An agreement entered into by City Council can be for any period up to five years. It is important to note that an agreement is deemed to be terminated or void if:

- additional structures are placed on the land;
- any portion of the land is used for any purpose other than farming; and
- the ownership of the land becomes less than the required hectares or any part of the land is subdivided into lots.

Section 168 also allows for the owner of the land to petition the appeal board to adjudicate the matter should City Council not enter into an agreement. The appeal board may make a ruling with the same outcome as proposed in the agreement or any other ruling as seen fit.



STANDING POLICY COMMITTEE ON FINANCE

Internal Audit Plan – 2015 to 2019

Recommendation of the Committee

That the information be received.

History

At the August 17, 2015 Standing Policy Committee on Finance meeting, the City of Saskatoon Internal Audit Plan 2015 – 2019 was considered.

Attachment

City of Saskatoon Internal Audit Plan 2015 - 2019

City of Saskatoon Internal Audit Plan 2015 – 2019

City of Saskatoon

*For presentation to
the Public Committee
on August 17, 2015*



City of
Saskatoon

PwC Internal Audit for City of Saskatoon

We are pleased to present our audit plan in respect of the various internal audit projects of the City of Saskatoon (the City) for the next 5 years (2015 to 2019).

In developing our audit approach for the five year plan, we have worked closely with management and councillors to understand the key risks facing the City.

In the planning that our team has undertaken to date, we have enjoyed open and challenging discussions with the management and Council of the City.

We look forward to continuing to work with you and discussing your views on our plan.



Lee Braaten



Arun Gupta



Jesse Radu

August 10, 2015

1. Objectives



Our internal audits are based on a series of elements that ensure quality, rigour, relevance and the highest level of professionalism. They are also focused on identifying the high risks and most impactful issues for the City.

Our audit risk assessment, strategy and approach are built on a firm understanding of how the City operates. This understanding is enhanced by the breadth of expertise and experience both within the audit team and the wider firm, which enables us to provide meaningful perspectives for the City.

The objective of this brief document is to be a source of review and finalization of the internal audit plan for 2015 to 2019 by the Public Committee, including the prioritization of the specific projects. It is also important to ensure that no items of priority/significance are missing from the plan.

2. Background and Approach



We met with over 40 individuals, including all of the councillors, to identify key risks. These were presented to, and agreed upon, with management and councillors.

Initially, management performed a ranking of risks and a survey was then held with Council to get their perspective on which risks they would consider as high, medium and low risk items.

Each of the risks was evaluated based on an assessment framework that incorporates ratings for likelihood and impact and was prepared by the City's management.

3. Five Year Audit Plan



Prioritization of the plan was done by management and the Council based on the final risk ratings. As part of this process, we obtained input by conducting surveys and follow-up discussions with both parties.

Management and the SPCF have responsibility for audit priorities based on risk. PwC is responsible for executing the plan and reporting on audits.

The plan currently does not include any effort for risk management related work, follow-up of audit findings or an annual refresh of the plan. Management is expected to provide revised risks for us as they are identified, which we would in turn use to revisit and update our plan.

Please refer to the Appendix to this document for full details of the internal audit plan. Audit effort during each year has been kept to 1400 hours in line with current budget and expectations.

4. Next Steps



We know the outcome and output of our audits is important and has relevance to a range of stakeholders. We will continue to seek feedback throughout the process each year. Through this dialogue, we can continue to evolve in our understanding of your needs and commit to your expectations in order to deliver optimal value.

Over the coming months, we intend to work with management to begin work on the first internal audit projects, present our first audit reports and refresh the audit plan in December 2015, if necessary.

Appendix A

Five Year Audit Plan: 2015-2019

2015

Audit Area	Scope	Estimated Hours	Fees (\$ 000)	Risk Level	Type of Audit / Assurance / Advisory
Risk Assessment	Initial risk assessment and audit plan preparation	550	95	N/A	(Assurance & Advisory)
Road Maintenance	Assess the economy, efficiency and effectiveness of the road maintenance process	400	67		Value for Money (Assurance)
Snow Removal	Assess economy, efficiency and effectiveness of snow clearing function	350	61		Value for Money (Assurance)
	Total	1300	223		

■ High Risk Areas
 ■ Medium Risk Areas
 ■ Low Risk Areas

2016

Audit Area	Scope	Estimated Hours	Fees (\$ 000)	Risk Level	Type of Audit / Assurance / Advisory
Snow Removal (Cont.)	Assess economy, efficiency and effectiveness of snow clearing function (Cont.)	75	13		Value for Money (Assurance)
Sidewalks	Assess efficiency and effectiveness of sidewalk maintenance	400	65		Value for Money (Assurance)
Bridge Maintenance	Assess economy, efficiency and effectiveness of the bridge maintenance processes	425	70		Assurance
Business Continuity	Review current disaster recovery and business continuity plans for the City and identify improvements	400	65		Value for Money (Assurance)
Revenue Generation	Assess potential options with respect to additional revenue generation options through a benchmarking exercise with other cities	100	15		Advisory
	Total	1400	228		

■ High Risk Areas
 ■ Medium Risk Areas
 ■ Low Risk Areas

2017

Audit Area	Scope	Estimated Hours	Fees (\$ 000)	Risk Level	Type of Audit / Assurance / Advisory
Revenue Generation (Cont.)	Assess potential options with respect to additional revenue generation options through a benchmarking exercise with other cities .	300	48	High Risk	Advisory
Citizen Engagement Process	Review current processes for engaging with citizens and their effectiveness. Review customer response mechanism	400	67	High Risk	Operational (combined)
Asset Life Cycle Costs	Review current capital budgeting process and identify improvements to incorporate asset life cycle costs	250	42	Medium Risk	Advisory
Infrastructure Investment Evaluation	Review process for evaluating infrastructure investments and management's process to minimize risk of under/over investments	300	50	Medium Risk	Assurance
Budgeting Process	Assess efficiency and effectiveness of budgeting process	150	25	Medium Risk	Value for Money (Assurance)
	Total	1400	232		

■ High Risk Areas
 ■ Medium Risk Areas
 ■ Low Risk Areas

2018

Audit Area	Scope	Estimated Hours	Fees (\$ 000)	Risk Level	Type of Audit / Assurance / Advisory
Budgeting Process	Assess efficiency and effectiveness of budgeting process	200	34	Medium Risk	Value for Money (Assurance)
Transit Services	Assess the economy, efficiency and effectiveness of the transit services	425	72	Medium Risk	Value for Money (Assurance)
IT Security	Review current state of privacy of information and overall IT security policies, procedures and practices	375	63	Medium Risk	IT (Assurance)
Buildings Maintenance	Perform a Value for Money review of the buildings maintenance process covering economy, efficiency and effectiveness of the activities undertaken	400	68	Medium Risk	Assurance
Total		1400	237		

■ High Risk Areas
 ■ Medium Risk Areas
 ■ Low Risk Areas

2019

Audit Area	Scope	Estimated Hours	Fees (\$ 000)	Risk Level	Type of Audit / Assurance / Advisory
Parks and Recreation	Assess economy, efficiency and effectiveness of parks and recreation facilities	400	69	Medium Risk	Value for Money (Assurance)
IT Governance Audit:	Review current governance process around IT goals & initiatives and their alignment to business needs	325	56	Medium Risk	Operational (Assurance)
Succession Planning	Review process design for overall succession planning for critical positions and how leadership development process supports that	350	60	Medium Risk	People Advisory
Workforce Planning	Review overall process with respect to workforce planning and decisions with respect to additional staff. Benchmark with other municipalities	325	57	Medium Risk	People Advisory
Total		1400	242		

■ High Risk Areas
 ■ Medium Risk Areas
 ■ Low Risk Areas

Unassigned Lower Rated Risks

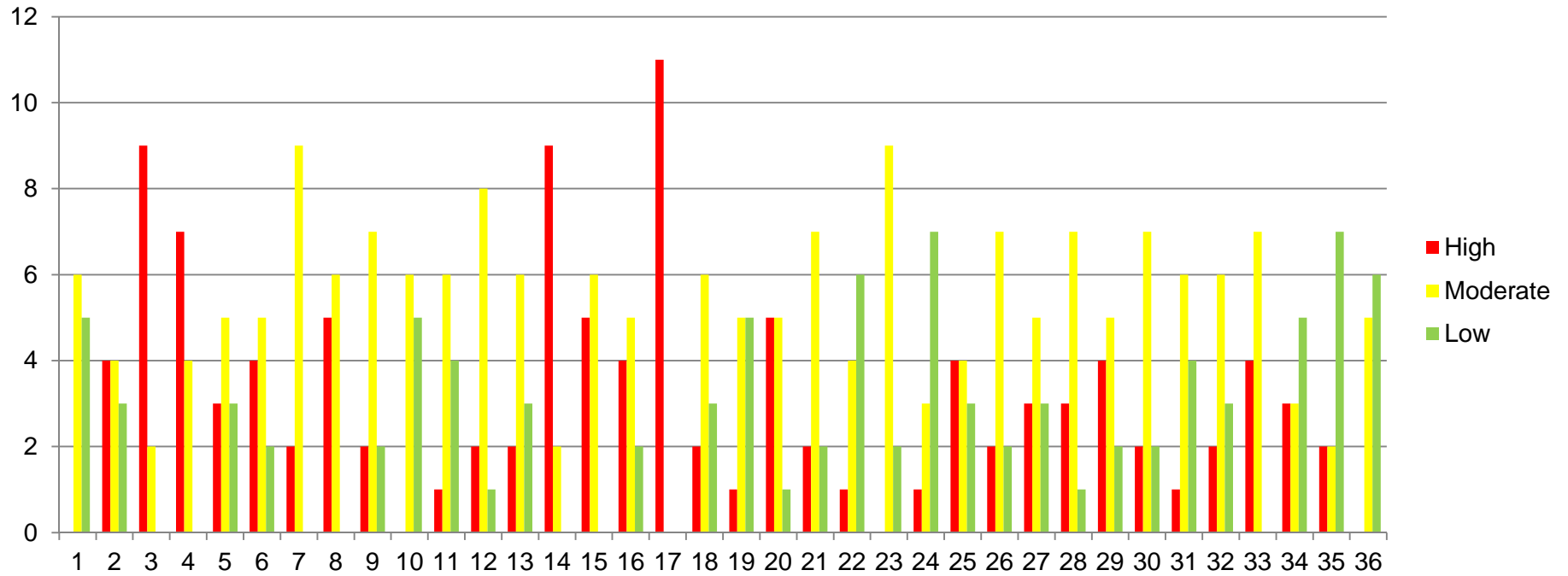
Audit Area	Scope	Risk Level	Type of Audit / Assurance / Advisory
Integrated Asset Management System	Review benefits and drivers for an integrated asset management system and create roadmap for implementation	Medium Risk	IT (Advisory)
Systems Integration	Assess business case for integration of IT systems and related benefits that can be achieved by the organization	Medium Risk	Advisory
Staff Turnover and Retention	Assess root causes for high turnover and review current processes to address this within the City	Medium Risk	Assurance
Climate Change Strategy	Evaluate the City's climate change strategy and efforts to manage related risks	Medium Risk	Assurance
Garbage Collection	Assess efficiency and effectiveness of garbage collection function	Medium Risk	Value for Money (Assurance)
Procurement and Sole Sourcing	Assess compliance with procurement and sole sourcing processes for key contracts for the last 2-3 years	Low Risk	Assurance
Regional Growth Plan	Assess the City's current growth plan, related risks and efforts undertaken to align efforts with neighbors	Low Risk	Advisory
CO2 Reduction Initiatives	Review the current environmental strategy of the City and benchmark with other cities to identify what CO2 Reduction initiatives could be considered	Low Risk	Advisory
Fleet Maintenance	Review current condition of fleet across the City and help identify how to manage them more effectively. Advice on how to build a lease vs buy option	Low Risk	Operational (Advisory)
Cross Charging of Costs	Review the current process for cross charging costs from different areas and assess whether the distribution is fair and what can be done to improve the methodology to accurately reflect actual costs	Low Risk	Assurance

■ High Risk Areas
 ■ Medium Risk Areas
 ■ Low Risk Areas

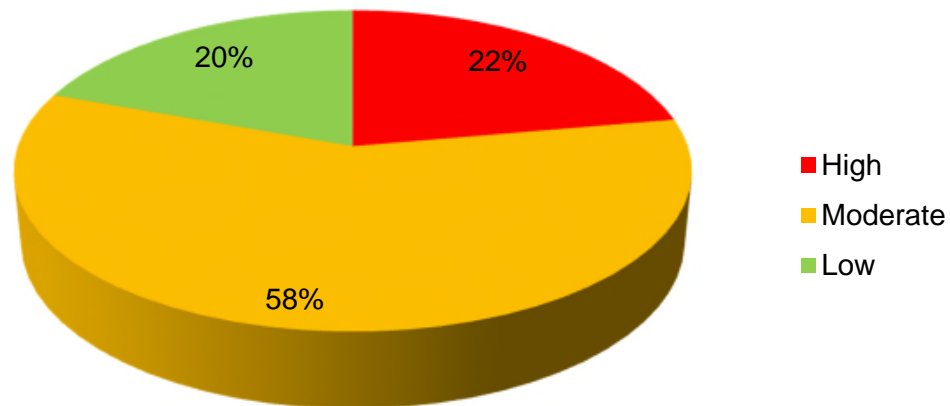
Appendix B

Key Risks and Their Ranking By Council Members

Overall Results



Somewhat divided view on different risks



A mix of different ratings for final risks




Infrastructure & Operations

Risk	Ranking
1. The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment:	
<ul style="list-style-type: none"> • Roads 	
<ul style="list-style-type: none"> • Transit 	
<ul style="list-style-type: none"> • Fleet Management 	
<ul style="list-style-type: none"> • Park and Recreation 	
<ul style="list-style-type: none"> • Sidewalks 	
2. While making capital investment decisions, adequate funding for asset lifecycle costs may not be getting identified.	
3. The city carries the risk of over/under investing within its future infrastructure and not being aligned to economic scenario within the city/province.	

High Risk Areas
 Medium Risk Areas
 Low Risk Areas

Infrastructure & Operations

Risk	Ranking
4. The City may not be delivering expected level of services to citizens or internal stakeholders:	
<ul style="list-style-type: none"> Road Maintenance, Snow Removal, Bridges 	High Risk
<ul style="list-style-type: none"> Garbage Collection, IT, Transit, Buildings, Parks Maintenance 	Medium Risk
<ul style="list-style-type: none"> Fleet 	Low Risk
5. The City may not have adequate business continuity planning and/or emergency preparedness in place.	High Risk
6. The lack of Integrated Asset Management approach and systems may be affecting the overall process of asset maintenance	Medium Risk




 High Risk Areas
  Medium Risk Areas
  Low Risk Areas

Financial

Risk	Ranking
1. The lack of a regional growth plan that includes all of the city’s neighbors could restrict the city’s growth in the future.	Low Risk
2. There may be limitations on non-property tax revenue options and taxing powers, resulting in an over-reliance on property tax.	High Risk
3. The current budgeting process may make it difficult to see the “big picture” and identify priority based funding. A good understanding of what is needed for baseline operations and what’s considered as an add-on may not exist.	Medium Risk
4. Current system of cross-charging costs may be inefficient.	Low Risk
5. Strategic initiatives may not be reviewed for key risks during the business case evaluation in a structured and comprehensive way.	Medium Risk
6. Procurement activities may not be in adherence with policies and procedures, especially with respect to sole source contracts.	Low Risk




People

Risk	Ranking
1. Current succession planning and leadership development may not be adequate considering ageing workforce and staff turnover.	
2. With the economic growth of the province, the City may be experiencing a high degree of staff turnover which may require better talent management and retention strategies.	
3. Overall workforce planning process may not be adequate to highlight what the future organization would look like and align it with citizen needs and expected service levels.	

 High Risk Areas  Medium Risk Areas  Low Risk Areas

Information Technology

Risk	Ranking
1. Some IT Systems and Hardware may be outdated resulting in inability to meet business needs.	
2. There may be a lack of clear IT strategy for the organization which may result in higher IT costs and inability for IT to function as an enabler	
3. Financial and operational systems are not well integrated which makes it difficult to make data based decisions. (Asset management, maintenance, ERP, HR etc.).	
4. Inadequate management of privacy and security of information may be a risk. Data management may be insecure due to use of cloud services.	
5. Current IT skills may not match the future needs of the organization	




 High Risk Areas  Medium Risk Areas  Low Risk Areas

Stakeholders

Risk	Ranking
1. City may lack the right initiatives to adequately engage and inform citizens. An expectation gap between citizens and the City may be leading to dissatisfaction with services.	

Environment

Risk	Ranking
1. City may be lacking a clearly articulated strategy on how to manage climate change related risks	
2. Absence of CO2 reduction initiatives may lead to a bigger than expected carbon footprint. Initiatives could include environmental impact assessments, landfill emissions, green energy initiatives etc.	
3. City may need to do more to create community awareness with respect to increase awareness, educate and change people's attitude about carbon footprint.	

 High Risk Areas
  Medium Risk Areas
  Low Risk Areas



pwc



STANDING POLICY COMMITTEE ON FINANCE

Civic Vehicles and Equipment Fund Transfer Request

Recommendation of the Committee

1. That a one-time transfer of \$3.1 million from the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve to the Civic Vehicles and Equipment Replacement Reserve be approved to fund the emergent replacement of equipment at the City of Saskatoon Landfill;
2. That the City Solicitor prepare an amendment to Bylaw No. 6774, The Capital Reserve Bylaw, to provide for this transfer between these civic vehicles and equipment reserves; and
3. That the Administration report further with recommended amendments to Bylaw No. 6774, The Capital Reserve Bylaw.

History

At the September 8, 2015 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset & Financial Management Department dated September 8, 2015 was considered.

Attachment

September 8, 2015 Report of the CFO/General Manager, Asset & Financial Management

Civic Vehicles and Equipment Fund Transfer Request

Recommendation

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

1. That a one-time transfer of \$3.1 million from the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve to the Civic Vehicles and Equipment Replacement Reserve be approved to fund the emergent replacement of equipment at the City of Saskatoon Landfill;
2. That the City Solicitor prepare an amendment to Bylaw No. 6774, The Capital Reserve Bylaw, to provide for this transfer between these civic vehicles and equipment reserves; and
3. That the Administration report further with recommended amendments to Bylaw No. 6774, The Capital Reserve Bylaw.

Topic and Purpose

The purpose of this report is to receive City Council's approval for a one-time transfer of funds between the Civic Vehicles and Equipment Reserves in order to fund emergent replacement of equipment at the City of Saskatoon (City) Landfill.

Report Highlights

1. The City's Landfill operations have three essential pieces of equipment in urgent need of replacement.
2. The Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve has a surplus of \$3.1M.
3. The Administration is recommending a one-time transfer of \$3.1M from the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve to the Civic Vehicles and Equipment Replacement Reserve in order to procure the necessary Landfill equipment, which requires an amendment to Bylaw No. 6774.
4. A future report will be forthcoming to amend the Civic Vehicles and Equipment Reserves within Bylaw No. 6774 to improve administrative efficiency.

Strategic Goal

The recommendations in this report support the long-term strategy of adopting and implementing a corporate-wide asset management and rehabilitation philosophy under the Strategic Goal of Asset and Financial Sustainability.

Background

Fleet Services provides equipment management services for the corporation's vehicles and equipment fleet. These services include purchasing, leasing, maintenance/repair, and replacement after equipment has reached the end of its useful life cycle.

Civic Vehicles and Equipment Fund Transfer Request

There are three reserves in Bylaw No. 6774 governing civic vehicles and equipment:

1. Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve
2. Civic Vehicles and Equipment Replacement Reserve
3. Civic Vehicles and Equipment Stabilization Reserve

Report

The City's Landfill operations have three essential pieces of heavy duty equipment in need of replacement:

	Replacement Cost
Track Dozer	\$ 850,000
Trash Compactor	\$ 900,000
Track Loader	<u>\$ 450,000</u>
	\$2,900,000

This equipment has been identified within the Civic Vehicles and Equipment Replacement Reserve plan, but insufficient funds reside within this reserve for the procurement of the equipment.

Annual surpluses from Fleet Services operations have been accumulating within the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve, as stipulated within Bylaw No. 6774, and now amount to \$3.1 M. However, in accordance with the bylaw, these funds can only be used for the purchase of additional equipment to the fleet.

The Administration is recommending a one-time transfer of \$3.1M from the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve to the Civic Vehicles and Equipment Replacement Reserve in order to procure the necessary Landfill equipment. This transfer requires a Bylaw amendment to the existing Capital Reserve Bylaw No. 6774, as a resolution of City Council cannot override the Bylaw.

In terms of the Bylaw amendment, it would provide that a third category of expenditures is permitted from the Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve, namely, the purchase of additional vehicles and equipment through a transfer of funds to the Civic Vehicles and Equipment Replacement Reserve or the Civic Vehicles and Equipment Stabilization Reserve, so long as City Council approves of such transfers.

A future report will be presented recommending amendments to Bylaw No. 6774 to consolidate and update the three existing Civic Vehicles and Equipment Reserves within the Bylaw which will improve administrative efficiency, reflect current departmental operations, and general housekeeping items such as updates to organizational names and structure.

Options to the Recommendation

An option to the recommendation is to lease the Landfill equipment. External leased costs versus internal costs to own equipment are shown on the following page.

Civic Vehicles and Equipment Fund Transfer Request

Unit	Monthly Internal Ownership Costs	Monthly External Lease Costs	External vs. Internal Costs Difference	Life cycle (Years)	Total Savings
Track Loader	\$7,200	\$14,000	\$6,800	7	\$571,200
Track Dozer	\$8,870	\$16,000	\$7,130	7	\$598,920
Trash Compactor	\$4,910	\$22,000	\$17,090	15	\$3,076,200
Totals	\$20,980	\$52,000	\$31,020		\$4,246,320

The Administration does not recommend this option as it increases monthly departmental costs and, over the course of the normal life-cycle of the equipment, owning the equipment could save \$4,246,320.

Public and/or Stakeholder Involvement

Consultation for this request involved Public Works and the Asset and Financial Management Department.

Policy Implications

City Council resolution cannot override the process and rules contained within Bylaw No. 6774, The Capital Reserve Bylaw. As a result, an amendment to the Bylaw to allow for this one-time transfer is required. Permanent changes to the Bylaw are being proposed and will be the subject of a future report.

Financial Implications

The Civic Vehicles and Equipment Asset Disposition/Acquisition Reserve has sufficient funding for the procurement of the Landfill equipment.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A follow-up report will be forthcoming recommending changes to the Civic Vehicles and Equipment reserves within Bylaw No. 6774.

Public Notice

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

Report Approval

Written by: Tim Halstead, Director of Facilities & Fleet Management
Reviewed by: Jason Turnbull, Director of Business Administration, Asset & Financial Management Department
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department



STANDING POLICY COMMITTEE ON FINANCE

Incentive Application – Saskatchewan Food Industry Development Centre Inc.

Recommendation of the Committee

1. That the application from Saskatchewan Food Industry Development Centre Inc. (Food Centre) for a five-year tax abatement on the incremental portion of taxes at 2335 Schuyler Street, as a result of its expansion in 2016, be approved as follows:
 - 100% in Year 1
 - 80% in Year 2
 - 70% in Year 3
 - 60% in Year 4
 - 50% in Year 5
2. That the City Solicitor be instructed to prepare the appropriate agreements.

History

At the September 8, 2015 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset & Financial Management Department dated September 8, 2015 was considered.

Attachment

September 8, 2015 Report of the CFO/General Manager, Asset & Financial Management

Incentive Application – Saskatchewan Food Industry Development Centre Inc.

Recommendation

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

1. That the application from Saskatchewan Food Industry Development Centre Inc. (Food Centre) for a five-year tax abatement on the incremental portion of taxes at 2335 Schuyler Street, as a result of its expansion in 2016, be approved as follows:
 - 100% in Year 1
 - 80% in Year 2
 - 70% in Year 3
 - 60% in Year 4
 - 50% in Year 5
2. That the City Solicitor be instructed to prepare the appropriate agreements.

Topic and Purpose

The purpose of this report is to obtain City Council's approval for a five-year tax abatement on the incremental portion of taxes at the Food Centre's expansion at 2335 Schuyler Street.

Report Highlights

1. The Food Centre has met the eligibility requirements of Council Policy No. C09-014 – Business Development Incentives.

Strategic Goal

This report supports the long-term strategy of creating a business-friendly environment where the economy is diverse and builds on the city and region's competitive strengths.

Background

City Council approved Council Policy No. C09-014 – Business Development Incentives on October 15, 1991, with the most recent updated approved on March 26, 2012.

The purpose of this policy is to make incentives available to businesses which meet the eligibility requirements listed within this Policy to:

- encourage them to locate or expand their operations in Saskatoon in order to create long-term, skilled or semi-skilled jobs;
- provide tax relief that will flow to companies creating new jobs;
- place Saskatoon in a competitive position in attracting businesses that it would not otherwise occupy;
- increase the long-term viability of a project; or
- demonstrate the City's commitment to a business or industry.

In accordance with this policy, the SREDA Board of Directors, through a sub-committee, reviews the applications and brings forward a recommendation to City Council.

Report

Attached is a report from Wanda Hunchak, Chair, Saskatoon Regional Economic Development Authority (SREDA) Board of Directors. The report is self-explanatory and provides the required information for City Council to consider the Food Centre's request for a five-year tax abatement.

Options to the Recommendation

City Council has the option of denying the tax abatement; however, that would be contrary to policy.

Financial Implications

The tax abatement will be offset by an equivalent amount of incremental property tax until it expires in year five. The impact in the first year is estimated at \$22,689. The total estimated value of the five-year abatement is \$81,679.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A further follow-up report is not required; however, the abatement will be subject to an annual compliance audit undertaken by SREDA.

Public Notice

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

Attachment

1. Report from Wanda Hunchak, Chair, SREDA Board of Directors, July 29, 2015

Report Approval

Written by: Shelley Sutherland, Director of Corporate Revenue

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



MEMO

**TO: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management
 City of Saskatoon**

**FROM: Wanda Hunchak, Chair
 SREDA Board of Directors**

RE: Incentive Application Review

DATE: July 29, 2015

The Saskatoon Regional Economic Development Authority’s Board of Directors reviewed a tax incentive application from Saskatchewan Food Industry Development Centre Inc., and has determined that it meets the eligibility requirements of the City of Saskatoon Business Development Incentives Policy, C09-014.

Saskatchewan Food Industry Development Centre Inc. has purchased two adjacent properties at 2335 Schuyler Street and 122 Buckle Avenue. The company’s expansion plans include adding 10,467 sq ft to an existing 21,600 sq foot building on the 2335 Schuyler Street location. The company plans to break ground and begin development of the new building in September 2015 with November 2016 as the planned completion date.

The company current has 19 full time employees and plans to add 5 FTEs in Saskatoon due to the expansion.

The Saskatoon Regional Economic Development Authority’s Board of Directors approved the following resolution on July 29, 2015:

Recommendations

THAT the Board of Directors approves the recommendation by the Incentive Review Committee for SREDA to submit the Saskatchewan Food Industry Development Centre’s tax incentive application to the City of Saskatoon for approval.

The Board’s recommendations are forwarded to City Council for consideration and approval. A summary of the tax abatement application from Saskatchewan Food Industry Development Centre Inc. is attached for reference, along with the Eligibility Criteria Checklist.

Wanda Hunchak, Chair



City of Saskatoon
Business Development Incentives Application

COMPANY: Saskatchewan Food Industry Development Centre Inc.

JOBS CREATED: 5 full time or equivalent jobs

INVESTMENT: \$13.4 Million

COMPANY BACKGROUND:

Saskatchewan Food Industry Development Centre Inc. (Food Centre) is an instrument of the Province of Saskatchewan, providing a tool for agricultural economic development. The Centre accomplishes its work through the provision of agri-food R&D services, investment attraction, support for innovation and entrepreneurship, responsive service delivery and technical skills advancement through training.

Although the Food Centre has been extremely successful since its inception in 1997, industry access to the facility that is leased from the University of Saskatchewan has become a constraint to meeting the industry and province’s needs. With the help of the incentive program, the Food Centre has decided to invest in expanding its operations in Saskatoon on a site that will allow additional growth in future years.

EXPANSION PROJECT DESCRIPTION:

Saskatchewan Food Industry Development Centre Inc. has purchased two adjacent properties at 2335 Schuyler Street and 122 Buckle Avenue. The company’s expansion plans include adding 10,467 sq ft to an existing 21,600 sq foot building on the 2335 Schuyler Street location. The company plans to break ground and begin development of the new building in September 2015 with November 2016 as the planned completion date.

All tax incentives related to this application will be utilized by Saskatchewan Food Industry Development Centre Inc.

ESTIMATED VALUE OF TAX ABATEMENT:

Total estimated increase in property taxes as a result of the expansion project is \$22,689. Total estimated value of the 5-year tax abatement is \$81,679 calculated at the following rate:

- Year 1 @ 100% \$22,689
- Year 2 @ 80% \$18,151
- Year 3 @ 70% \$15,882
- Year 4 @ 60% \$13,613
- Year 5 @ 50% \$11,344



STANDING POLICY COMMITTEE ON FINANCE

2015 Neighbourhood Land Development Fund Financial Information

Recommendation of the Committee

1. That \$4 million in surplus funds be allocated from the Neighbourhood Land Development Fund; and
2. That the Administration report further with recommended allocations.

History

At the September 8, 2015 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset & Financial Management Department dated September 8, 2015 was considered.

Attachment

September 8, 2015 Report of the CFO/General Manager, Asset & Financial Management

2015 Neighbourhood Land Development Fund Financial Information

Recommendation

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

1. That \$4 million in surplus funds be allocated from the Neighbourhood Land Development Fund; and
2. That the Administration report further with recommended allocations.

Topic and Purpose

The purpose of this report is to declare an additional \$4 million allocation from the Neighbourhood Land Development Fund.

Report Highlights

1. Over the last five years, the City of Saskatoon (City) has realized record land sales.
2. A \$4 million surplus from the Rosewood neighbourhood is being recommended for allocation from the Neighbourhood Land Development Fund.
3. The total allocation and return on investment (ROI) from the Neighbourhood Land Development Fund to date is \$123.3 million.

Strategic Goal

This report supports the long-term strategy of increasing revenue sources and reducing reliance on residential property taxes and the four-year priority of developing funding strategies for expenses related to new capital expenditures including core services, such as fire halls, roadways and underground services under the Strategic Goal of Asset and Financial Sustainability.

Background

To date, \$119.3 million has been allocated from the Neighbourhood Land Development Fund from the Hampton Village, Willowgrove, Evergreen and Rosewood developments. These allocations have funded various capital projects and operating programs.

Report

Record Land Sales

Over the past five years, the City of Saskatoon has realized record land sales that can be attributed to a strong local economy and sustained population growth. More recently, a moderation in population growth and completion of an accelerated land development program has contributed to more balanced residential inventory levels that meet set performance targets for residential land.

The previous high rate of growth and the timely release of land parcels have resulted in strong financial performance and higher than expected ROI from the Rosewood project.

To date, 90% of the expected revenue from the development project has been realized. Only two development parcels have yet to be serviced and brought to market.

Return on Investment and Allocation

The total ROI from the Neighbourhood Land Development Fund to date is \$119.3 million. This includes development profits from Willowgrove and Hampton Village, as well as previous allocations from Evergreen and Rosewood. The Willowgrove and Hampton Village developments are near completion and final allocations from these areas will be forthcoming in the near future. Surplus funds currently available from the Neighbourhood Land Development Fund from the Rosewood neighbourhood total \$4 million, increasing the total ROI to date to \$123.3 million.

Development pro-formas are prepared for every Saskatoon Land development project. The pro-formas are developed using the best known current information, but are based on present day cost estimates and require certain judgments. While most costs in the City's area of Rosewood have been realized, some minor enhancement costs will remain beyond the sellout periods until the neighbourhood vision is fulfilled. Sufficient funds will be retained to accommodate these expected future costs.

Public and/or Stakeholder Involvement

Public and/or stakeholder involvement is not required.

Financial Implications

The proceeds from this allocation will be used to fund various capital projects and operating programs.

Other Considerations/Implications

There are no options to the recommendation, policy, environmental, privacy, or CPTED implications or considerations, and a communication plan is not required.

Due Date for Follow-up and/or Project Completion

Allocation of the funds will be determined in a future report for the 2016 Business Plan and Budget review meetings in December 2015.

Public Notice

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

Report Approval

Written by: Jeremy Meinema, Finance and Sales Manager
Reviewed by: Frank Long, Director of Saskatoon Land
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial
Management Department
Murray Totland, City Manager



STANDING POLICY COMMITTEE ON FINANCE

Land Exchange with Circle Drive Alliance Church

Recommendation of the Committee

1. That the Real Estate Manager be authorized to enter into a land exchange with Circle Drive Alliance Church; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

History

At the September 8, 2015 Standing Policy Committee on Finance meeting, a report of the CFO/General Manager, Asset & Financial Management Department dated September 8, 2015 was considered.

Attachment

September 8, 2015 Report of the CFO/General Manager, Asset & Financial Management

Land Exchange with Circle Drive Alliance Church

Recommendation

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

1. That the Real Estate Manager be authorized to enter into a land exchange with Circle Drive Alliance Church; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to obtain authorization for the exchange of 1,167 square meters of City-owned land for 1,167 square meters of land owned by Circle Drive Alliance Church (CDAC) to satisfy land requirements for the Circle Drive South project near the intersection of Preston Avenue and Circle Drive.

Report Highlights

1. A land exchange agreement has been reached with the CDAC to accommodate the Circle Drive South project.
2. Significant terms of the agreement include no financial outlay for the lands, which provides benefit to the rate payers in reducing land acquisition costs for the Circle Drive South roadway project.

Strategic Goal

The Circle Drive South project supports the long-term strategy of optimizing the flow of people and goods in and around the city under the Strategic Goal of Moving Around.

Background

The intersection of Preston Avenue and Circle Drive underwent significant upgrades as part of the Circle Drive South project. These upgrades required a number of temporary traffic routes to accommodate construction. Once the final eastbound merge lane onto Circle Drive was created, it was identified that a portion of the ditch was on CDAC property.

Report

Land Exchange Agreement

In completing the remaining subdivision work for the Circle Drive South project, it was identified that an area comprising 1,167 square meters of Surface Parcel No. 166183757, Parcel F, Plan No. 78S27733, Extension 2 was needed from the CDAC to accommodate ditch requirements for Circle Drive South, east of Preston Avenue.

It was identified that a cost-effective solution for securing the 1,167 square meters of land would be to exchange an equivalent area of adjacent City-owned lands with CDAC. The 1,167 square meters of City-owned land being exchanged is part of Surface Parcel No. 120222346, Parcel E, Plan No. 78S27733, Extension 0 are situated

Land Exchange with Circle Drive Alliance Church

immediately adjacent to the CDAC lands. Both lands are situated on the south side of Circle Drive, east of Preston Avenue.

It should be acknowledged that the CDAC group has been very cooperative and excellent to work with to reach a land exchange agreement subsequent to the land being incorporated and utilized in the now active roadway.

Significant Terms of the Agreement

A land exchange agreement has been negotiated with CDAC. Noteworthy terms of the agreement include:

- City Council approval by September 29, 2015;
- subdivision approval;
- a no cost exchange of lands;
- lands are being transferred on an “as is” basis; and
- the City is responsible for all subdivisions and ISC costs.

Options to the Recommendation

The only other option is to deny the land exchange, which is not recommended as the land is required for the ditch alongside Circle Drive.

Public and/or Stakeholder Involvement

The requirement for this land has been discussed with the various City Departments involved with the Circle Drive South project.

Financial Implications

Costs associated with the exchange of these lands would be charged to the Circle Drive South project.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The project has been completed and no follow-up is required.

Public Notice

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

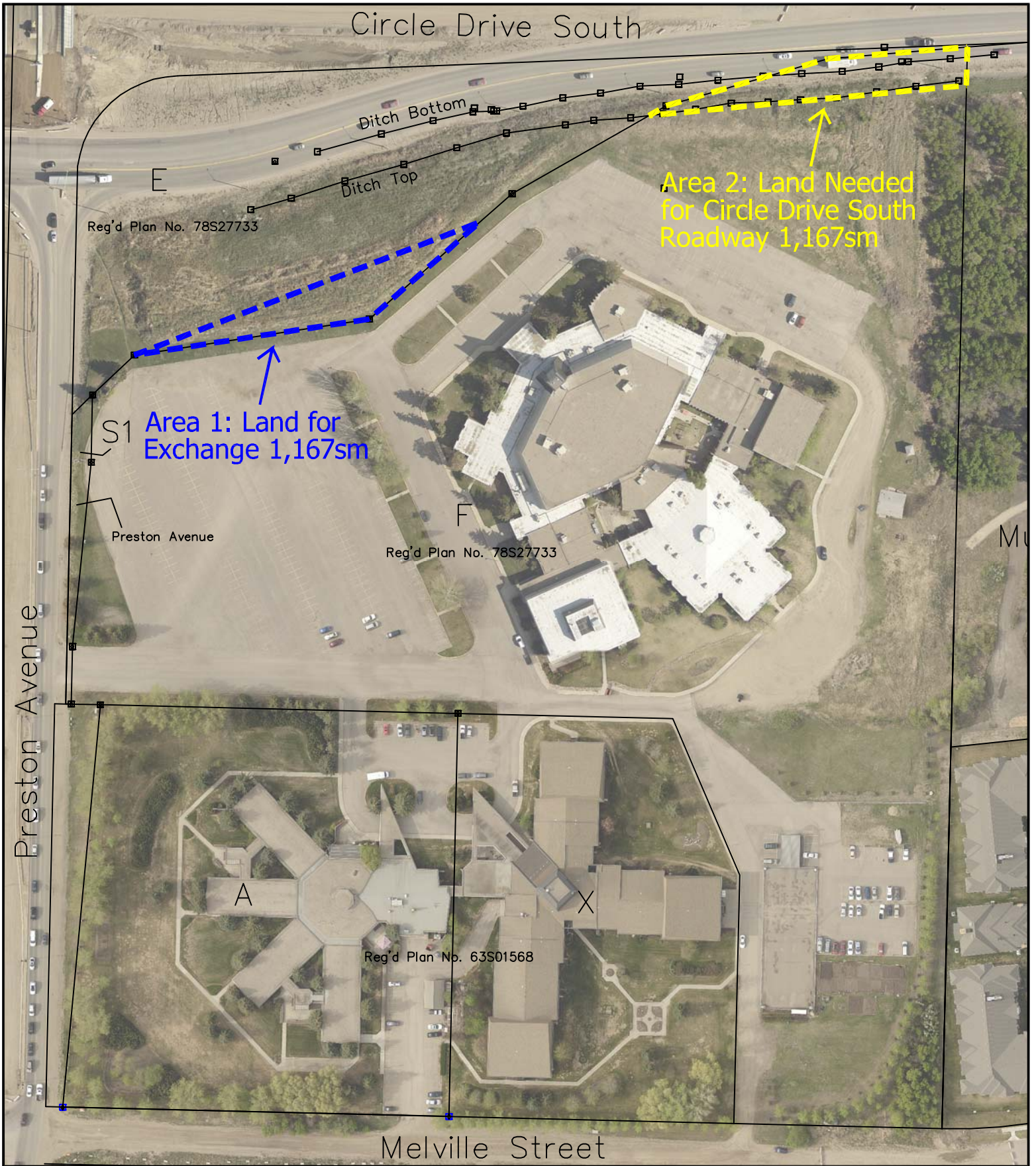
Attachment

1. Land Exchange Drawing – Circle Drive Alliance Church

Report Approvals

Written by: Scott McCaig, Real Estate Services
Reviewed by: Doug Drever, Circle Drive South Project Manager
Keith Pfeil, Manager, Real Estate Services
Frank Long, Director of Saskatoon Land
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial
Management Department

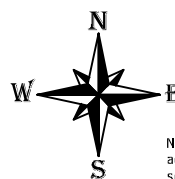
Land Exchange_Circle Drive Alliance Church.docx



Note, Photo is from 2013 - Road Work has Changed Since That Time

Area 1 = Circle Drive Alliance Church area required for Circle Drive South = 1,167sm

Area 2 = City Land for exchange = 1,167sm



Note: The City does not guarantee the accuracy of this drawing. To ensure accuracy, please refer to the Registered Plan of Survey. This drawing is not to scale. Distances are in metres unless shown otherwise. Do not scale.



STANDING POLICY COMMITTEE ON TRANSPORTATION

Inquiry – Councillor A. Iwanchuk (March 20, 2015) – Parking in Cul-de-Sacs

Recommendation of the Committee

That the report of the General Manager, Transportation & Utilities Department dated August 18, 2015, be received as information.

History

At the August 18, 2015 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation & Utilities Department dated August 18, 2015 was considered.

Attachment

August 18, 2015 Report of the General Manager, Transportation & Utilities Department

Admin Report - Inq Councillor Iwanchuk-Mar 23-2015-Parking in Cul-de-Sacs.docx

Recommendation

That the report of the General Manager, Transportation & Utilities Department dated August 18, 2015, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to provide information in response to an inquiry made by Councillor A. Iwanchuk to review the component of Bylaw No. 7200, The Traffic Bylaw Part IV – Stopping and Parking regarding parking in a cul-de-sac.

Report Highlights

The feedback received from Public Works and the Saskatoon Fire Department does not support an amendment of the current Bylaw No. 7200, The Traffic Bylaw to allow angle parking (nose-in parking) in cul-de-sacs as opposed to the current parallel parking.

Strategic Goal

This report supports the Strategic Goal of Moving Around by providing the safe movement of all modes of transportation.

Background

The following inquiry was made by Councillor A. Iwanchuk at the meeting of City Council held on March 23, 2015:

“I am requesting that the Administration review the component of *Bylaw No. 7200, Part IV – Stopping and Parking*, with respect to parking in a cul-de-sac. Specifically, I am interested in reviewing the current requirement to parallel park in a cul-de-sac as opposed to nose-in parking. If only a partial remedy is possible (i.e. for some cul-de-sacs), I would encourage the Administration to look at options other than the “one size fits all” option.”

Report

Cul-de-sacs are designed to allow vehicles adequate turning space when vehicles are parked parallel to the curb. Bylaw No. 7200, The Traffic Bylaw only permits parallel parking in cul-de-sacs except when designated otherwise.

The National Building Code of Canada dictates the provisions for firefighting in terms of access route location and design. The minimum radius design for residential cul-de-sacs is 15 metres and decreasing this radius by allowing nose-in parking may impact access for firefighting equipment.

In addition to the impact on emergency vehicles, angle parking in cul-de-sacs would make it very difficult for garbage, recycling and leaves collection equipment to safely manoeuvre. A safety consideration is the avoidance of these vehicles having to drive in reverse. The current parallel parking in cul-de-sacs is designed to allow trucks to operate in a 'tight' fashion, and this will only become more challenging if angle or nose-in parking is permitted.

The current City of Saskatoon 'Cul-De-Sac Parameters' design standard is attached (Attachment 1). A large benefit in providing a standard is that driver's expectations are met. Drivers of larger vehicles (i.e. emergency vehicles, garbage trucks) know that they will be able to turn around in the cul-de-sacs without driving in reverse. The current design standard requires minimum radii and variances to this, or any other design standard, will typically require an assessment. These assessments provide the appropriate City Departments the opportunity to review and comment on the conformance of the proposed design variance.

Nose-in parking on streets, including cul-de-sacs, is permitted only when designated. Signage is installed on a case-by-case basis to notify drivers where the radius is sufficient to permit nose-in parking.

Based on the review of Bylaw No. 7200, The Traffic Bylaw, and discussions with stakeholders, the Administration does not recommend any changes to the Bylaw to permit nose-in parking in cul-de-sacs throughout the city. Nose-in parking will continue to be permitted on a case-by-case basis where the design of the roadway will ensure the safe movement of vehicles.

Public and/or Stakeholder Involvement

The Public Works and Saskatoon Fire Department Administration provided feedback that indicated angle or nose-in parking in cul-de-sacs would be detrimental to the provision of their services.

Other Considerations/Implication

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

Public Notice

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

Attachment

1. City of Saskatoon 'Cul-De-Sac Parameters' design standard

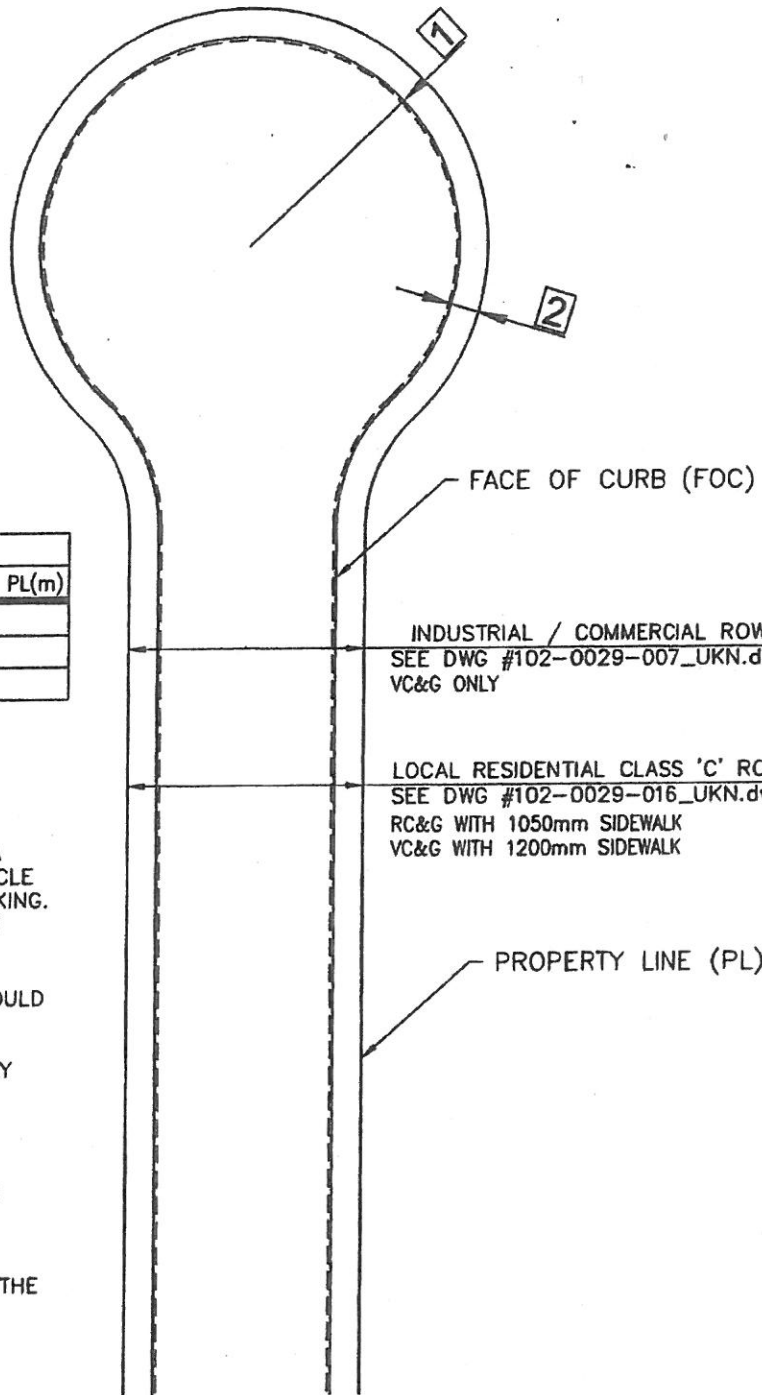
Report Approval

Written by: Lanre Akindipe, Transportation Engineer, Transportation
Reviewed by: Jay Magus, Engineering Manager, Transportation
Reviewed by: Angela Gardiner, Director of Transportation

Inquiry – Councillor A. Iwanchuk (March 23, 2015) - Parking in Cul-de-Sacs

Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

TRANS LA - Inq Councillor Iwanchuk-Mar 23-2015-Parking in Cul-de-Sacs



CUL-DE-SAC PARAMETERS		
CLASSIFICATION	1 R(m)	2 FOC TO PL(m)
RESIDENTIAL	15.0	3.00
COMMERCIAL	18.0	2.50
INDUSTRIAL	18.0	2.50

NOTES:

THE CUL-DE-SAC MUST ALLOW A MEDIUM HEAVY SINGLE-UNIT VEHICLE TURNAROUND AND PARALLEL PARKING. THEREFORE, THE MINIMUM RADIUS FOR COMMERCIAL/ INDUSTRIAL SHOULD BE 18m; FOR LOCAL RESIDENTIAL MINIMUM RADIUS SHOULD BE 15m.

THE FOLLOWING CONDITIONS APPLY (AT THE DEVELOPER'S EXPENSE):

1. MINIMUM RADIUS OF 18m.
2. BUILT WITH VERTICAL CURB.
3. ENTRY MUST BE POSTED WITH "NO EXIT SIGNS": FOR COMMERCIAL & INDUSTRIAL ROADWAYS ONLY.
4. ROW MUST BE DEDICATED AT THE TIME OF SUBDIVISION.

INDUSTRIAL / COMMERCIAL ROW
SEE DWG #102-0029-007_UKN.dwg
VC&G ONLY

LOCAL RESIDENTIAL CLASS 'C' ROW
SEE DWG #102-0029-016_UKN.dwg
RC&G WITH 1050mm SIDEWALK
VC&G WITH 1200mm SIDEWALK

PROPERTY LINE (PL)

PLAN DESCRIPTION/REVISIONS 4 3 2 1	 City of Saskatoon Transportation & Utilities Department	APPROVED
		 CHIEF ENGINEER
		 ENGINEER
		PLAN NO. 102-0029-035r001_UKN
		CUL-DE-SAC PARAMETERS RESIDENTIAL, COMMERCIAL & INDUSTRIAL ROADWAYS
DRAWN BY <u> RBY </u> DATE <u> APRIL 14, 2014 </u>		
SCALE : HOR. <u> NTS </u> VERT. <u> NTS </u>		



STANDING POLICY COMMITTEE ON TRANSPORTATION

Transit Update – Customer Service and Marketing

Recommendation of the Committee

That the report of the General Manager, Transportation & Utilities Department dated August 18, 2015, be received as information.

History

At the August 18, 2015 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation & Utilities Department dated August 18, 2015 was considered.

Attachment

August 18, 2015 Report of the General Manager, Transportation & Utilities Department

Transit Update – Customer Service and Marketing

Recommendation

That the report of the General Manager, Transportation & Utilities Department dated August 18, 2015, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to provide members of the Standing Policy Committee on Transportation and City Council with a brief overview on the customer service initiatives and the Back to School Transit Marketing Campaign being launched at the end of August 2015.

Report Highlights

1. Saskatoon Transit is undergoing significant changes that will lead to an improved customer experience.
2. A marketing campaign has been developed for Fall and the back-to-school season, when people are considering (or reconsidering) their mode of transportation.

Strategic Goal

This report supports the Strategic Goal of Moving Around, including the 4-Year Priority to change attitudes around public transit and increase Saskatoon Transit ridership.

Background

Over the course of the past several years, Saskatoon Transit has experienced challenges including an aging fleet and not providing reliable service. These issues have contributed to some negative perceptions of Saskatoon Transit and even decreased ridership.

More recently, changes are being made at Transit including: the arrival of a new director, an ongoing reorganization that will put the emphasis on engagement and customer service, fleet improvements and expansion, and developing marketing campaigns to retain and attract customers. The division has also been working with Canadian Urban Transit Association (CUTA) to adapt their passenger charter to set out specific commitments applicable to the Saskatoon market.

The purpose of the Back to School Transit Marketing Campaign will be to urge Saskatoon residents to consider or reconsider Saskatoon Transit as a friendly, reliable, comfortable, efficient, and flexible mode of transportation around the city.

Report

Commitments to Our Customers

Saskatoon Transit is developing customer commitments that will be a public pledge to the kind of service we will deliver to customers. Key to developing the commitments to our customers is employee engagement. Led by Director Jim McDonald and the Transit Leadership Team, and supported by the Communications Division, the employees of Saskatoon Transit will be engaged to provide input into their commitments to the customer.

This will be based on the CUTA process which is an industry best practice. CUTA has developed training programs and initiatives that have supported the industry in providing customer service, and Saskatoon Transit will be utilizing these resources. For example, CUTA has a process to develop a Passenger Charter which is a public commitment of what employees will deliver to customers. Below is an excerpt from Introducing a Passenger Charter to your Organization – CUTA and is a sample of the type of customer commitments that are being developed by Saskatoon Transit:

“A Passenger Charter is:

- A public commitment of what employees will deliver to your customers
- It empowers employees to meet the needs of the customers promptly
- It informs the customer of the minimum service standards that the customer can count on

A Passenger Charter will:

- Increase ridership
- Increase savings
- Boost employee engagement and morale
- Build high public approval
- Establish goodwill

Examples of what could be included in the Passenger Charter – We will:

- Do our best to be on time
- Always take your safety seriously
- Keep you in the know with accessible tools such as our TripPlanner
- Continually invest in our customer service capacity

Fall Marketing Campaign

The public campaign will include two streams: a goodwill campaign, and a good news campaign:

Goodwill: a positive promotional campaign that will aim to remind Transit riders, and potential riders, of Transit’s appeal and the important role it plays as part of the community.

Good News: changes are underway at Transit and we are working at providing an improved service. This step will entail letting the Saskatoon public know about the kinds of improvements they can expect, such as reliable service and clean buses, as well as encouraging customers to choose Transit this fall.

The campaign will include the following components: advertising (web/radio/print), event-based marketing, connecting with community groups interested in Transit, events or announcements that attract interest in certain routes and ridership in general, and social media.

Next Steps

Following the development of the customer commitments and the rollout of the fall marketing campaign, the customer commitments will be unveiled publicly. The stage will also be set for the introduction of a more comprehensive long-term marketing strategy that will change the way Saskatoon thinks of its public transit system permanently.

Public and/or Stakeholder Involvement

Saskatoon Transit conducted a large-scale quantitative segmentation study between January and March of 2014. The segmentation research provided information on Transit's target audiences and ways to reach them. These findings were drawn upon in the development of the Back to School Transit Marketing Campaign strategy.

Additionally, Saskatoon Transit will involve CUTA and the Bus Riders of Saskatoon in various stages of this campaign.

Communication Plan

The Fall marketing plan is described in this report.

Financial Implications

The costs of the Back to School Transit Marketing Campaign will be funded from the Saskatoon Transit annual marketing fund. The campaign is expected to improve public perception and help increase ridership.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

This report will be followed up with a summary report in fall 2015.

Public Notice

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

Report Approval

Transit Update – Customer Service & Marketing

Written by: Colleen Cameron, Communications (Corporate Performance)
Acting Communications & Marketing Manager for T&U
Reviewed by: Jim McDonald, Director of Saskatoon Transit
Approved by: Catherine Gryba, General Manager, Corporate Performance
Department
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

TRANS CC – Transit Update – Customer Service and Marketing.docx



STANDING POLICY COMMITTEE ON TRANSPORTATION

2014 Access Transit Annual Report

Recommendation of the Committee

1. That the information be received; and
2. That a copy of the final report be forwarded to the Saskatoon Accessibility Advisory Committee.

History

At the August 18, 2015 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation & Utilities Department dated August 18, 2015 was considered.

Attachment

August 18, 2015 Report of the General Manager, Transportation & Utilities Department

2014 Access Transit Annual Report

Recommendation

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

1. That the information be received; and
2. That a copy of the final report be forwarded to the Accessibility Committee.

Topic and Purpose

To present City Council with the 2014 Access Transit Annual Report that outlines the performance of Access Transit in 2014 and includes a comparative analysis to previous years.

Report Highlights

1. Annual Revenue trips in 2014 were 130,917 which was 0.3% less than the Revenue Trips provided in 2013. A record number of Revenue Trips were provided in 2013 (131,318).
2. The Denial rate was 8.2% in 2014 compared to 8.8% in 2013.
3. Productivity remains high at 2.6 Revenue Trips per hour, exceeding the Canadian average.

Strategic Goals

This report supports the Strategic Goal of Asset and Financial Sustainability through continued fiscal responsibility, and a focused effort in meeting business needs in a cost-effective manner.

The report also supports the Strategic Goal of Quality of Life and Moving Around. Access Transit maintains a high quality of service that has a significant positive impact on the quality of life for customers and their families.

Report

A summary of the 2014 Annual Report is as follows:

Revenue Trips

A Revenue Trip is defined as a one-way trip from point A to point B. Access Transit provided 130,917 trips in 2014 which is a slight decrease of 401 (0.3%) trips compared to the 131,318 trips provided in 2013.

Denials

A Denial is a trip request by a customer that cannot be accommodated. Total Denials decreased by 906 (0.6%) in 2014 compared to 2013 for a yearly total of 11,493. The Denial rate in 2014 was 8.2% compared to 8.8% in 2013. Denials peak in the colder

months when the demand for Access Transit services is the highest. Taxi service is utilized to assist with the extra demand.

Productivity

Revenue Trips per Hour is another key performance indicator. Revenue Trips per Hour total 2.6, which is higher than the Canadian average of 2.5 Revenue Trips per Hour.

Future Growth

Access Transit conducts regular service reviews to ensure that customers are provided with as many rides as possible. As the population ages, mobility related topics and services will become a larger municipal matter. Demand for Access Transit service will continue to increase. Access Transit will continue to conduct service reviews. Going forward, while small efficiencies may be gained, Access Transit is unable to provide significantly more rides with the existing service hours.

Public and/or Stakeholder Involvement

This report will be shared with the Transit Assistance for People with Disabilities (TAPD) Fund (Government of Saskatchewan) which provides partial funding for Access Transit.

Communication Plan

A copy of the 2014 Access Transit Annual Report will be made available on the new [Saskatoon Transit website](#) under the Access Transit menu. This report will also be shared with the Saskatoon Accessibility Advisory Committee and with Access Transit staff.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

This report is provided on an annual basis and no further follow-up is required at this time.

Public Notice

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

Attachment

1. 2014 Access Transit Annual Report

Report Approval

Written by: Bob Howe, Access Transit Manager
Reviewed by: Jim McDonald, Director of Saskatoon Transit
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

S A S K A T O O N *transit* **Access**



2014 Annual Report

Access Transit
Transportation & Utilities Department
August 2015

Introduction

Access Transit provides public transportation for people who by reason of a disability are unable to use the conventional transit system with safety and/or dignity. It is not a taxi service (direct trip from A to B), but a shared ride service within Saskatoon city limits. Trip booking and scheduling decisions are made strategically to allow as many people to use the service as possible, while staying within our time constraints and budgetary guidelines. Trip booking requests for work, school, place of worship, medical appointments, social outings, etc are provided on a first come first served basis depending on available capacity. Capacity is limited; the Access Transit fleet consists of 26 lift equipped buses in total.

Access Transit provides service from 6:15 a.m. to 11:45 p.m., Monday through Friday, from 8:15 a.m. to 11:45 p.m., on Saturdays and from 8:15 a.m. to 11:00 p.m. on Sundays and holidays, 365 days a year regardless of weather and road conditions. However, when weather and/or road conditions are extremely severe, with safety as our primary concern, we try to reduce our service to essential trips only.

Access Transit is crucial for people living with disabilities who may have no other means of transportation, as the service is a key component for them to be active members of our community.

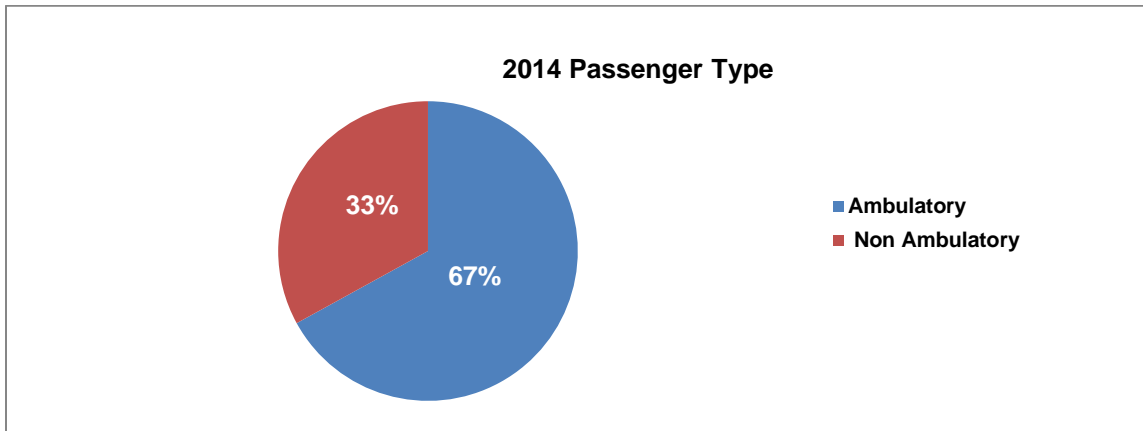
Our Customer

In 2014, the Access Transit Customer base increased by approximately 9% (431) over 2013, which is the largest annual increase in the last 5 years. In 2013, the number of Registered Customers increased by approximately 7.8%, from 2012. Since 2010, the customer base has grown on average 7% per year, which is 2% higher than medium growth demographic projections in the seniors segment, stated in a report entitled “The City of Saskatoon & The Saskatoon Health Region Populations Projections (2006-2026) Report”.

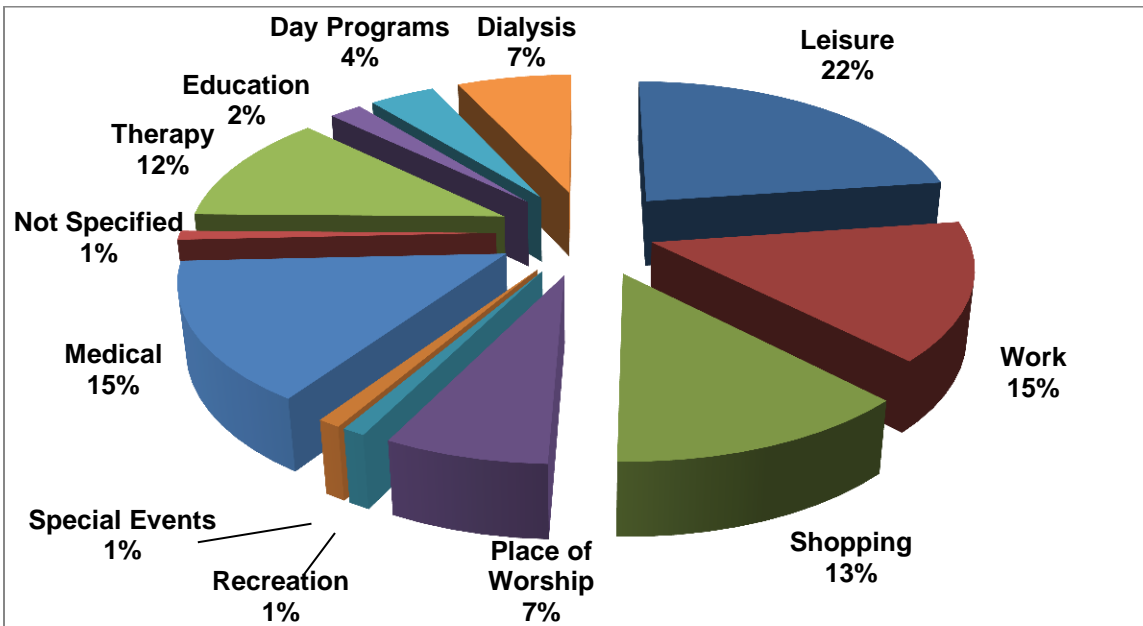


Although Access Transit is not a designated senior citizen service, they do comprise approximately 69% of our registered customers.

The breakdown between ambulatory trips (passengers who do not require a mobility device like a wheelchair or scooter) and non-ambulatory trips has remained consistent since 2012. It is our sincere hope that more ambulatory Access Transit customers will use regular transit low floor routes when weather and/or health conditions permit to help ease the demand and create more capacity on Access Transit buses for those who have more severe mobility challenges.



There were minor changes in trips by purpose when comparing 2014 to the previous year. There was a 4% decrease in Leisure, but a 4% increase in Shopping, a 1% increase in Work and Medical trips. The remainder of the trip purpose categories remained the same when compared to 2013 travel patterns.

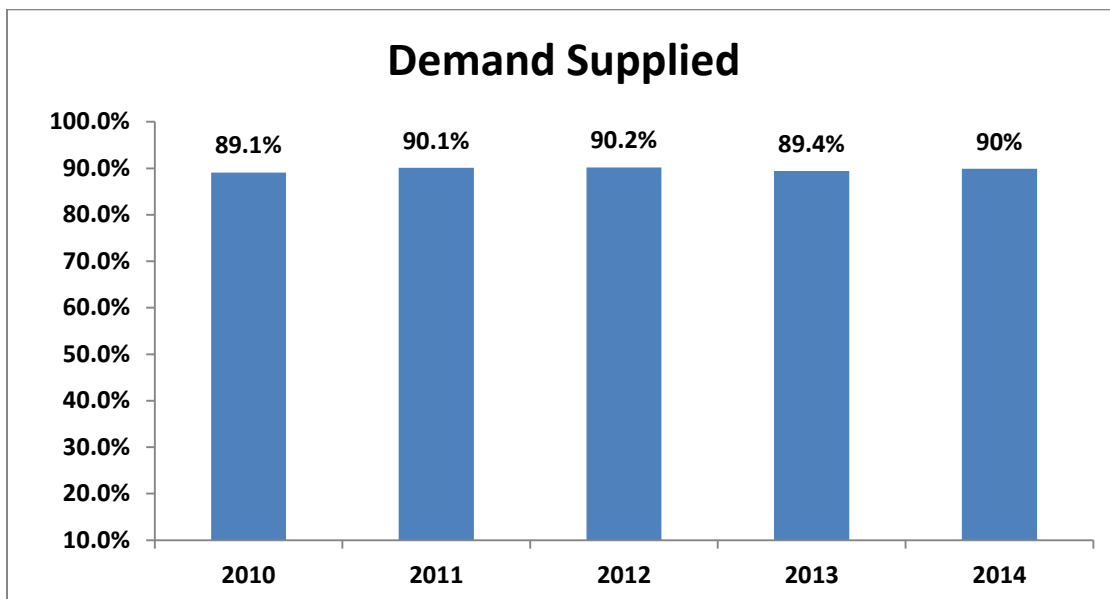


Service Demand

Access Transit service demand is calculated by the sum of Revenue Trips (one-way trips from point A to B), plus the number of Denials (trip requests that could not be accommodated), plus the number of No-shows (customers who are absent at the pickup location when the bus arrives, thus wasting a trip). In other words, demand for service is the total amount of trips that could have been provided, had all variables been optimal.

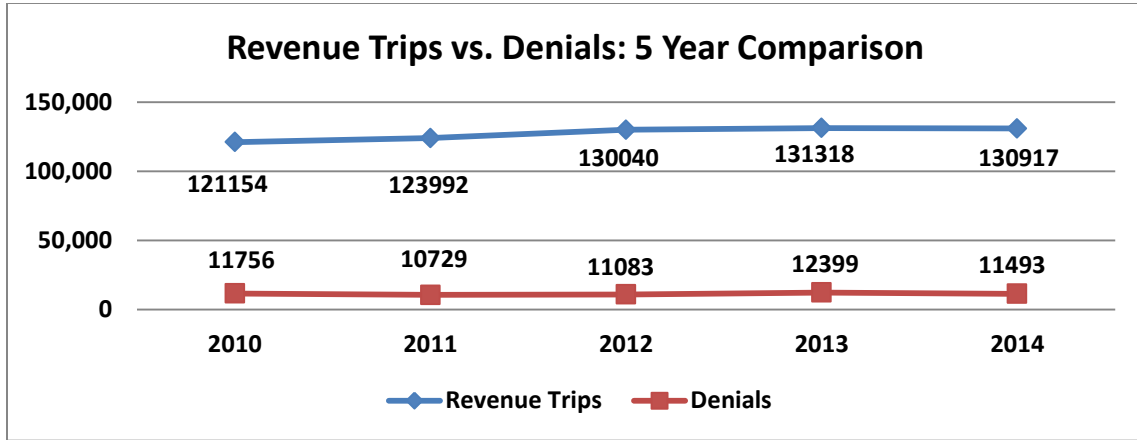
In 2013, the total demand for Access Transit service increased by 1.8% to 146,927 trips. This is the highest total demand experienced to date. Weather is a contributing factor that affects the demand for Access Transit service. The winter was milder in 2014, resulting in a small 1301 decrease in demand (145,626) compared to 2013. Periods of cold weather and/or precipitation (rain or snow) makes independent travel more difficult to impossible for some people, and demand for our service increases.

Usage levels and travel patterns vary greatly among our customer base and can be difficult to predict. In previous years, we anticipated an average annual increase of 5% in our registered customers to 2026, as per demographic projections in the City of Saskatoon/Saskatoon Health Region report. However, we have experienced an average annual increase of 7% since 2010. This can be attributed to the rapid growth of the city in addition to rural migration to the city by new people who qualify for Access Transit. Consequently, we project that we will experience an even greater demand for Access Transit service in 2015 and beyond.



Revenue Trips

A Revenue Trip is defined as a one-way trip from point A to B. 2013 was our most successful year to date in terms of the number of trips provided to our customers.



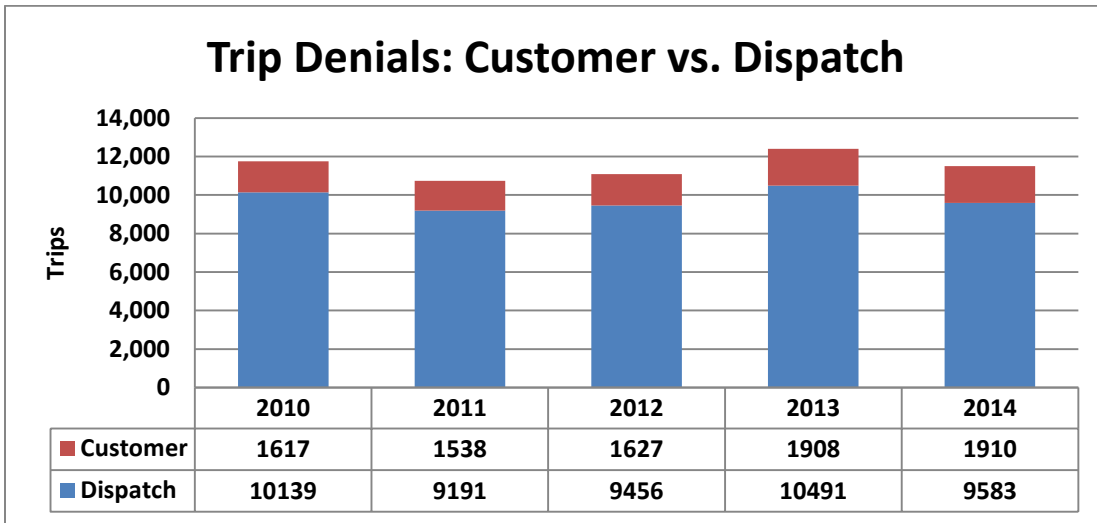
Access Transit provided 1,233 or 0.9% more Revenue Trips in 2013 compared to 2012, and 401 or .3% less trips in 2014. Through ongoing operational reviews it is obvious that Access Transit has reached maximum efficiency and service capabilities with the current level of operating and capital resources.

Denials

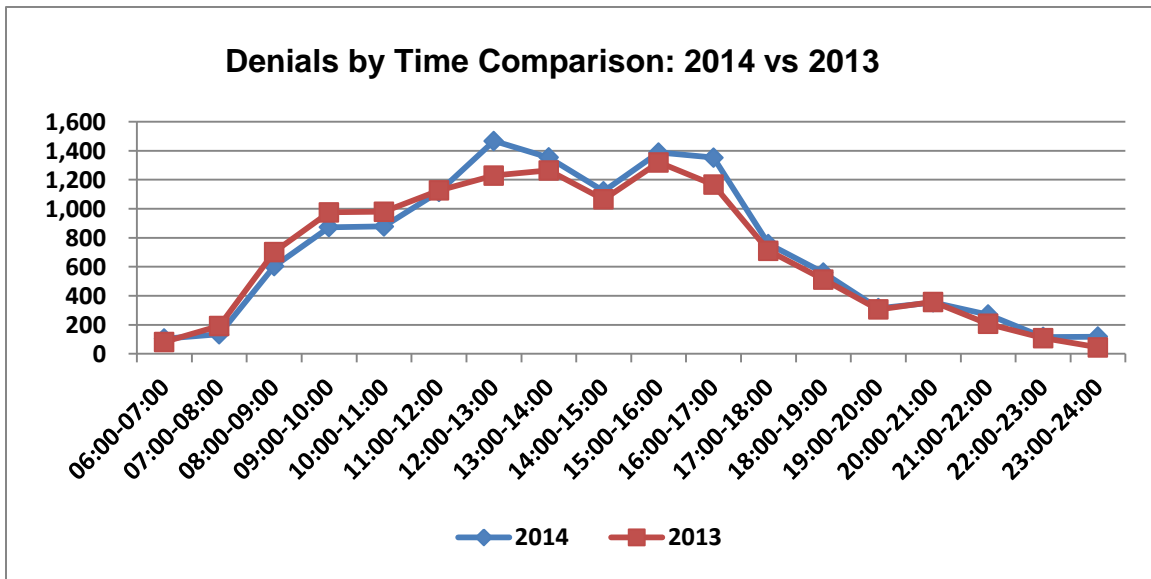
A Denial is a trip request by a customer that cannot be accommodated. There are two types of Denials; Customer Denials and Dispatch Denials. A Customer Denial is when a customer refuses an optional trip time offered to them by a Dispatcher regardless of the proximity to the time to the original request. A Dispatch Denial is a trip request that cannot be accommodated due to insufficient resources (insufficient run time, buses/capacity).

The Access Transit Denial Rate increased in 2013 when compared to 2012. In 2013, the Denial Rate was 8.8% compared to 7.9% in 2012. 2013 was the first year that we have ever experienced a greater increase in the number of Denials (1,316) compared to the increase in the number of Revenue Trips delivered (1,233).

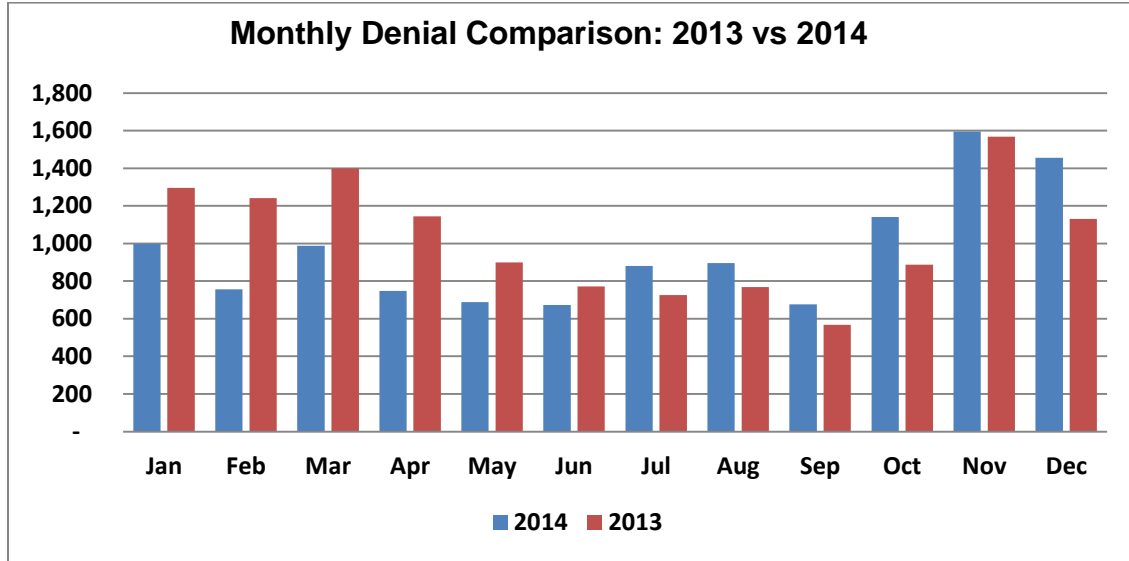
In 2014, the Denial Rate was 8.2% (a 0.6% decrease), with the 5 year average being 8.4%. Considering the dramatic 9% increase in registered customers in 2014, the Denial Rate is expected to increase 2015. The demand for Access Transit will continue to grow.



The majority of the increase in Denials was realized from the hours of 11:00 a.m. to 2:00 p.m. The greatest number of Denials continues to be during the hours of 3:00 p.m. and 6:00 p.m. This timeframe is during our peak hours when we have 19 buses on the road. To maintain an adequate spare ratio and allow for an effective preventative maintenance program, we cannot put additional buses on the road at this time with our current fleet of 26 buses.



Taxi Cab Usage:

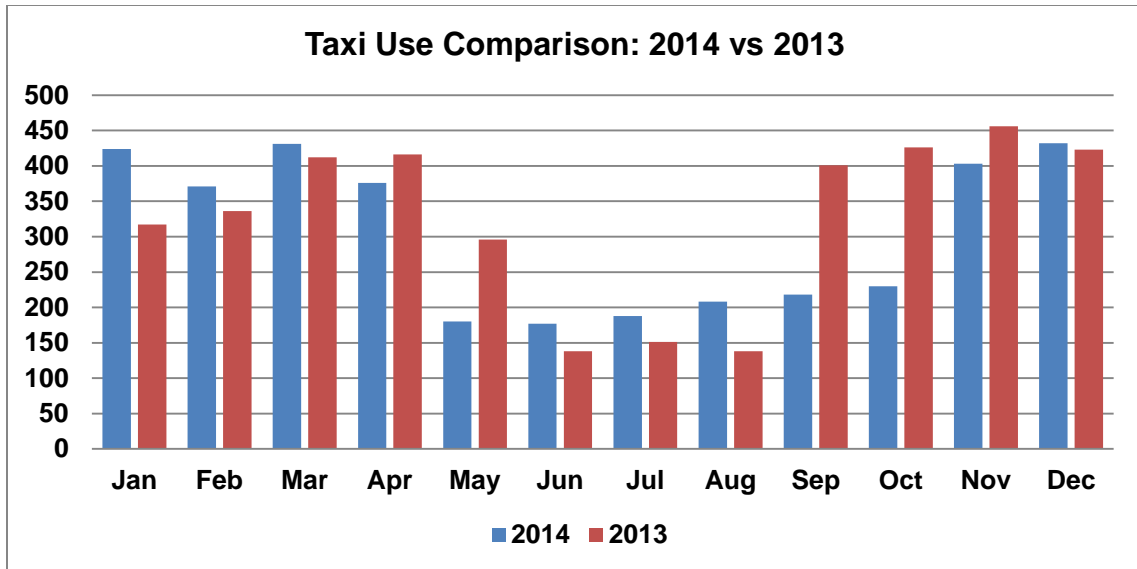


Access Transit uses an alternative service delivery model which engages the taxi cab industry in the provision of service. In 2014, 3,638 taxi trips were provided compared to 3,910 in 2013. Access Transit was over budget by \$4,500 in 2013 whereas in 2014, Access Transit was under budget by \$6,800 which explains the difference of 272 trips in 2014. There was a transitional period where our taxi service provider implemented new technology in the last quarter of 2014 which caused some issues. Most of those issues have been resolved now.

Taxi cabs are instrumental, especially in the winter months when our service experiences a very high demand. Due to the finite capacity of bus service available, the alternative service delivery model provides a flexible, cost effective tool to help manage seasonal demand fluctuations.

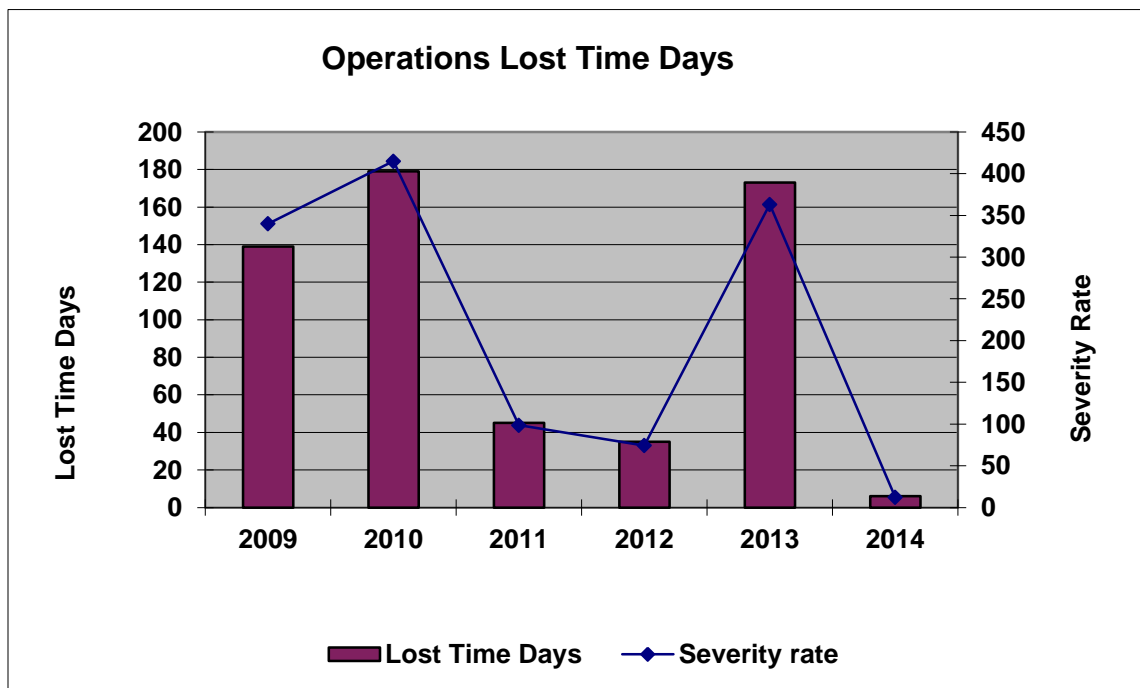
When customers are deferred to a cab, it is a direct trip from point A to B. Access Transit buses are still the preferred mode of transportation by the majority of our customers, even though the majority of bus trips are indirect because it's a shared ride service. In a recent survey of 1,154 customers, conducted by our staff, the overall Customer Satisfaction rating in 2014 is 9.2 out of 10. This is a true testament to the quality of service, and level of professionalism that our staff provides.

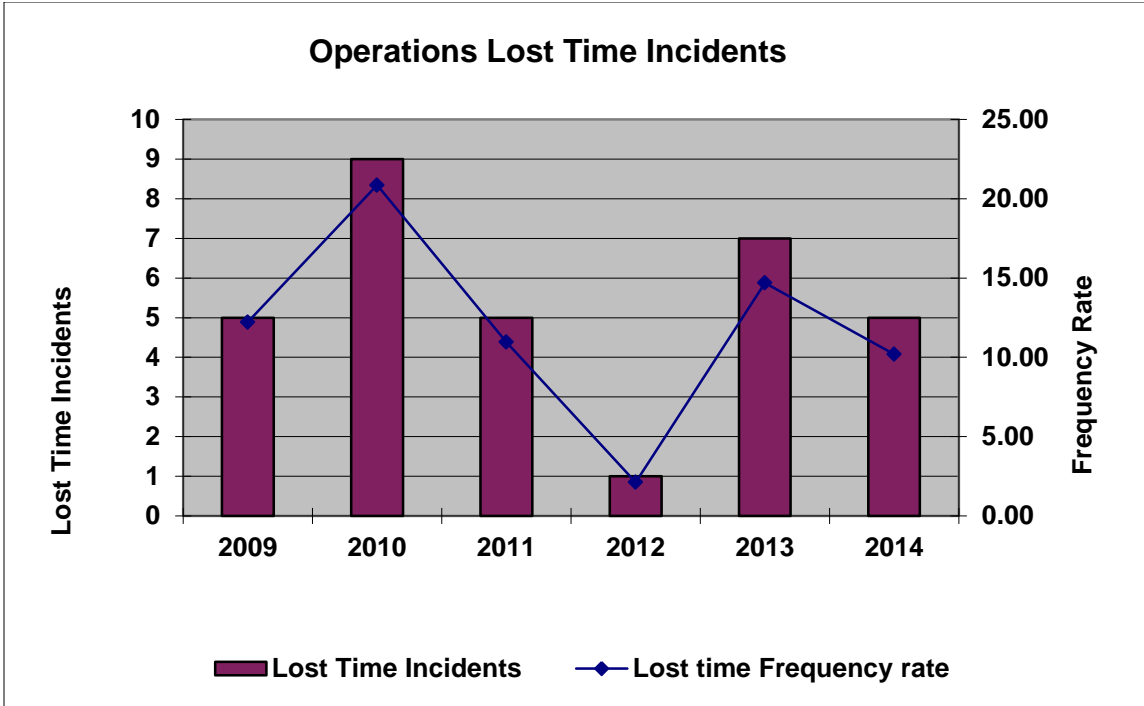
During the winter months, independent travel for people with disabilities is the most challenging and the demand for Access Transit services reaches the highest levels. Access Transit uses the majority of the taxi budget to assist with the extra demand for service during these months. However, during peak times and extreme weather conditions, obtaining taxi service at certain times of the day can be just as challenging for Access Transit as it is for the general public.



Employee Safety

Access Transit Operators have a physically demanding job at times. There are many occasions when operators are required to manoeuvre heavy manual wheelchairs up or down ramps, and around narrow, winding sidewalks during various weather conditions. The safety of our customers and staff is paramount. A safety audit of our operation was conducted through which improvements such as operators wearing heel stops for snow and ice conditions, and high visibility vests when working outside of the vehicle were identified and implemented. In 2014 we saw a dramatic improvement with a noted incident severity rate decrease from 363 down to 12.3.

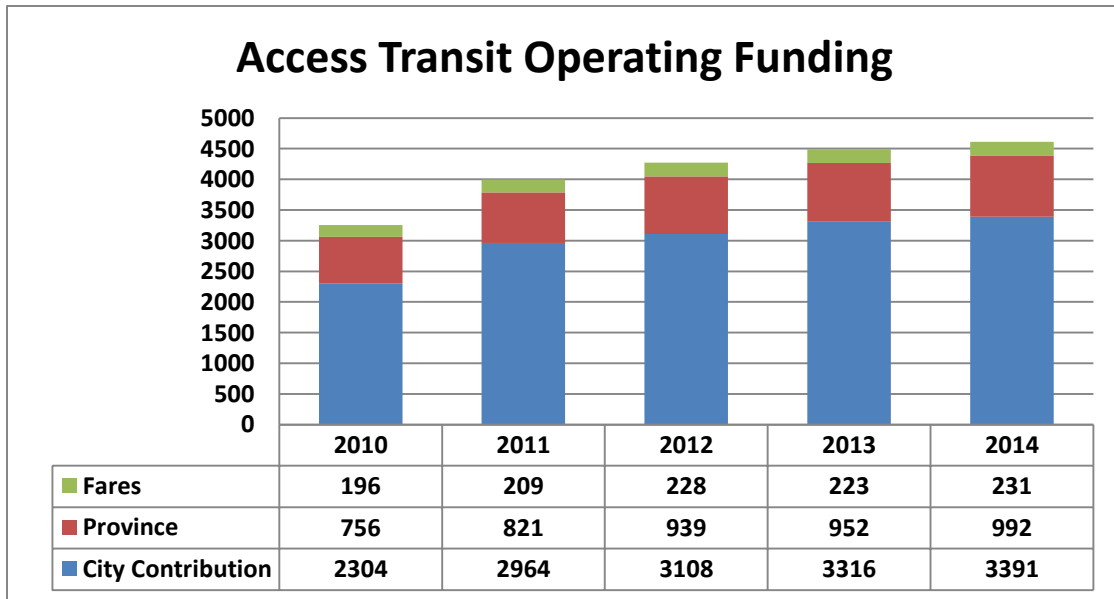




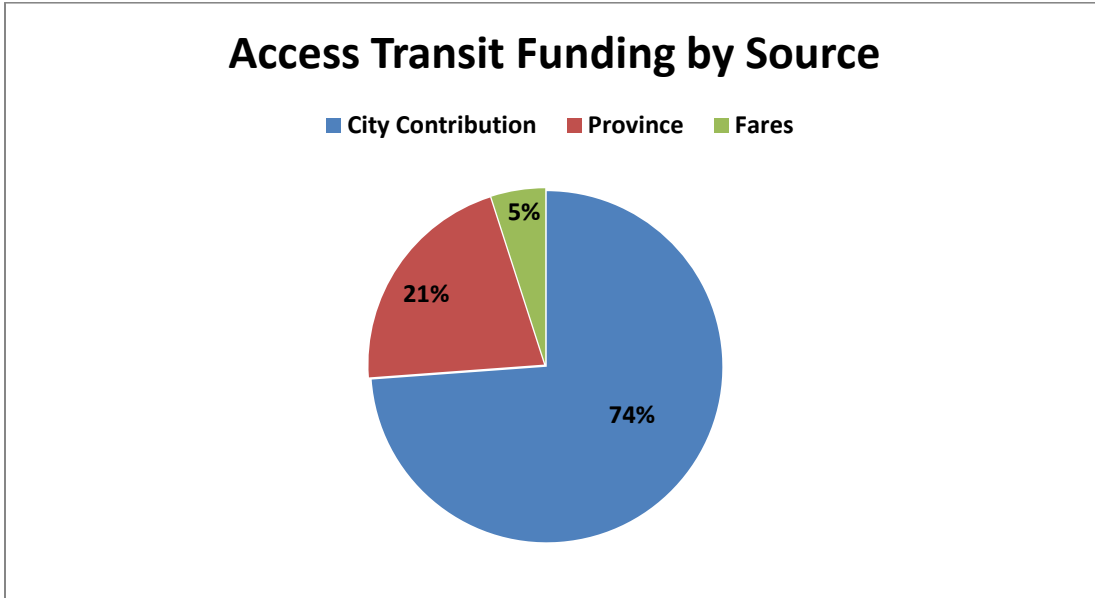
Administration will continue to research effective safety equipment and incentives and implement them when possible to further improve safety.

Financial

Operating and Capital funding to run Access Transit is provided by the City of Saskatoon, The Province of Saskatchewan, through the Transit Assistance for People with Disabilities (TAPD) Fund, and customer revenue.



The majority of the total funding (74%) is provided by the City of Saskatoon. In 2013, the Provincial Government announced increased operating and capital grant funding for the TAPD Program in the amounts of \$50,000 and \$250,000 respectively. The increase in funding is great news for paratransit service providers. Demand for paratransit services throughout the province continues to increase as does the need for provincial funding.

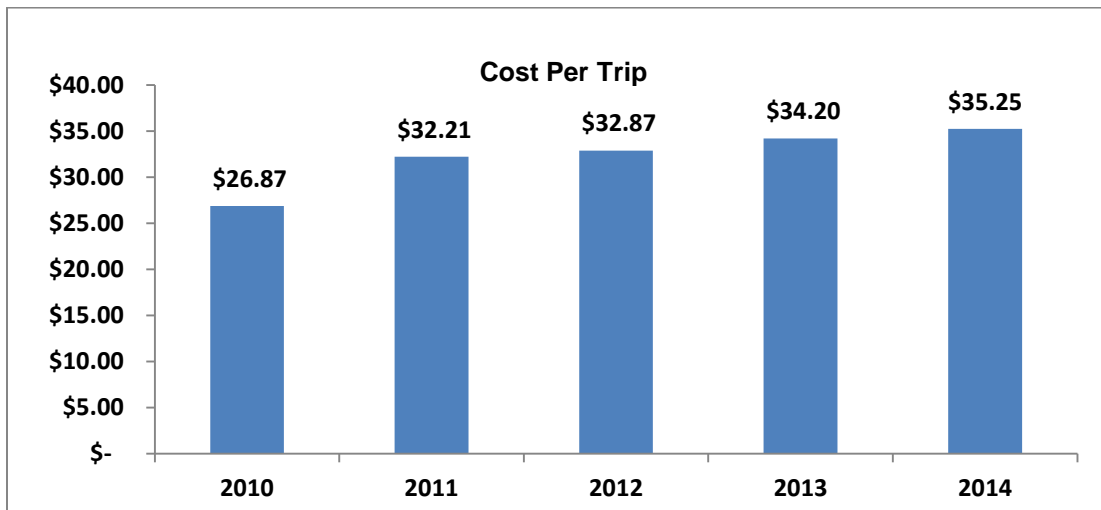


2014 Access Transit Operating Budget Variance (000's)

	Budget	Actual	Variance	%
City Contribution	3,349	3,391	42	1%
Province of Sask grant	885	992	107	12%
Fares	245	231	(15)	-6%
Revenue	\$4,479	\$4,614	\$135	3%
Expenses:				
Salaries & payroll	2,934	3,134	239	8%
Fuel,lube,oil	330	322	(8)	-3%
IS -Facilities services	247	246	(1)	-1%
Maintenance equip & radio	269	343	73	27%
Debt cost	47	47	(0)	0%
Other expense	406	238	(168)	41%
Transfer to reserves	245	245	0	0%
Total expense	\$4,479	\$4,614	\$135	3%
Revenue less expense	\$0	\$0	\$0	

The cost of specialized transit service historically has been much higher than fixed route service. In 2013, Access Transit took a more proactive approach to managing demand by enhancing the accuracy of our eligibility process. The goal has always been to make certain that those that truly require our service receive it, and in doing so ensures that valuable budget dollars are used most effectively. Access Transit strives to provide maximum service as efficiently and cost effectively as possible.

In 2014, the average cost per trip was \$35.25. Through the Transit Assistance for People with Disabilities Program, Access Transit receives an operating grant based on available funding and ridership data. The 2014 operating grant amounted to \$7.58 per trip such that the total cost per trip to the City was \$27.67. This cost is inclusive of all program expenditures and is calculated by dividing total expenditures by the total number of Revenue Trips provided less the operating grant.



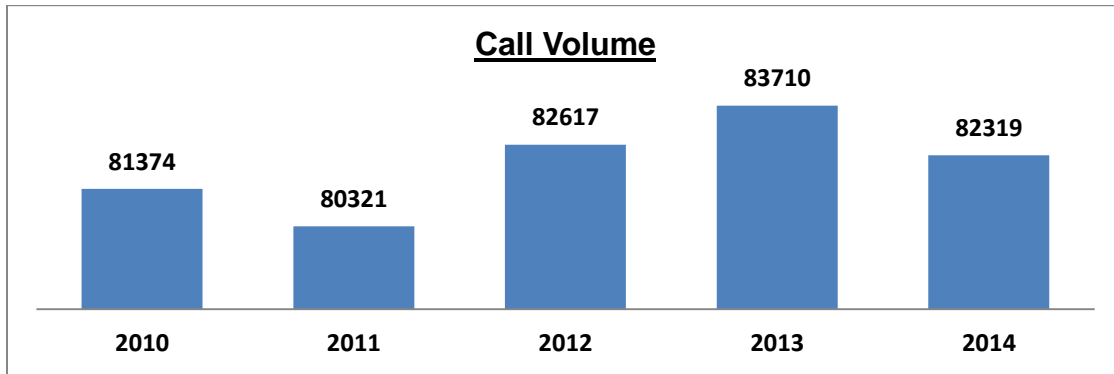
Productivity

Revenue Trips per Hour is a key performance indicator (KPI) in terms of productivity in the paratransit industry. In 2013, Access Transit provided 2.6 Revenue Trips per Hour maintaining the level of productivity experienced since 2011. That stated, Saskatoon continues to grow and traffic congestion and road conditions play an integral role with our overall productivity. Our operators do not have fixed routes; every day is different and is influenced by such factors as bridges, railroad crossings, and four seasons of distinct weather. Despite these challenges, our productivity remains high. The Canadian average is 2.5 Revenue Trips per Hour.

Phone Call Volume

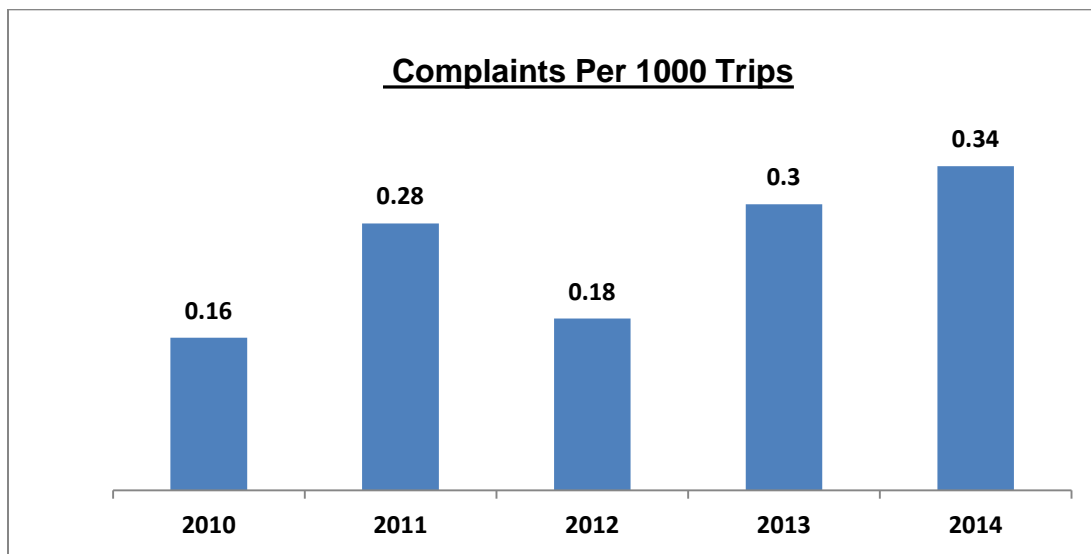
Access Transit has six call stations where Booking and Scheduling Clerks take calls, emails, and faxes to book, schedule, or cancel trips, and provide other service related information to our customers. We have experienced an increase

in the number of email trip requests since 2013 which explains the reduction of 1391 phone calls compared to 2013. Overall trip request numbers have remained consistent. Our Booking and Scheduling Clerks are kept very busy.



Customer Complaints

Access Transit receives few complaints each year due to the high level of professionalism and commitment to excellence demonstrated each day by Access Transit employees. In 2014, we began conducting customer satisfaction surveys as a proactive measure to solicit additional feedback on our service. A total of 1154 customers were asked a variety of questions related to Access Transit service. Among the highlights of the survey: overall customer satisfaction rated at 9.2 out of 10; 98.8% of customers thought that our operators drive in a safe manner; 99% said that Access Operators treated them with dignity and respect. We will continue to survey our customers and make adjustments as needed to maintain our high level of quality service.



Future Demand

The *City of Saskatoon & Saskatoon Census Metropolitan Area Population Projection 2012-2032* report identifies the fastest growing age group in the next 20 years will be the over 65 group. By 2017, there will be an estimated 36,449 seniors living in the City of Saskatoon, an increase of 22% when compared to 2012. The population of seniors is estimated to reach 46,386 by 2022. While not a senior specific service, approximately 69% of our registered customers are age 65 and older. As our population ages, mobility related challenges and services will become a larger municipal matter. Demand for Access Transit service is increasing. The Saskatoon Council on Aging recently released the *Age-friendly Saskatoon Initiative: Recommendations* report identifying recommendations to challenges that were identified through a broad community consultation. To address the current capacity challenges and the anticipated increased future demand for specialized transit service the report recommends increased funding for Access Transit expansion.

The Saskatchewan Human Rights Commission will begin to compile data with regards to accessible transportation challenges in Saskatoon as it did in Regina in 2013. The scope of that report can be found on the SHRC website: <http://saskatchewanhumanrights.ca/learn/publications-guidelines/resources/reports/public-transportation-in-the-city-of-regina>

Future Growth

The last fleet expansion was in 2006 with the addition of one bus. All bus purchases since 2006 have replaced aging and retiring buses. In 2017, the diesel engine in the cutaway chassis will be obsolete. Access Transit Administration has already begun to research a gas powered chassis for future tenders/bus replacements.

Access Transit conducts regular service reviews to ensure we are providing as many rides to as many customers as possible. We have worked closely with our software vendor to review our practices in relation to the functionality of the software to ensure we are able to book as many trips as efficiently and effectively as possible using our current level of resources. In addition, we have adjusted the average speed of our service to align with peak demand traffic flows for further accuracy, and we have communicated with and encouraged our customers to book trips during non-peak times whenever possible to decrease Denials. We will continue to conduct service reviews. Going forward, while small efficiencies may be gained, Access Transit is unable to provide significantly more rides within our existing level of resources. Access Transit has peaked at the 131,000 trip level which equates to about 5038 trips per year per bus (131,000/26 buses).

Summary

In summary, 2013 and 2014 were successful years for Access Transit. The customer base is expanding rapidly, demand trends are increasing, and efficiency is higher than industry average. The capacity of the system is being fully utilized, and considering the significant increase in registered customers, poor weather conditions will likely result in increased denial rates unless additional service hours are added. The Administration will continue to implement efficiencies in order to optimize the City's investment in Access Transit service, and will continue to report performance metrics so that City Council can make fully informed decisions around the service provided.

Our employees are our greatest resource. Without their tireless dedication to customer service, their utmost professionalism, and the genuine care and dedication that they show to our customers, our service would not be the success that it is.

Access Transit would like to take this opportunity to thank Saskatoon City Council, The Provincial Government, and the citizens of Saskatoon for your continued support for a very worthwhile service.



STANDING POLICY COMMITTEE ON TRANSPORTATION

Plan for Saskatoon Transit 2015 - 2020

Recommendation of the Committee

1. That the report of the General Manager, Transportation & Utilities Department dated September 14, 2015, be forwarded to City Council at its meeting to be held on September 28, 2015 for information during consideration of the Intersection Improvement Project Selection Process; and
2. That this report also be forwarded to City Council during the 2016 Budget and Business Plan deliberations for information.

History

At the September 14, 2015 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation & Utilities Department dated September 14, 2015 was considered.

Attachment

September 14, 2015 Report of the General Manager, Transportation & Utilities Department

Plan for Saskatoon Transit 2015 - 2020

Recommendation

That the report of the General Manager, Transportation & Utilities Department dated September 14, 2015, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to provide members of the Standing Policy Committee on Transportation and City Council with an action plan for Saskatoon Transit. There are changes to both structure and operations that will be needed to move ahead in building relationships with riders and to prepare for the implementation of the Growth Plan to Half a Million (Growth Plan). This report will cover some of the activities planned for the period 2015 – 2020, and future reports will further detail the status of the changes underway.

Report Highlights

1. Saskatoon Transit services will transition over time as the Growth Plan's Long Term Transit Plan is implemented.
2. In 2017, Saskatoon Transit will move out of its current location. The move will require operational and scheduling changes for all employees but will be transparent to riders.
3. To meet the expectations of riders, Transit must continue to become more reliable, effective and accessible.
4. A critical demographic is those individuals who may not be able to continue driving yet do not meet the criteria to use Access Transit services.
5. Saskatoon Transit must continue to renew its fleet with the target of being 100% accessible by 2018.
6. A new Section will be implemented immediately, focused on customer service and engaging with customers, community partners and staff.
7. Over time, additional resources will be required at Transit to better support drivers and customers.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement and Moving Around, including the 4-Year Priority to change attitudes around public transit and increase Saskatoon Transit ridership.

Background

In 2013, Transit staff were involved in a project to develop Transit 2.0 which was quickly incorporated into the development of the Growth Plan which includes a Transit Plan as well as a Rapid Transit Business Case.

In 2015, City Council endorsed performance metrics for the goals in the 10 year Strategic Plan. In order to make the transit system a more efficient and attractive transportation option, the performance target for Transit Ridership was set to “increase transit ridership to 62 rides per capita” from the 2014 level of 31.9 rides per capita.

Report

Transition from Current State to Support the Growth Plan

The Growth Plan will include recommendations for Transit moving forward from the current conventional service to a service that will meet the needs of residents when Saskatoon reaches a population of half a million. As part of the preparation to support this, Transit will begin rolling out staged changes that will link into the future requirements to support BRT. Initial changes will focus on establishing service to demonstrate how Transit can achieve desired frequency on future BRT lines.

The Growth Plan project’s review of existing transit service has found that as a whole, the current route structure provides a strong base of conventional, coverage-based transit services throughout the city.

Transition to the tenets of the Growth Plan will require a series of discussions around how to best meet the needs of current and future riders with allocated resources. Those discussions will include the decision support framework and methodologies needed to allow Council to make fully informed, fact-based decisions. The work on developing these support tools, including metrics, is starting now and will be supported by some of the other changes for Saskatoon Transit stated in the sections pertaining to structure and an engaged workforce below.

The future recommendations from the Administration will range from route rationalization to service additions. The balance between appropriate walking distances, trip length, and service frequency will be foundational for the route system ultimately implemented. Once these principles have been discussed and a direction set by Council through the Growth Plan initiative, Transit will be able to begin implementing route adjustments. The Administration will keep Committee fully informed through advance reports.

Dealing With the Relocation of the Main Transit Garage

Saskatoon Transit will be moving out of the current location, close to the downtown core, to one that is on the outskirts of the city in 2017. This move will, for the most part, have little impact on customers and will help Transit move to better support the Growth Plan.

The relocation, however, will require operational changes within Transit employee groups. Some of these changes will include different start points for the work (presently it is in the Transit Mall downtown). This may include starting service at various transit terminals around the city and then routing downtown. The changes to the service will increase the amount of travel time that is included in the operator work and will have

some financial impacts that will affect the operation from that point forward. Administration will report further on this in advance of the 2017 budget process.

In addition, Transit will be well placed to operate a Control Centre as found in many other transit systems in North America. The benefits to having a Control Centre will be consistent monitoring of the system using the NOVUS software. Calls will route to the Control Centre instead of directly to an on-road Supervisor and will be followed up in queue unless there are emergent situations. A Control Centre will allow instant identification of a vehicle on the road when there are issues, will allow monitoring the progress of buses along routes and direct changes due to congestion or road closures. A Control Centre will, however, mean a shift and/or changes to current and future employee and group duties, particularly for the Supervisor and Time Clerk positions.

Continuing Fleet Renewal

In order to support requirements found in the Growth Plan, Saskatoon Transit must have a reliable, accessible fleet which will mean retiring all of the current conventional high floor buses over time. The fleet review, presented in May, brought information forward about the age and state of the current transit fleet. Capital funding was provided for the purchase of 10 buses in each of 2015 and 2016. This funding will need to continue in the years following to be able to support the fleet strategy and the transition to a fully accessible fleet by 2018.

As stated in the Accessible Transit Report delivered to the Standing Policy Committee on Transportation in August, the accessible community is requiring more and more support. As Saskatoon's population grows older, it will be of critical importance to provide a 100% accessible fleet for riders. Additionally, a strategy for the Access Transit fleet will be developed to determine if Transit has the correct number of vehicles and operators to support the increasing customer base, and also to determine how the conventional low floor fleet can be utilized to take up some of that load.

Creation of a New Section Within Saskatoon Transit

Saskatoon Transit will change its structure with the creation of a new section aimed at supporting expanded engagement with Customers, while at the same time developing a Customer Service Oriented Culture within the entire workforce. The new organization is shown in Attachment 1.

The Planning and Customer Service Sections will be removed from the Operations Section and a new section created, including a direct relationship with the Marketing and Communications position. Vesting the section manager with the title of Chief Customer Service Officer provides a focal point for issues at a high level within Saskatoon Transit and ensures this person can be seen as a Customer Advocate who has authority within the system. This position will also be the main point for engagement activities throughout the city and will ensure that responses are appropriate and timely. The Engineer/Urban planner in this section will be included in the 2016 budget submission, and will lead implementation of the technical aspects of the growth plan, ensure neighbourhood concept plans are transit-oriented, and will be

responsible to ensure service is optimized given the resources available. The Engineer/Urban planner will be responsible to take transit concepts and work with neighbourhood and roadways planners to ensure new developments are inherently transit friendly.

In the recent months, Transit has experienced some excellent engagement activities with groups like the Association for Equity of Blind Canadians, the Saskatoon Accessibility Advisory Committee and continuing to meet with Bus Riders of Saskatoon. In order to continue developing this level of engagement with riders, to support the Growth Plan and to ensure the Administration is listening to issues regarding the current system, Transit will continue to do more of these activities. Examples include engaging with the various Business Improvement Districts and business community as well as those who regularly interact with Transit. And of utmost importance, Management needs to continue to rebuild engagement with Saskatoon Transit Employees and create a culture of Customer Service where everyone is seen as Customers and understand the need to treat all Customers appropriately.

Developing a culture of Customer Focus and engagement within Saskatoon Transit is a high priority for the leadership within Transit and this section in particular. As better relationships are developed with employees, better relationships are also built with the riding public; we listen to them and we live up to the promises/expectations and give them fact based responses to their questions. In this manner, as much as possible, Transit becomes a transparent organization that does what it says and continues to make a difference in peoples lives everyday.

Supporting an Engaged Workforce

Having Individual Development Plan (IDP) documentation done every year for every employee will be mandatory at Transit. Saskatoon Transit is embarking on a project to revise and reintroduce IDP's to all employees. A diagram of the program is shown in Attachment 2.

As part of this new IDP process, Transit is embarking on a new program in concert with the Motor Carrying Passenger Council of Canada to qualify all Transit Operators as Certified Professional Bus Operators. Professional Certification of Transit Operators brings Transit in line with a large percentage of transit properties in Canada and demonstrates to the employees, as well as the public, Transit's positive investment in our staff.

Changes that were made earlier this year allowing Supervisors more time on the road and at Transit Terminals to support Operators is working and achieving what is required to develop relationships that allow more engagement between Management and employees. In order to maintain these tasks, conduct the IDP process, provide enhanced operator and customer support, and operate the Control Centre, more resources will be required. A future report will outline the Administration's recommendations for resource requirements, which will be dealt with through the annual budget process.

Public and/or Stakeholder Involvement

Public and stakeholder engagement is a key part of this plan. Building an internal culture of engagement and customer service and then expanding that to riders and potential riders is instrumental for Transit to succeed in this overall direction. Partners in the community such as Bus Riders of Saskatoon, Downtown Business Improvement District, and Association for Equity of Blind Canadians will be asked for their continuing input as Transit moves forward.

Communication Plan

Communications will be ongoing throughout the five years covered by this plan. Most communications will be specifically tailored by the Transit Marketing Coordinator and will align with this Plan, the Growth Plan's key project milestones and deliverables as well as Transportation & Utilities direction.

Financial Implications

Staff reallocations will be utilized wherever possible to meet the new Transit organization. The organizational changes which will create the new Customer Engagement and Support Section, along with the Chief Customer Services Officer, will require an existing and approved FTE within Transit to be reallocated. By mid-2016, the Administration will be in a position to report on the additional resources that are expected to be required to continue to adequately support employees and customers. Finally, additional capital funding, starting in 2016 and continuing on, will be required to continue with the fleet renewal strategy as outlined in previous reports.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

This report will be followed up with a progress report each fall between 2016 and 2020.

Public Notice

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

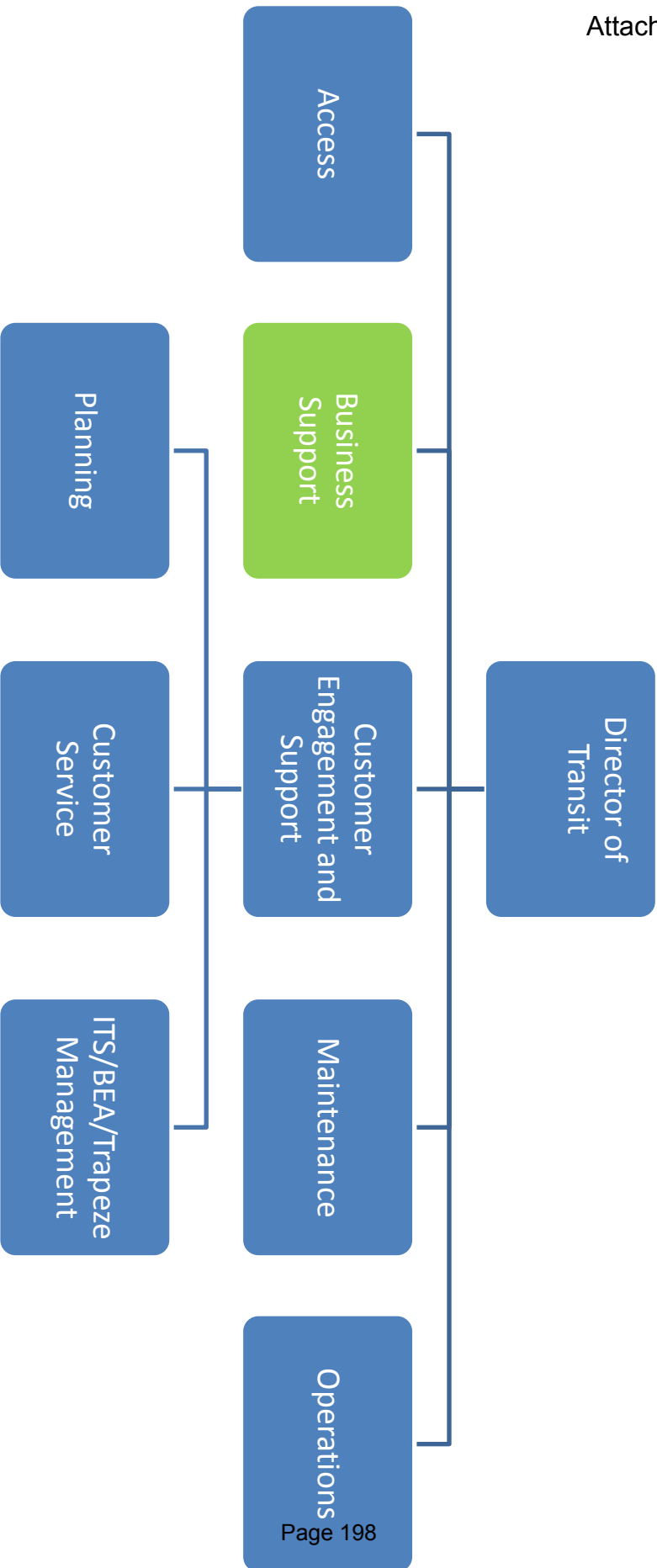
Attachments

1. Saskatoon Transit Organization Chart
2. Operator Training and Professional Development Cycle

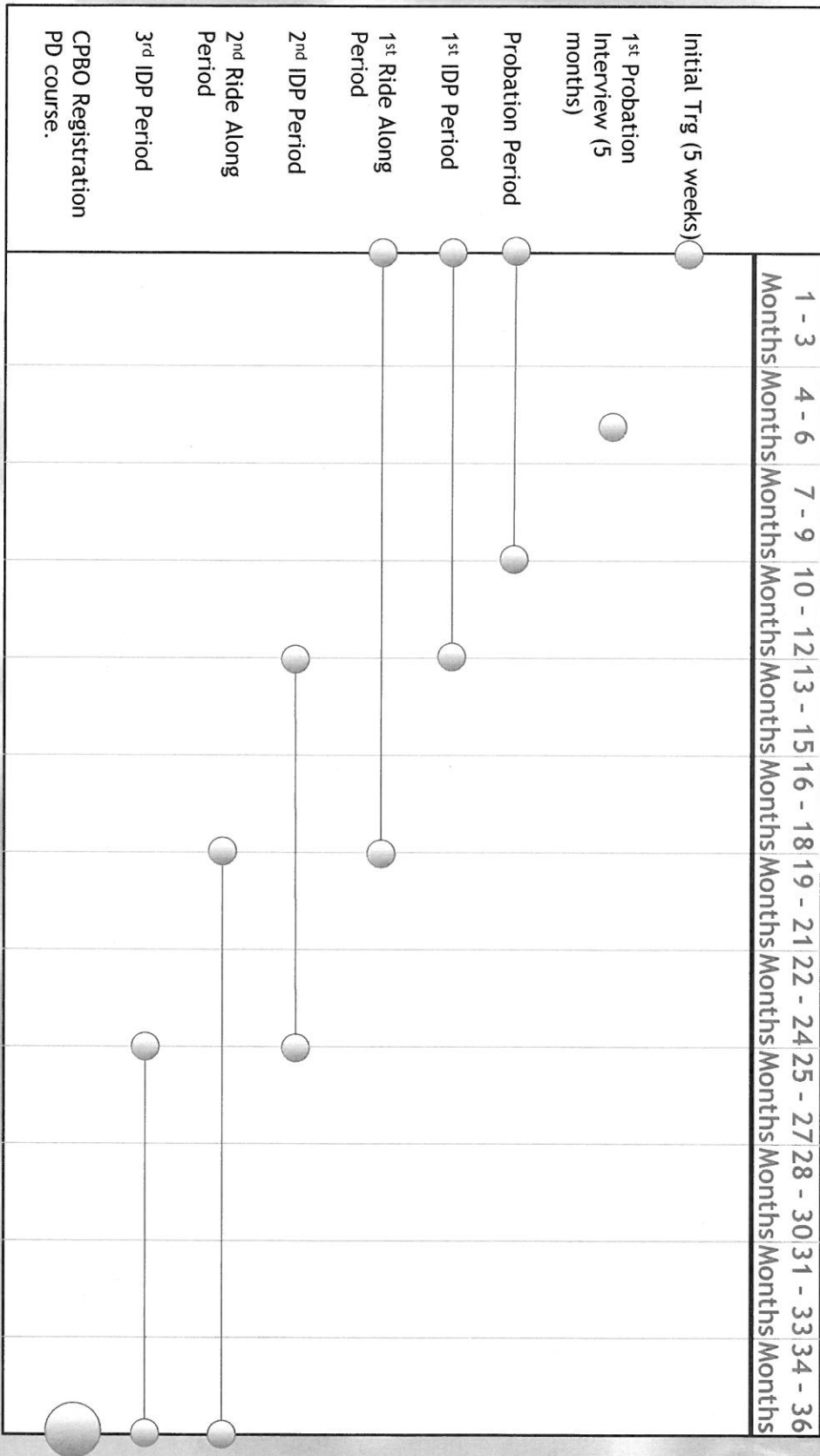
Report Approval

Written by: Jim McDonald, Director of Saskatoon Transit
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

TRANS JM - Plan for Saskatoon Transit 2015 - 2020.docx



Operator Training and Professional Development Cycle



1st Ride Along Period – an 18 month period where the Operator will have at least one Supervisor Ride Along – a Safe Work Observation which can also be used as an on road assessment, discussion with the Operator. The ride along will be documented to file.

2nd IDP Period - the 12 month assessment period which will be reported on. This period will include any of the performance notes that have come up in the second year of service. The Operator should have been apprised of any and all entries to the personnel file prior to this so there should be no new entries or surprises when the interview happens.

2nd Ride Along Period - an 18 month period where the Operator will have at least one Supervisor Ride Along – a Safe Work Observation which can also be used as an on road assessment, discussion with the Operator. The ride along will be documented to file.

3rd IDP Period - the 12 month assessment period which will be reported on. This period will include any of the performance notes that have come up in the second year of service. The Operator should have been apprised of any and all entries to the personnel file prior to this so there should be no new entries or surprises when the interview happens.

CPBO Registration – Saskatoon Transit is accredited to certify Certified Professional Bus Operators or (CPBO). CPBO is an industry accreditation aimed at developing a more consistent group of Operators from property to property. Prospective CPBOs need 36 months as an Operator in a 5 year period to be eligible.

Professional Development Course – a new initiative aimed at developing and keeping skills fresh and engaging our Operator groups. Here is a breakdown of the course.

- Complete the Smart Driver and PDIC Courses

- Apply correct and effective procedures for Wheelchair Securement and Seat Ergonomics (on bus portion)

- Conduct refresher Customer Service training (based on CUTA Ambassador course training principles)

- Review Transit Updates and any changes to Operating Procedures

- Any topical issues raised by the City of Saskatoon – these could be Respectful Workplace, Code of Conduct, etc.

- Review and apply effective Stress Management Tools (using a CUTA training tool)

- Discussion of the Progressive Discipline Process



STANDING POLICY COMMITTEE ON TRANSPORTATION

22nd Street Pedestrian Crossing Review

Recommendation of the Committee

1. That the Administration proceed with the recommendations that focus on additional study, feasibility review, and education; and
2. That upon completion of the recommendations, and if physical improvements are deemed required, the Administration will request funding from the appropriate Capital Budget in 2017.

History

At the September 14, 2015 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities Department dated September 14, 2015 was considered.

Attachment

September 14, 2015 Report of the A/General Manager, Transportation & Utilities Department

22nd Street Pedestrian Crossing Review

Recommendation

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

1. That the Administration proceed with the recommendations that focus on additional study, feasibility review, and education; and
2. That upon completion of the recommendations, and if physical improvements are deemed required, the Administration will request funding from the appropriate Capital Budget in 2017.

Topic and Purpose

The purpose of this report is to provide information in response to an inquiry from Councillor P. Lorje requesting a report on the effectiveness of the additional pedestrian actuated signals and overall safety on 22nd Street.

Report Highlights

1. Phase 1 improvements on 22nd Street reduced the overall annual frequency of pedestrian-vehicle collisions by 52%, including one fatality. However, the 26 month post-Phase 1 evaluation period is too short to provide an adequate safety analysis. Therefore, proceeding to Phase 2 (to prohibit crossing at all unmarked crosswalks) and Phase 3 (to install a barrier) is not recommended at this time.
2. Factors contributing to pedestrian injuries and fatalities such as unsafe pedestrian behavior, vehicle and driver factors, problematic physical environments and other special conditions were assessed.
3. There are additional less restrictive measures available prior to proceeding to Phase 2 that will improve safety including: crosswalk visibility improvements, traffic signal improvements, geometric modifications, education, enforcement and restricted pedestrian crossings. Specific recommendations are provided.

Strategic Goal

This report supports the Strategic Goal of Moving Around by providing pedestrian safety enhancements to improve the safety of pedestrians, cyclists, and motorists.

Background

City Council, at its meeting held on August 17, 2011, considered a report from the General Manager of Infrastructure Services in response to an inquiry from Councillor P. Lorje (November 21, 2010) and approved the implementation of a three-phase, progressively restrictive program in order to increase the level of safety for pedestrians and motorists along 22nd Street West. City Council also resolved, in part:

- “4) that the Administration report back within one year on the effectiveness of the additional pedestrian actuated signals and overall safety on 22nd Street.”

Report

A technical report detailing an engineering assessment of 22nd Street pedestrian safety and countermeasures is presented in Attachment 1, and addresses the following:

- Effectiveness of Phase 1;
- Factors contributing to pedestrian injuries and fatalities; and
- Potential measures that can be helpful in improving safety.

Effectiveness of Phase 1

Phase 1, completed in 2012, consisted of:

- Two pedestrian actuated signals installed along 22nd Street West, at the intersections of Avenue M and Avenue R;
- Yellow pedestrian warning signs were removed to eliminate pedestrian and motorist confusion; and
- An education program in collaboration with the Saskatoon Police Service (SPS) to increase awareness, and increased enforcement of jaywalking and speeding by the SPS.

Pedestrian-vehicle collision frequency was used as a comparison between 22nd Street and city-wide data to ascertain key characteristics of the 22nd Street Corridor collision profile. Two periods were compared before the Phase 1 implementation (January 2008 to October 2012) and after the Phase 1 implementation (November 2012 to December 2014).

The detailed assessment is provided on pages 4 to 7 of the attachment. The assessment acknowledges that the 26 month post-Phase 1 evaluation period is very short and does not provide sufficient data to determine trends. In addition, other measures have been identified to help address the pedestrian safety concerns prior to proceeding to more restrictive measures. Further investigation into contributing factors will also help identify solutions to improve pedestrian safety along 22nd Street.

At this time, progressing to Phase 2 (to prohibit crossing at all unmarked locations) or Phase 3 (to install a barrier) is not recommended.

Factors Contributing to Pedestrian Injuries and Fatalities

A combination of unsafe pedestrian behavior, vehicle and driver factors, problematic physical environments, and other special conditions all contribute to pedestrian-vehicle conditions.

The major contributing factors to pedestrian-vehicle collisions on 22nd Street, before and after Phase 1 implementation, were assessed using key performance metrics. The result from the assessment ranged from acceptable, improvement possible, or requires consideration. Details on the effectiveness of Phase 1 and a table for the major contributing factors relating to pedestrian collisions are shown in Table 5 on page 17 of the attachment.

Technical Report Recommendations

A summary of the recommendations is presented below:

Measure	Recommendations
<i>Crosswalk Visibility</i>	
Mark unsignalized crosswalks	Crosswalks at unsignalized intersections remain unmarked.
Improve overhead lighting	<ul style="list-style-type: none"> Assess possibility of pedestrian lighting improvements at unsignalized intersections using a spot street light warrant. Conduct a Crime Prevention Through Environmental Design (CPTED) review of the corridor.
Improve crosswalk signage	Pedestrian oriented signs at signals could be improved with “Cross on Walk Only” signs.
<i>Traffic Signals</i>	
Additional crossing control devices	Additional pedestrian actuated signals are not warranted.
Modify signal timing	<ul style="list-style-type: none"> Investigate synchronization changes to reduce vehicles progression speeds. Modify signal timing throughout the corridor to reduce pedestrian delays.
Implement automatic detection technology	Investigate the feasibility of testing automatic detection technology within the study corridor.
<i>Geometric Modifications</i>	
Reduce lane widths	Investigate the feasibility of changing the road cross-section once the Growth Plan and Active Transportation Master Plan projects are complete.
Reduce number of lanes	
<i>Education</i>	
Motorist and pedestrian education	<ul style="list-style-type: none"> Enhance signage for motorists about high pedestrian activity. Improve no crossing/ high collision signs (larger, more visible, different message).
Use speed monitoring radar signs	Investigate further the feasibility of installing speed display boards. If feasible, install at one or two locations within the corridor.
<i>Enforcement</i>	
Increase enforcement of jaywalking and speeding by the Saskatoon Police Service.	
<i>Restrict Pedestrian Crossings</i>	
<ul style="list-style-type: none"> Conduct walking time analysis to determine walking time increases should the crossing be restricted. Assess location of additional signalized crossings whether warranted or not. 	

Communication Plan

A motorist and pedestrian education program will be developed and implemented as part of the Road Safety Action Plan.

Environmental Implications

The overall impact of the recommendations on traffic characteristics including the impacts on greenhouse gas emissions has not been quantified at this time.

Financial Implications

The Administration will proceed with completing the majority of the recommendations as part of ongoing monitoring of the transportation network. Upon completion of the recommendations, the Administration will request funding from the appropriate Capital Budget in 2017.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The majority of the recommendations include desk-top work. The Administration will complete these tasks and request funding from the appropriate Capital Budget to implement physical improvements, if deemed required, in 2017.

Public Notice

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

Attachment

1. 22nd Street Pedestrian Safety and Countermeasures Technical Report

Report Approval

Written by: Justine Nyen, Transportation Engineer, Transportation
Jay Magus, Engineering Manager, Transportation
Reviewed by: Angela Gardiner, Director of Transportation
Approved by: Celene Anger, Acting General Manager, Transportation & Utilities
Department

City of Saskatoon



22nd STREET PEDESTRIAN SAFETY & COUNTERMEASURES TECHNICAL REPORT

August 6, 2015

Prepared By: Marina Melchiorre, P.Eng., Transportation Engineer
Justine Nyen, P.Eng., Transportation Engineer

Checked By: Jay Magus, P.Eng., Engineering Manager, Transportation

EXECUTIVE SUMMARY

22nd Street West, from Avenue H to Witney Avenue, is a two-kilometre section of roadway classified as a major arterial street. This report is in response to the Council Report dated July 2011 committing the Administration report back within one year on the effectiveness of the implemented first stage of a three-phase, progressively restrictive program. Phase 1, completed in 2012, comprised two pedestrian activated signals installed at the intersections of Avenue M and Avenue R and the implementation of an education program that included portable speed display trailers, increased enforcement for jaywalking and speeding, and signage (“high pedestrian collision location” and “cross at signals”).

Phase 1 implementation reduced the overall annual frequency of pedestrian-vehicle collisions by 52% over 26 months. In terms of collision severity, one fatality occurred after implementation when a pedestrian ran onto the roadway and was struck by a truck. The number of pedestrian injuries, however, increased. Although this increase follows the citywide trend, pedestrian countermeasures could reduce the number and seriousness of injuries. At this time, neither the Phase 2 measures to prohibit crossing at all unmarked locations, nor the Phase 3 recommendation to install a barrier to physically restrict crossing, are recommended.

Crosswalks at unsignalized intersections should remain unmarked. Transportation Association of Canada (TAC) recommends marked crosswalks be accompanied by overhead flashing beacons (active pedestrian corridor) or signals (full or pedestrian actuated) when warranted. Four candidate locations for pedestrian actuated signals, Avenue I, Avenue K, Avenue U and Avenue V, based on spacing between signalized intersections, are not warranted when evaluated.

Acknowledging that the 26-month post-Phase 1 evaluation period is very short, additional measures could still be helpful. A combination of unsafe pedestrian behavior, vehicle and driver factors, problematic physical environments, and other special conditions all contribute to pedestrian-vehicle conditions. Detailed investigation showed that safety can be addressed by reducing pedestrian delay at traffic signals, employing measures to decrease vehicle speeds, and improving perceptions of risk and awareness of pedestrian crossing right of way rules.

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1 INTRODUCTION

22nd Street West, from Avenue H to Witney Avenue, is a two-kilometre section of roadway classified as a major arterial street. In this report, this section of 22nd Street West will be referred to as the study corridor, study area, or simply 22nd Street.

1.1 Background

This report is in response to the Council Report dated July 2011 (Appendix A) committing the Administration report back within one year on the effectiveness of the implemented first stage of a three-phase, progressively restrictive program. The program presented was as follows:

Phase 1 (Completed in 2012)

- Two pedestrian activated signals installed at the intersections of Avenue M and Avenue R
- Removal of pedestrian warning signs
- Education program implemented: portable speed display trailers, increased enforcement for jaywalking and speeding, and signage (“high pedestrian collision location” and “cross at signals”)

Phase 2

- Crossing at all remaining unmarked locations prohibited via appropriate signage
- Increased enforcement by Saskatoon Police Service
- Determine if and where additional legal and safe pedestrian crossings are warranted

Phase 3

- Install a barrier along the centre median restricting crossing between signals.

1.2 Scope

This report evaluates pedestrian-vehicle collisions in terms of pedestrian behaviour, motorist behaviour, environmental conditions and existing infrastructure. It also revisits the Phase 2 recommendations and presents a comprehensive assessment of measures to increase pedestrian safety. The report concludes with a recommendation comprising a combination of measures along with an implementation plan.

1.3 Corridor description

22nd Street comprises three lanes in both the eastbound and westbound directions, and carries approximately 25,000 to 40,000 vehicles per day (traffic decreased 20 percent

after opening of Circle Drive South). Land use throughout this section of 22nd Street is mixed, with approximately 75% comprised of commercial properties (zoned B3 and B4); while the remaining 25% is comprised of high-density dwelling units (zoned RM3 and RM4).

By definition, under The Traffic Safety Act, legal crosswalks exist at each intersection of two streets. This includes three-legged intersections (i.e. “T-Intersections”) and off-set intersections. In total, 19 legal crosswalks exist along 22nd Street, between Avenue H to Witney Avenue, three of which have pedestrian-activated signals (Avenue M, Avenue R, and Avenue T), and four of which have full signals (Avenue H, Avenue P, Avenue W and Witney Avenue). The remaining 12 legal crossings do not have pavement markings, yet curb cuts exist in the centre median to allow for pedestrian accessibility.

Table 1: 22nd Street Intersection Infrastructure

Cross-street	Control	Configuration	Median Facility
Avenue H	Traffic Signal	Intersection	None/Turn Bay
Avenue I	TWSC	Intersection	None/Turn Bay
Avenue J	NB & SB Stop	Right-In/Right-Out	Pedestrian Ramp & Refuge
Avenue K	TWSC	Intersection	None/Turn Bay
Avenue L	NB & SB Stop	Right-In/Right-Out	Pedestrian Ramp & Refuge
Avenue M	Pedestrian Actuated Signal	Intersection	None/Turn Bay
Avenue N	NB Stop	Right-In/Right-Out	Pedestrian Ramp & Refuge
Avenue O East	NB Stop	Right-In/Right-Out T-intersection	Pedestrian Ramp & Refuge
Avenue O West	SB Stop	Right-In/Right-Out T-intersection	None/Turn Bay
Avenue P	Traffic Signal	Intersection	None/Turn Bay
Avenue Q	NB & SB Stop	Right-In/Right-Out	Pedestrian Ramp & Refuge
Avenue R	Pedestrian Actuated Signal	Right-In/Right-Out	Pedestrian Ramp & Refuge
Avenue S	NB & SB Stop	Right-In/Right-Out	4 metre wide
Avenue T	Pedestrian Actuated Signal	Intersection	None/Turn Bay

Cross-street	Control	Configuration	Median Facility
Avenue U	NB & SB Stop	Right-In/Right-Out	Pedestrian Ramp & Refuge
Avenue U - Avenue V	Uncontrolled	Median opening	None
Avenue V	NB & SB Stop	Right-In/Right-Out	Pedestrian Ramp & Refuge
Avenue W	Traffic Signal	Intersection	None/Turn Bay
Avenue X	NB Stop	Right-In/Right-Out T-intersection	Pedestrian Ramp & Refuge
Avenue Y	NB Stop	Right-In/Right-Out T-intersection	Pedestrian Ramp & Refuge
Witney Avenue	Traffic Signal	Intersection	None/Turn Bay

A comparison of the number and spacing of protected crossings on 22nd Street West versus other streets in the city does not necessarily yield directly comparable figures. For example, the two-kilometre section of 8th Street, from Cumberland Avenue to Circle Drive, has nine signals, but the adjacent land use is completely zoned commercial district (B4) and there are no residential frontages along the street. Further, intersections on 8th Street are mostly four-legged and are spaced at 200 metres apart compared to 100 metres on 22nd Street. Similarly, sections of 20th Street, a minor arterial with several pedestrian-actuated crossings, are mostly zoned as commercial, service, or industrial district. Commercial business areas typically exhibit higher traffic/pedestrian volumes and multiple vehicle turning movements, resulting in a higher risk for pedestrian-vehicle conflict points, thus necessitating the need for additional pedestrian-actuated crossings and traffic signals.

2 EFFECTIVENESS OF PHASE 1 IMPLEMENTATION

2.1 Impact on Number and Severity Pedestrian-Vehicle Collisions

The 2011 Council Report compared pedestrian-vehicle collision statistics on 22nd Street versus a section of 8th Street East to determine if the study area exhibited higher number of collisions. This approach does not necessarily yield directly comparable figures. As previously mentioned, the mix of land uses and intersection configurations are unique to 22nd Street.

An improved method is to compare 22nd Street's pedestrian-vehicle collision frequency with citywide data to ascertain key characteristics of the 22nd Street corridor's collision profile. The Saskatchewan Traffic Accident Information System (TAIS) contains geospatial points (Urban Grid Codes) where pedestrian-vehicle collisions have occurred since 1988. The corridor encompasses 6.6% of Saskatoon locations. Note that TAIS includes only reported collisions.

Two periods are compared: Before Phase 1 implementation (2008 to October 2012) and after Phase 1 implementation (November 2012 to December 2013). At the time of this report, the TAIS was current to the end of 2013. Using a 14 month collision analysis period to appraise the impact of new infrastructure requires caution because collisions analysis periods are typically three to five years¹. Detailed pedestrian-vehicle collision history for 22nd Street is found in Appendix B.

The following exhibits and tables were prepared to illustrate the comparison:

- Figure 1 illustrates the total pedestrian collisions by year
- Table 2 illustrates the collision severity
- Figure 2 illustrates the distribution of collisions by location

¹ Due to the randomness of traffic collisions, it is likely that any one year could have a much higher or lower number of collisions than the typical year. A rule of thumb is to collect data from the previous 3 to 5 years, with 3 years as a working minimum. A longer period of time increases the statistical value of the data; however, if the period is too long, there is a chance that traffic volume and patterns may have changed. (American Association of State Highway and Transportation Officials, 2010)

Figure 1: Total Pedestrian Collisions by Year

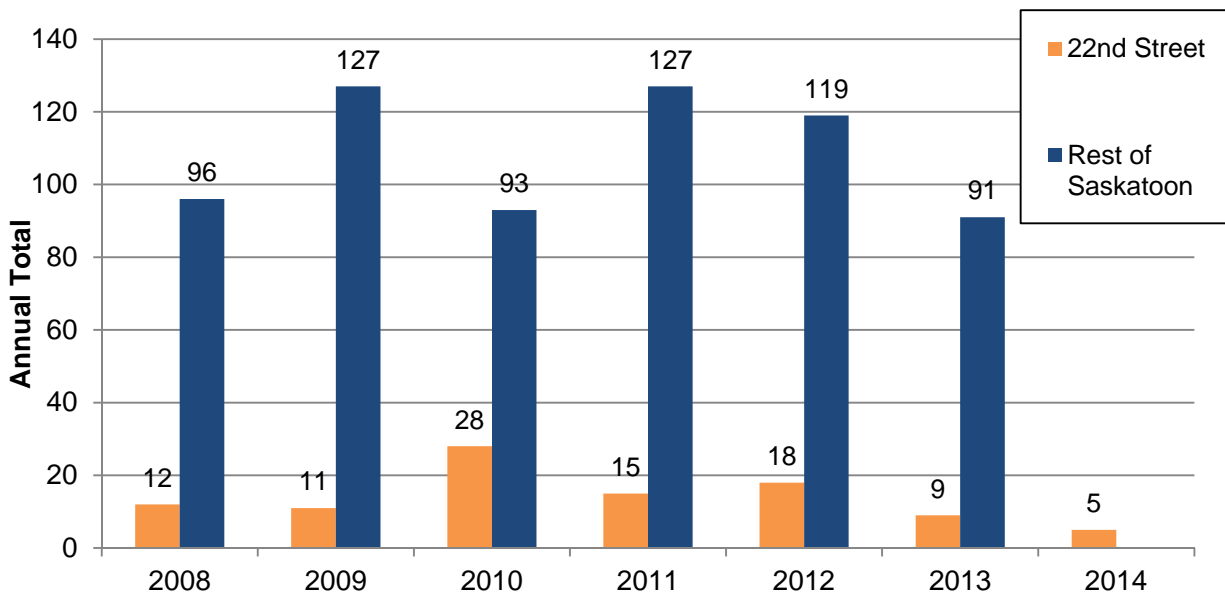
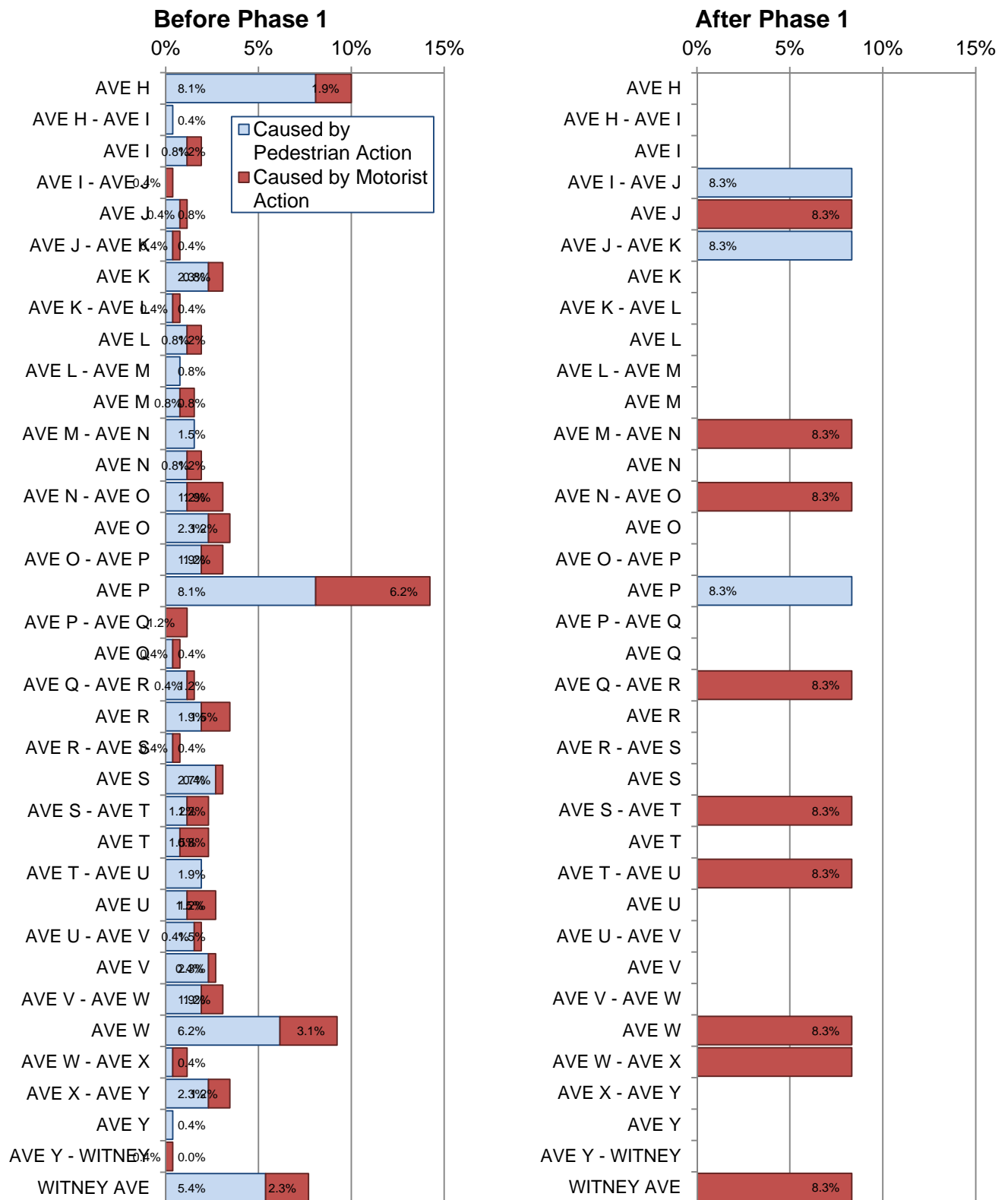


Table 2: Collision Severity

	22nd Street			
	Before Phase 1		After Phase 1	
	Collisions per year	Distribution	Collisions per year	Distribution
Fatal	0.2	1.2%	0.0	0.0%
Personal Injury	14.5	86.4%	9.4	91.7%
Property Damage	2.1	12.3%	0.9	8.3%
Total	16.8		10.3	

	Rest of Saskatoon			
	Before Phase 1		After Phase 1	
	Collisions per year	Distribution	Collisions per year	Distribution
Fatal	1.4	1.3%	0.9	1.0%
Personal Injury	94.6	83.1%	83.1	94.2%
Property Damage	17.8	15.6%	4.3	4.9%
Total	113.8		88.3	

Figure 2: Distribution of Collisions by Location (to December 2013)



The following comments and observations are made regarding the preceding figures, table, and appended information:

Before Phase 1 Implementation (2008 to October 2012)

- 81 collisions total
- Average of 16.8 collisions per year
- 12.7% of Saskatoon's total
- 1 fatality
- 86.4% personal injury collisions compared to 83.1% citywide
- 64% of collisions indicate pedestrian action as the major contributing factor compared to 56% for the rest of Saskatoon

After Phase 1 Implementation: (November 2012 to December 2013)

- 10.4% of Saskatoon's total for a decrease of 2.3% for data to December 2013
- 92% personal injury collisions compared to 94% citywide (increase follows citywide trend) for data ending December 2013
- 33% of collisions indicate a pedestrian action as the major contributing factor compared to 52% for the rest of Saskatoon
- Intersection collisions decreased 34% contrary to citywide trend.
- Non-intersection collisions decreased 15% contrary to citywide trend

SGL provided limited data for 2014 near the very end of this study. The information provided was 2014 collisions on 22nd Street. In consideration of this data the following comments are provided:

- One fatality in 2014
- 17 collisions total for data ending December 2014 (5 collisions occurred in 2014, for a total of 17 collisions between November 2012 and December 2014)
- Average of 7.9 collisions per year for data ending December 2014 (between November 2012 and December 2013)

2.2 Conclusions on Phase 1 Implementation

Phase 1 implementation reduced the overall annual frequency of pedestrian-vehicle collisions by 52% over 26 months. In terms of collision severity, one fatality occurred after implementation when a pedestrian ran onto the roadway and was struck by a truck. The number of pedestrian injuries, however, increased. Although this increase follows the citywide trend, pedestrian countermeasures could reduce the number and seriousness of injuries. Acknowledging that the 26-month post-Phase 1 evaluation period is very short, additional measures could still be helpful. Further investigation into contributing factors will help identify additional actions to improve 22nd Street pedestrian safety.

3 FACTORS CONTRIBUTING TO PEDESTRIAN INJURIES AND FATALITIES

3.1 Consideration of Multiple Variables

A combination of unsafe pedestrian behavior, vehicle and driver factors, problematic physical environments, and other special conditions all contribute to pedestrian-vehicle conditions. Therefore, a table that displays only two or three factors leaves much unsaid (Campbel, Zegeer, Huang, & Cynecki, 2004). For example, a table depicting pedestrian collisions by time of occurrence will show that a certain proportion occurs at night. However, not all of the observed trends shown in such a table would be caused by reduced nighttime visibility. Although reduced visibility at night plays an important role in the likelihood of a collision, the nighttime figures are also influenced by the number of people who are exposed to risk at night as opposed to in the daytime, the ages of the pedestrians, and the role of alcohol. Thus, any table of collision data reflects the influence of variables not shown, as well as the influence of the variables that are depicted. The pedestrian-vehicle collision triangle (Figure 3) illustrates possible contributing factors.

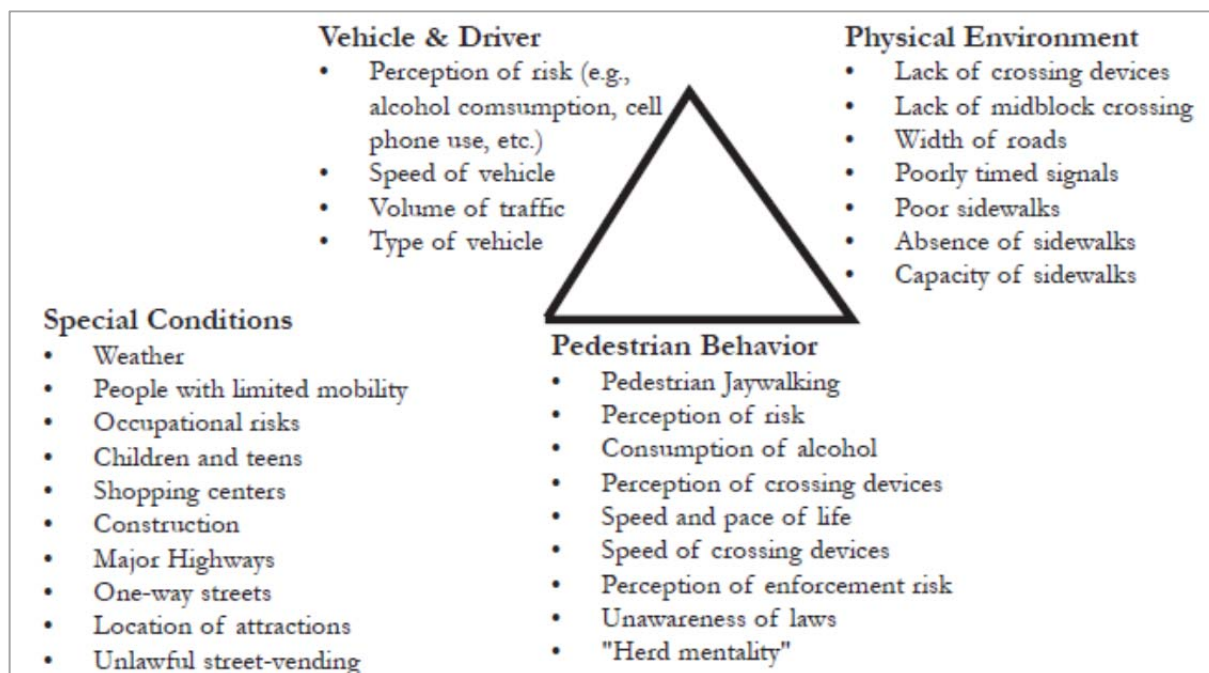


Figure 3: Pedestrian-vehicle collision triangle (Heinonen & Eck, 2007)

3.2 Pedestrian Behaviour

Unsafe pedestrian behavior is a major factor in pedestrian injuries and fatalities. Citywide, pedestrians were at fault in 56% of these incidents between 2008 and 2013.

3.2.1 Pedestrian jaywalking

Jaywalking is a general term for any form of illegal street-crossing by a pedestrian including walking against a pedestrian walk signal, crossing where there is no crosswalk, crossing outside of a marked crosswalk, and walking on a street along with traffic. Bylaw No. 7200, The Traffic Bylaw states in reference to jaywalking that “a pedestrian shall not cross a street within one block from a traffic signal except at a crosswalk” (Part VI, Section 37(1))

Table 3: Pedestrian Action as Major Contributing Factor

	22nd Street			Rest of Saskatoon		
	Before Phase 1	After Phase 1	2008-2013	Before Phase 1	After Phase 1	2008-2013
Intersection With Lane	0	0	0	2	0	2
Intersection With Driveway	0	0	0	19	5	24
Intersection With Street	34	2	36	168	23	191
Non-Intersection	17	2	19	122	25	147
Total	51	4	55	311	53	364
	63%	33%	59%	56%	52%	55%

As shown in Table 3, pedestrian action was the major contributing factor for 63% of pedestrian-vehicle collisions before and 33% after Phase 1 implementation whereas citywide pedestrian at-fault collisions remained between 56% and 52%.

3.2.2 Pedestrian impairment

Consumption of alcohol or drugs (prescribed or illegal) contributes to unsafe pedestrian behaviour. Prior to Phase 1 implementation, 3 collisions involved an impaired pedestrian. For the same period, there were 9 collisions in the rest of the city involving an impaired pedestrian. No collisions reported pedestrian impairment as a major contributing factor post-Phase 1 implementation.

3.2.3 Pedestrian speed versus crossing-device speed

If pedestrians have to wait a relatively long time for a walk signal, they are more likely to cross midblock to avoid delays. At signalized intersections, pedestrians become impatient when they experience delays in excess of 30 seconds per person, and there is a high likelihood of non-compliance with the signal indication. In contrast, if expected

delay is 10 seconds per person or less, compliance is very likely (Transportation Research Board, 2010).

Calculations of pedestrian delay based on the Highway Capacity Manual 2010 methodology for pedestrian level of service for signalized intersections are listed in Table 4 . Throughout the corridor, controlled crossings are near or above 30 seconds per person. Observe that the delay incurred per person is independent of the number of pedestrians crossing and the crossing capacity. The coordination of signals on 22nd Street means that these wait time could be longer depending on upstream and downstream extensions of green time at signals.

Table 4: Wait Times to Cross 22nd Street at Signals

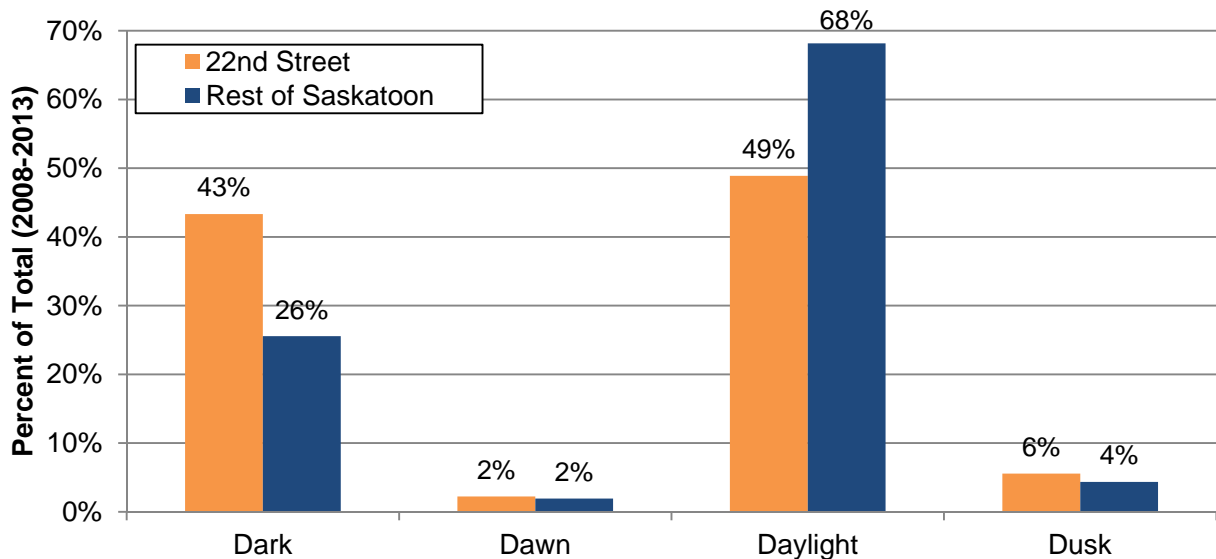
	Pedestrian Delay (seconds/person)			
	Mid-Day	AM	PM	Off Peak
Avenue H	35	35	40	24
Avenue M (PAS)	39	39	49	39
Avenue P	37	37	42	26
Avenue R (PAS)	39	39	49	39
Avenue T (PAS)	42	42	52	27
Avenue W	41	41	50	26
Witney Avenue	32	32	38	26

3.2.4 Pedestrian speed and pace of life

Pedestrian non-compliance with signs and signals is a significant factor in pedestrian-vehicle collisions. For instance, pedestrians move more quickly in big cities when compared with small towns (Walmsley & Lewis, 1989).

The daily pattern of pedestrian activity on 22nd Street differs from the rest of Saskatoon as supported by the time of day of pedestrian-involved collisions. On 22nd Street, 51% of all collisions occurred during non-daylight conditions compared to 32% for the rest of Saskatoon (Figure 4).

Figure 4: Distribution of Natural Light Conditions



Similarly, Figure 5 illustrates that 37% of collisions on 22nd Street occurred between 7:00pm and 3:00pm compared to 23% for the rest of the city.

Figure 6 shows that collisions for the rest of the city follow the same distribution as traffic; Collision frequency by time of day follows vehicle exposure. Higher collision frequencies are a result of higher exposures, both in traffic and pedestrian activity. For 22nd Street, conversely, collision frequency increases during the time of day when traffic volumes decrease.

Figure 5: Distribution of Collisions by Time of Occurrence

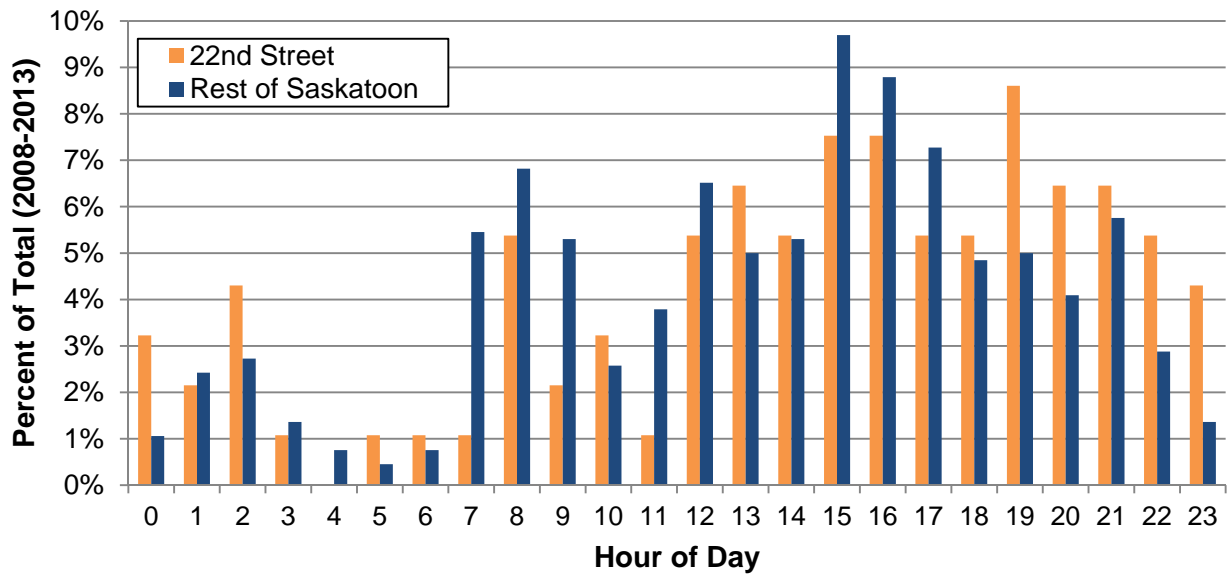
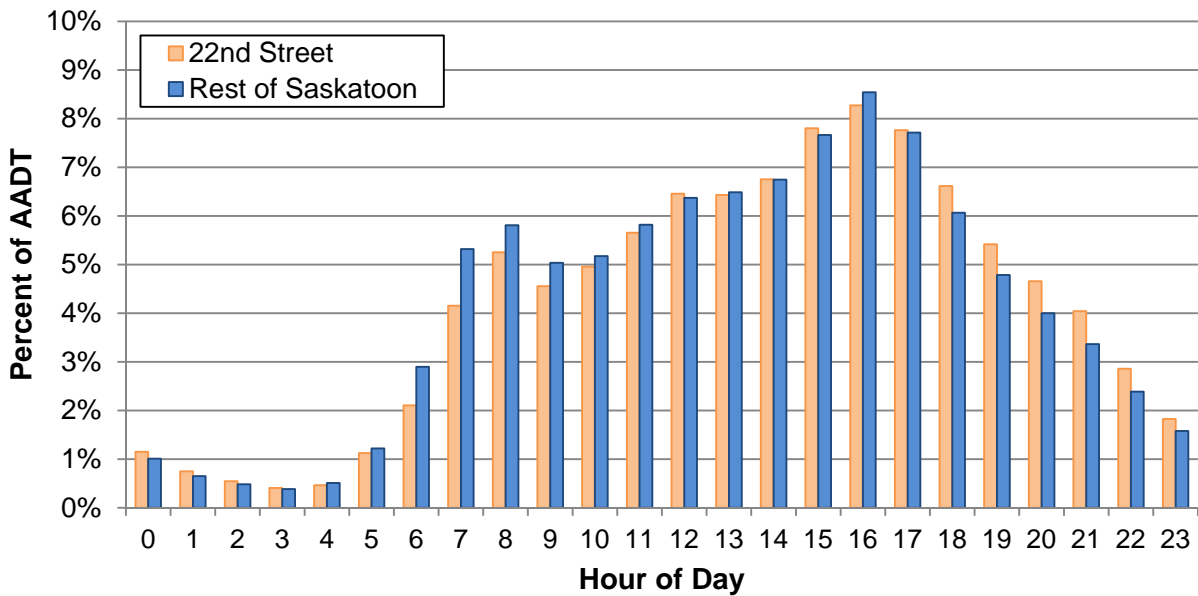


Figure 6: Distribution of Traffic Volumes by Hour of Day (2014)



3.3 Vehicle and Driver Behaviour

Vehicles and their drivers' behavior are the second major group of factors that could contribute to pedestrian-vehicle collisions that result in injuries and fatalities.

3.3.1 Speed of vehicles

Speeding is a major contributor to vehicle-vehicle collisions. First, speed increases the chances of a collision. Simply, faster vehicle speeds make it more difficult for drivers to see pedestrians, and at the same time, high speeds reduce the amount of time the driver and pedestrian have to avoid a collision. Second, given a collision, the faster the vehicle the more severe the injury to the pedestrian.

A week long speed study conducted in May 2015 determined that the 85th percentile speed is 60kph where 50kph is the posted speed.

Enforcement statistics including Traffic Act violations in this corridor were unavailable.

3.3.2 Volume of traffic

The greater the pedestrian and vehicle traffic, the greater the chances that pedestrians and vehicles will encounter each other on the street. Volumes range between 35,000 to 40,000 vehicles per day based on 2014 data.

3.4 Perception and Awareness

3.4.1 Perceptions of risk

Often, pedestrians have perceptions of low risk when they frequently travel familiar routes. Distracted pedestrians are also at higher risk. Drivers can also be unaware of their own risk of hitting a pedestrian. Furthermore, some of the factors that affect pedestrian perceptions of risk can also influence driver perceptions of risk. For instance, alcohol, familiarity with travel routes, and cell phone use might reduce a driver's ability to recognize the risk of hitting a pedestrian.

The installation of "High Pedestrian Collision Location" signs aimed to help in this regard.

3.4.2 Pedestrian perceptions of enforcement risk

Some pedestrians may conform to walking regulations because of personal preference or habit, while other pedestrians calculate the risk of getting caught by police against the benefits of jaywalking.

Enforcement statistics including Bylaw 7200, The Traffic Bylaw citations in this corridor were unavailable.

3.4.3 Pedestrian perceptions of crossing devices

Some pedestrians might not understand or be aware of signs that convey safe walking procedures. “High Pedestrian Collision Area: Cross at Ave P or Ave M” signs may confuse pedestrians since they are posted at legal crossings at the offset intersections at Avenue O that are, technically, legal crossings.

Figure 7: View from the West of Avenue O intersection



3.4.4 Unawareness of pedestrian laws and safety

Another problem related to pedestrian laws is the possibility that pedestrians might be unaware of or misunderstand pedestrian laws that designate where and when they have the right of way. Also, it is possible that some drivers are unaware of their rights and duties or pedestrians’ rights and duties. Pertinent excerpts of the Provincial Traffic Act related to pedestrian crossing and crosswalks are detailed in APPENDIX C.

3.5 Physical Environment

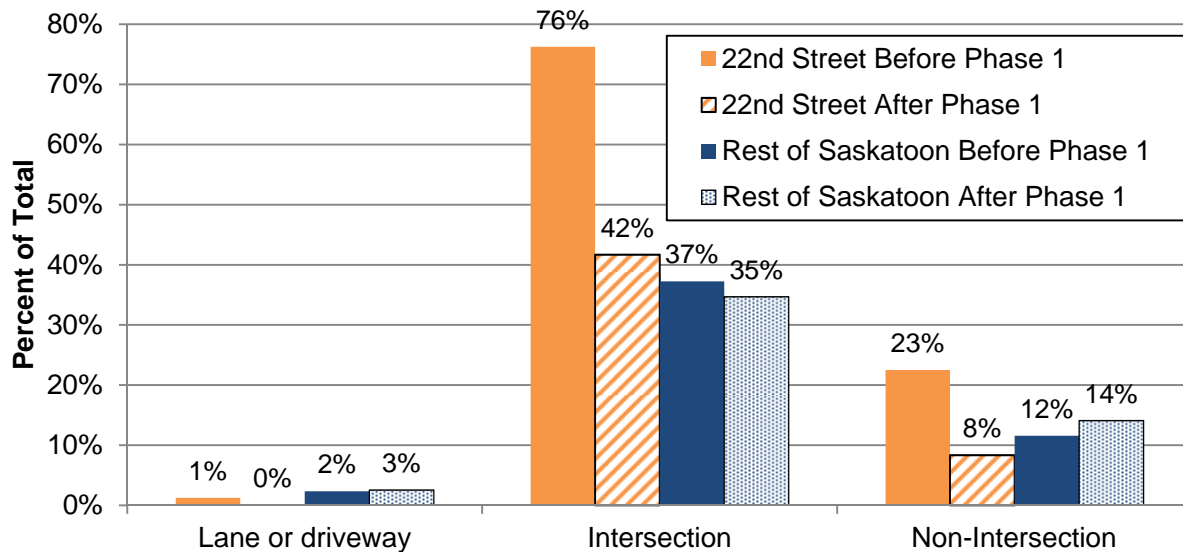
The physical layout of the right-of-way and crossing devices might encourage some pedestrians to cross or enter roads in unsafe situations. The following environmental features could encourage risky pedestrian behavior.

3.5.1 Absence of midblock crosswalks

Pedestrians might avoid inconvenient intersection crossings because they delay the pace of travel. Midblock crossings, non-intersection and lane or driveway locations,

hosted 43 percent of all fatal or injury collisions in Saskatoon between 2008 and 2013. During that same period, mid-block crossing collisions resulted in 18% of all injuries on 22nd Street. On 22nd Street, non-intersection collisions occur with less frequency than at intersections, perhaps due to intersection spacing of 100 metres or less.

Figure 8: Distribution of Collisions by Location



3.5.2 Width of roads

Pedestrians are far less likely to jaywalk when crossing distance increases (Transportation Research Board, 2010). This finding suggests that narrower roads could encourage unsafe pedestrian behavior. On the other hand, wider roads promote higher vehicle speeds, resulting in a possible trade-off with regard to pedestrian safety. Three lanes of traffic in each direction pose crossing challenges as 22nd Street is among the widest and busiest arterial roadways in Saskatoon.

Pedestrians use their judgement to determine whether the available headway between conflicting vehicles is long enough for safe crossing. If the available headway is greater than the critical headway, it is assumed the pedestrian will cross. Contrariwise, if the available headway is less than the critical headway, it is assumed the pedestrian will not cross. With three lanes to cross, pedestrians require longer acceptable headways.

Based on the Highway Capacity Manual 2010 methodology for two-way stop-controlled intersections, the probability of delay and average pedestrian delay is determined. Allowing for a two-stage crossing and a 1.2m/s pedestrian walking speed, 1,500 vehicles per hour in one direction during peak hours, the average wait of an adequate gap is 4.9 minutes.

It is possible for pedestrians to incur less actual delay because of yielding vehicles. This likelihood is a function of vehicle volumes, motorist yield rates, and number of through lanes, all of which are not favourable to pedestrians crossing 22nd Street.

3.5.3 Poor timing of crossing signals

Fast crossing signals can also create problems in some circumstances. For instance, wide roads (or widening roads as a strategy) could have the unintended consequence of putting specific pedestrian groups at higher risk when signals do not allow enough time for these groups to cross safely.

Throughout the corridor, walk times range from 5 to 7 seconds while pedestrian clearance times range from 16 to 20 seconds. This timing is acceptable because to cross the entire width of 22nd Street, approximately 25 metres, takes the average person between 21 and 25 seconds based on walking speeds of 1.2 and 1.0 metres/second respectively.

3.5.4 Poor conditions of sidewalks

Poor sidewalk conditions might influence pedestrians to overlook safety and seek better walking conditions along the street. Poor sidewalk conditions, including the absence of curb cuts, also places people with movement-related limitations in a dilemma; the street is risky, but the sidewalk is impassible.

Between 2008 and 2013, three reported collisions were where a person in a battery or muscle powered wheelchair was on the driving surface. None of these collisions occurred on 22nd Street, nor does 22nd Street have any sidewalks rated as candidates for the sidewalk replacement program as of May 2015.

3.6 Major Contributing Factors and Existing Conditions

Pedestrian-vehicle collisions occur when physical environments allow pedestrians to come into contact with moving vehicles. If this occurs repeatedly, then a pedestrian-vehicle collision problem exists. Referring to *Figure 3: Pedestrian-vehicle collision triangle*, most problems will be the result of failures on all three sides of the triangle: pedestrians who are inattentive or incapable of using the street safely; drivers who operate in ways that make it difficult for them to detect pedestrians in the road; and physical environments that encourage unsafe pedestrian and/or driver behavior. The relative importance of each side of the triangle will vary from problem to problem. Fixing any one side may reduce the problems, in principle. Fixing more than one side should give greater assurance that the response to the problem will work.

Table 5 summarizes the major contributing factors and existing conditions.

Table 5: Major Contributing Factors and Existing Conditions

Major Contributing Factors	Metric	Before Phase 1	After Phase 1 (current conditions)	Caveats	Conclusion
Pedestrian Behaviour					
Pedestrian jaywalking	Pedestrian at-fault collisions (% of total on 22nd St)	63%	33%	After sample too small	Requires consideration
Pedestrian impairment	Collisions involving impairment (total in Saskatoon)	33%	0%	After sample too small	Requires consideration
Pedestrian speed versus crossing-device speed	Signals with acceptable pedestrian delay (% with less than 30 s delay)	n/a	0%		Improvement possible
Pedestrian speed and pace of life	Majority of collisions during non-peak times?	yes	yes		Requires consideration
Vehicle and Driver Behaviour					
Speed of vehicles	Running speed too high?	n/a	yes		Improvement possible
Volume of traffic	vehicles per day	40,000 to 45,000	35,000 to 40,000	typical volume for major arterial street	Acceptable, still requires consideration
Perception and Awareness					
Perceptions of risk				Cannot be measured	Improvement possible
Pedestrian perceptions of enforcement risk	Enforcement adequate?	n/a	n/a		Improvement possible
Pedestrian perceptions of crossing devices				Cannot be measured	Improvement possible
Unawareness of pedestrian laws and safety				Cannot be measured	Improvement possible
Physical Environment					
Absence of midblock crosswalks	Non-intersection collisions (% of total on 22nd St)	23%	8%	After sample too small	Acceptable, still requires consideration
Width of roads	Acceptable average pedestrian delay during peak?	n/a	No, 4.9 minute average wait		Improvement possible
Poor timing of crossing signals	Signals with acceptable pedestrian crossing times (% of total)	n/a	100%		Acceptable
Poor conditions of sidewalks	Sidewalk/ramps requiring retrofit	n/a	None		Acceptable

4 POTENTIAL MEASURES

4.1 Crosswalk Visibility

4.1.1 Mark unsignalized crosswalks

Crosswalk treatments vary with different combinations of pavement markings, signage and illumination. Standard crosswalk (parallel white lines with side-mounted signs and optional warning signs), zebra crosswalks (standard crosswalk with the addition of zebra pavement markings) or pedestrian corridors (overhead illuminated sign with down-shining luminaires) (Transportation Branch, 2004).

Marked crosswalks should be accompanied by other treatments, such as traffic-calming treatments, pedestrian actuated signals where warranted, or other substantial crossing improvements (University of North Carolina Highway Safety Research Center, 2005). As well, TAC does not recommend marked crosswalks with side- or overhead- mounted signs for multi-lane roads with Average Daily Traffic greater than 9,000 vehicles per day (National Committee on Uniform Traffic Control, 2012). Instead, TAC recommends marked crosswalks be accompanied by overhead flashing beacons (active pedestrian corridor) or signals (full or pedestrian actuated).

Marked crosswalks alone are insufficient because pedestrian crash risk may be increased by creating a false perception of safety. A marked crosswalk emboldens pedestrians as the expectation increases that motorists will stop for pedestrians. However, motorists who stop for pedestrians crossing multi-lane streets may block the view of drivers in other lanes who; therefore, are not able to see that a pedestrian is crossing. It also results in approaching vehicles switching lanes and manoeuvring around a vehicle that has stopped or is decelerating for a pedestrian, increasing the potential for a collision with the pedestrian. As a result, motorists have shown a reluctance to stop for pedestrians crossing multi-lane streets.

Pedestrian warning signs should only be used at locations that are unusually hazardous, where crossing activity is unexpected, or at locations where a pedestrian crossing is not readily apparent. However, signalized intersections could be enhanced with median placement of pedestrian crossing signs.

Recommendations:

- Crosswalks at unsignalized intersections remain unmarked.

4.1.2 Improve Overhead Lighting

On 22nd Street, overhead lighting is provided by lights on the median. This placement limits the best possible illumination of sidewalks and legal crossings. Add that pedestrian activity increases during non-daylight conditions, improvement of sidewalk lighting could decrease collision risk.

The proper placement of lighting and its uniformity can help reduce the road safety risks as well as increase comfort and security at a crosswalk. Pedestrians often assume that drivers can see them at night and may be deceived by their own ability to see the oncoming headlights. Without sufficient overhead lighting (both in the crosswalk and at refuge areas), motorists may not be able to see pedestrians in time to stop. Pedestrian crossing areas may be supplemented with brighter or additional lighting. Best practices prefer lighting on both sides of wide streets and streets in commercial districts.

Figure 9: View on 22nd Street from the West (at Avenue S)



Typically, streetlight policy is to light roadways and not sidewalks although more municipalities have amended their policies to allow for pedestrian lighting, either as street lighting on the curbside or as standalone fixtures. In particular, the cities of Burlington, Edmonton, Hamilton, Ottawa, and Sudbury have realigned their policies using American National Standard Practice for Roadway Lighting (RP-8) or TAC's Guide for the Design of Roadway Lighting (recommends identical minimum lighting levels as those in RP-8) (City of Greater Sudbury, 2014). RP-8 has been developed by the Illuminating Engineering Society of North America (IESNA). The primary purpose of the guideline is to serve as the basis for design of fixed lighting for roadways, adjacent bikeways, and pedestrian ways.

Benefits:

- Enhances safety of all roadway users, particularly pedestrians
- Enhances commercial district areas
- Improves nighttime security

Recommendations:

- Assess possibility of pedestrian lighting improvements at unsignalized intersections using a spot street light warrant.
- Conduct a Crime Prevention Through Environmental Design (CPTED) review of the corridor.

4.1.3 Improve crosswalk signage

Signs provide vital information to the users of the street so that appropriate decisions are made at the correct time. Signs provide directional assistance, travel information, warnings or regulatory guidance. Compliance with standardized signing practices helps ensure that driver and pedestrian expectations are met and encourages better compliance and behaviour. The use of too many signs creates visual clutter and could promote non-compliance. Sign maintenance is also an important part of providing information to the users of the road.

Supplementary signage at crosswalks for both drivers and pedestrians has shown to offer a safety benefit. Supplementary signage should be concise, have a consistent message and be posted in the same location at all crosswalks. Additionally, signage should not obstruct pedestrians from the view of motorists. Yet, as discussed previously, signs alone should not delineate crosswalks when warrants indicate that signals or corridors are required on busy multi-lane roadways.

Benefits:

- Provides timely information to road users approaching and at a crosswalk

Recommendations:

- Pedestrian oriented signs at signals could be improved with “Cross on Walk Only” signs.

4.2 Traffic Signals

4.2.1 Additional crossing control devices

TAC recommends overhead flashing beacons systems (active pedestrian corridors) but adds that the devices can negatively affect traffic operations when traffic volumes are higher than 12,000 vehicles per day (National Committee on Uniform Traffic Control,

2012). Traffic signals, full or pedestrian actuated, are recommended depending on warrant calculations. Research concludes that devices with a red signal indication show promise as a pedestrian crossing treatment for high-volume, high-speed arterials but this needs further investigation (Fitzpatrick, et al., 2006).

There are no minimum spacing requirements for pedestrian actuated signals because pedestrian desire lines and volumes should dictate. Since intersections on 22nd Street are spaced at approximately 100 metres apart, it is reasonable to not have new pedestrian-actuated signals within one block of another signal unless there is a high crossing demand from at-risk groups (i.e. people with limited mobility, children and teens).

Candidate locations are Avenue I, Avenue K, Avenue U and Avenue V based on spacing between signalized intersections. Devices at these locations are not warranted when evaluated.

Benefits:

- Provides intervals in traffic at an unsignalized intersection so pedestrians can cross the street.

Recommendation:

- No additional traffic signals.

4.2.2 Modify signal timing

Pedestrians are more sensitive to delay than drivers. As shown earlier, the pedestrian delay at signalized intersections on 22nd Street is too high. Decreasing cycle lengths is one way to improve pedestrian delay, although the impact will be borne by motorists. For that reason, fixed time traffic signals are better at consistently allow crossing opportunities.

Furthermore, traffic signal synchronization can be optimized for lower traffic speeds whereas signal progression can be set so that vehicles that maintain legal speeds and avoid stopping. Alternatively, eliminating progression altogether could reduce pedestrian waiting times at unsignalized intersections.

Benefits:

- Reduces vehicle speeds
- Reduces pedestrian wait times at signals
- Reduces pedestrian delay at unsignalized intersections

Recommendations:

- Investigate synchronization changes to reduce vehicle progression speeds.
- Modify signal timing throughout the corridor to reduce pedestrian delays.

4.2.3 Implement automatic detection technology

At locations with demand-actuated walking phases, research findings also tell us that automatic detection technology is preferred to that of push-button actuation as nearly 50% of pedestrians do not activate a push-button (PEDSAFE: Pedestrian Safety Guide and Countermeasure Selection System, 2004). When a pedestrian waiting to cross the roadway has been detected, the “Walk” signal will be activated. In addition, automatic detectors can be programmed to extend the crossing time for slower pedestrians such as the elderly or special needs users.

Automatic detection systems are not widely used and there may be compatibility issues with coordinated signal systems. Given that this is a new technology, their reliability under various environmental conditions is not well documented.

Benefits:

- Improves pedestrian compliance at a signalized crosswalk
- Increases walking times for slow moving pedestrians

Recommendation:

- Investigate the feasibility of testing automatic detection technology within the study corridor.

4.3 Geometric Modifications

4.3.1 Reduce lane widths

Implementation of reduced travel lane widths is intended to maintain the same number of travel lanes for vehicles. However, the effective travel lane width is reduced and will help reduce vehicle operating speeds. Reducing lane widths can be achieved through a perceived narrowing such as reconfiguring the lane markings (i.e. reduce lane width from 3.6 to 3.4 metres), adding bicycle lanes in the curb lane, adding on-street parking, or through a physical narrowing such as relocating curb and gutter towards the centre of the roadway.

Roadway narrowing may reduce traffic volumes as they divert to other parallel roadways. A thorough traffic circulation evaluation should be carried out prior to implementation. Bicycle lanes or wide curb lanes are encouraged if vehicle volumes and speeds are high.

Benefits:

- Reduces vehicle speeds
- Redistribute space to other users of the road

Recommendation:

- Investigate the feasibility of changing the road cross-section once the Growth Plan and Active Transportation Master Plan projects are complete.

4.3.2 Reduce number of lanes

22nd Street is difficult to cross due to the number of lanes— creating a wide crossing. Reducing the number of vehicle travel lanes on a multi-lane roadway can reduce the pedestrian exposure to vehicles. Street narrowing is applied by implementing a “Road Diet”. A Road Diet involves “converting an existing four-lane undivided roadway segment to a three-lane segment consisting of two through lanes and a center two-way left-turn lane (TWLTL). The reduction of lanes allows the roadway cross section to be reallocated for other uses such as bike lanes, pedestrian refuge islands, transit stops, or parking (Leidos, 2014).

The Road Diet principle can be applied to 22nd Street with the removal of the centre median to allow for two through in each direction plus a centre TWLTL. It may be possible to add on-street parking while allowing for bicycle lanes on both sides of the street—instead of providing a centre turn lane. Consideration could be given to designs that incorporate raised medians and left-turn bays, however, winter maintenance issues must be considered.

A 24-hour study of motor vehicles on 22nd Street near Avenue S shows that throughout the day lane utilization is relatively constant in both directions. 22% of vehicles use the curb lane, 43% the centre lane, and 35% the median lane. Moreover, 22nd Street is operating well below segment capacity.

Subsequently, 22nd Street has been identified as a high priority transit corridor with the potential of accommodating a Bus Rapid Transit line. With that knowledge, the opportunity exists to incorporate initial pedestrian improvements along with temporary transit and bicycle facilities ahead of BRT implementation.

Benefits:

- Reduces pedestrian exposure to vehicles
- Improves neighbourhood aesthetics

Recommendation:

- Investigate the feasibility of changing the road cross-section once the Growth Plan and Active Transportation Master Plan projects are complete.

4.4 Education

Education is a valuable component to improving perceptions and awareness of risk related to pedestrian travel.

Recommendation:

- Enhance signage for motorists about high pedestrian activity.
- Improve no crossing/ high collision signs (larger, more visible, different message).

4.4.1 Use speed monitoring radar signs

A speed monitoring radar sign is basically a sign board that can either be mounted on a trailer or the ground and displays the speed of a passing vehicle. They can be used by police departments for enforcement purposes. Speed monitoring radar signs can also be used in conjunction with neighbourhood speed awareness and education programs. Speed trailers are a temporary or periodic treatment to supplement broader education awareness. However, there may be an issue with using a speed monitoring radar sign on a street with 6 lanes.

Occasional police enforcement is needed to supplement the speed monitoring radar sign. Their placement should not block sightlines between pedestrians, drivers and other signage or traffic control devices.

Benefits:

- Enhances enforcement efforts and helps reduce vehicle speed on the approach to a crosswalk

Recommendation:

- Investigate further the feasibility of installing speed display boards. If feasible, install at one or two locations within the corridor.

4.5 Enforcement

Police enforcement is a key component in preserving right-of-way compliance for all modes of travel and helps to decrease safety risks for pedestrians. There is a number of actions road agencies can take to implement enforcement campaigns designed to protect pedestrians. In addition, mass media campaigns can be used to make the public aware of upcoming enforcement operations and help establish better driving behaviour. Enforcement operations should begin with warnings prior to issuing citations for violations.

Benefits:

- Increases driver-awareness of the need to share the roadway
- Reduces pedestrian-related collisions

Recommendation:

- Increase enforcement of jaywalking and speeding by Saskatoon Police Service

4.6 Restrict Pedestrian Crossings

Prohibiting pedestrians from using a particular crossing will reduce or eliminate conflicts between vehicles and pedestrians. However, it is difficult to discourage pedestrians from using a crossing at an intersection as pedestrians will tend to cross a roadway at a point that is most convenient for them. Typically, prohibiting pedestrian crossings only occur at intersections with very long crossing distances or high volumes of turning traffic (such as a double left turn situation).

In addition to signs, physical barriers can be used to reinforce the message that pedestrian crossings are prohibited. The decision to prohibit pedestrian crossings should only be made after evaluating the impacts to neighbourhood walking routes. This particular safety countermeasure should only be considered where the risks to pedestrians are increased and other mitigating measures have already been considered. Finally, median barriers may not deter impaired pedestrians from entering the street.

Benefit:

- Restricts pedestrians from using a high risk crossing

Recommendations:

- Conduct walking time analysis to determine walking time increases should crossing be restricted. Assess location of additional signalized crossings whether warranted or not.
- Evaluate most effective median landscape treatment to eliminate curb cuts on the median should crossings be restricted.

5 RECOMMENDATIONS

Table 6 summarizes additional measures to improve pedestrian safety on 22nd Street. A detailed implementation plan will consider available budget and coordination with other civic departments.

Table 6: Summary of Recommendations

Measure	Benefits	Recommendations
Crosswalk Visibility		
Mark unsignalized crosswalks		<ul style="list-style-type: none"> • Crosswalks at unsignalized intersections remain unmarked.
Improve Overhead Lighting	<ul style="list-style-type: none"> • Enhances safety of all roadway users, particularly pedestrians • Enhances commercial district areas • Improves nighttime security 	<ul style="list-style-type: none"> • Assess possibility of pedestrian lighting improvements at unsignalized intersections using a spot street light warrant. • Conduct a Crime Prevention Through Environmental Design (CPTED) review of the corridor.
Improve crosswalk signage	<ul style="list-style-type: none"> • Provides timely information to road users approaching and at a crosswalk 	<ul style="list-style-type: none"> • Pedestrian oriented signs at signals could be improved with “Cross on Walk Only” signs.
Traffic Signals		
Additional Crossing Control Devices	<ul style="list-style-type: none"> • Provides intervals in traffic at an unsignalized intersection so pedestrians can cross the street. 	<ul style="list-style-type: none"> • Additional pedestrian actuated signals are not warranted.
Modify signal timing	<ul style="list-style-type: none"> • Reduces vehicle speeds • Reduces pedestrian wait times at signals. • Reduces pedestrian delay at unsignalized intersections. 	<ul style="list-style-type: none"> • Investigate synchronization changes to reduce vehicle progression speeds. • Modify signal timing throughout the corridor to reduce pedestrian delays.
Implement automatic detection technology	<ul style="list-style-type: none"> • Improves pedestrian compliance at a signalized crosswalk • Increases walking times for slow moving pedestrians 	<ul style="list-style-type: none"> • Investigate the feasibility of testing automatic detection technology within the study corridor.

Geometric Modifications	
Reduce lane widths	<ul style="list-style-type: none"> • Reduces vehicle speeds • Redistribute space to other users of the road
Reduce number of lanes	<ul style="list-style-type: none"> • Reduces pedestrian exposure to vehicles • Improves neighbourhood aesthetics
Education	
Motorist and pedestrian education	<ul style="list-style-type: none"> • Improves perceptions and awareness of risk to drivers and pedestrians.
Use speed monitoring radar signs	<ul style="list-style-type: none"> • Enhances enforcement efforts and helps reduce vehicle speed on the approach to a crosswalk
Enforcement	
	<ul style="list-style-type: none"> • Increases driver-awareness of the need to share the roadway • Reduces pedestrian-related collisions
Restrict Pedestrian Crossings	
	<ul style="list-style-type: none"> • Conduct walking time analysis to determine walking time increases should crossing be restricted in the future. Assess location of additional signalized crossings whether warranted or not. • Evaluate most effective median landscape treatment to eliminate curb cuts on the median should crossings be restricted in the future.

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APPENDIX A: 2011 COUNCIL REPORT

TO: Secretary, Planning and Operations Committee
FROM: General Manager, Infrastructure Services Department
DATE: July 23, 2011
SUBJECT: Enquiry – Councillor P. Lorje (November 21, 2010)
Pedestrian/Vehicle Issues – 22nd Street Corridor
AND
Westmount Local Area Plan
AND
Unpredictable Pedestrian Crossings
FILE NO: CK. 6150-1

RECOMMENDATIONS: that the following report be submitted to City Council, at its meeting to be held on August 17, 2011, recommending:

- 1) that a post budget increase in the amount of \$120,000 be approved for Capital Project 0631 – Traffic Safety Improvements, for the installation of two pedestrian actuated signals along 22nd Street West, at the intersections of Avenue M and Avenue R;
- 2) that the post budget increase in the amount of \$120,000 be funded from the 2012 allocation to the Traffic Safety Reserve;
- 3) that a copy of this report be forwarded to the Board of Police Commissioners and the Traffic Safety Committee for its information; and
- 4) that the Administration report back within one year on the effectiveness of the additional pedestrian actuated signals and overall safety on 22nd Street.

BACKGROUND

The following enquiry was made by Councillor P. Lorje at the meeting of City Council held on November 21, 2010:

“Will the Administration please review the pedestrian/vehicle issues along the 22nd Street corridor and report as soon as possible on any practical solutions to improve safety along the roadway, particularly from Avenue H through to Avenue W.”

City Council, at its meeting held on June 27, 2011, approved the Westmount Local Area Plan (LAP) Final Report, which included the following recommendation:

“That the Infrastructure Services Department, Transportation Branch, conduct a pedestrian count on 22nd Street West between Avenue H North and Witney Avenue, and

determine appropriate measures to enhance pedestrian crossings at non-controlled intersections with the goal to improve pedestrian safety.”

At its meeting held on July 12, 2011, the Planning and Operations Committee received a memo from the Traffic Safety Committee (Attachment 1) forwarding comments and a recommendation for a barrier along 22nd Street West. The Committee resolved that the information be received and forwarded to the Administration for inclusion in its report to City Council dealing with the outstanding enquiry from Councillor Lorje on pedestrian/vehicle issues on 22nd Street.

Also attached is a copy of correspondence from Tracy Ridalls, on behalf of Smart Cities Healthy Kids (Attachment 2), outlining the results of a study comparing pedestrian crossings along 22nd Street West, 8th Street East, and 20th Street West, and indicating their opposition to a barrier being placed along 22nd Street West.

REPORT

Twenty-Second Street West, from Avenue H to Witney Avenue, is a two-kilometre section of roadway classified as a major arterial street. Major arterial streets are designed to carry up to 50,000 vehicles per day, and typically form neighbourhood boundaries.

Twenty-Second Street West is comprised of three lanes in both the eastbound and westbound directions, and carries between 40,000 and 45,000 vehicles per day. Land use throughout this section of 22nd Street West is mixed, with approximately 75% comprised of commercial properties (zoned B3 and B4); while the remaining 25% is comprised of high-density dwelling units (zoned RM3 and RM4).

By definition, under *The Traffic Safety Act*, legal crosswalks exist at each intersection of two streets. This includes three-legged intersections (i.e. “T-Intersections”) and off-set intersections. In total, 19 legal crosswalks exist along 22nd Street, from Avenue H to Witney Avenue, five of which have pedestrian-activated signals (Avenue H, Avenue P, Avenue T, Avenue W and Witney Avenue). The remaining 14 legal crossings do not have pavement markings; however curb cuts exist in the centre median to allow for stroller and wheelchair accessibility.

Yellow diamond advance warning signs indicating, “Pedestrian Crossing Ahead”, are usually placed approximately 50 metres in advance of a marked crosswalk, generally in a location where pedestrians wouldn’t normally cross, such as around a curve, or on a major arterial road. On 22nd Street, these warning signs have been placed for both marked and unmarked crosswalks, sometimes closer than 50 metres apart, due to the number of legal crossings that exist. (It had been previously noted that the visibility of some warning signs was limited due to shrubbery. These signs have recently been relocated.) Sometimes, both motorists and pedestrians mistakenly believe that these warning signs are actually marking where the legal crossing location is, creating a false sense of security for pedestrians.

From June 10 to 17, 2011, three pedestrian-vehicle collisions occurred on 22nd Street West, one of which resulted in a fatality. A review of the most recently available five-year collision history (2006 to 2010), obtained from Saskatchewan Government Insurance (SGI), indicated that there

were 63 reported pedestrian-vehicle collisions along 22nd Street West from Avenue H to Witney Avenue during that time period. Most resulted in personal injury, none were fatal. A significant percentage of the reported collisions (71%) indicate pedestrian action as the major contributing factor, which included pedestrian impairment; running into the roadway; and/or crossing without the right-of-way, either between intersections or against a red light. Detailed pedestrian-vehicle collision history for 22nd Street West is included in Attachment 3.

A comparison of the number and spacing of protected crossings on 22nd Street West versus other streets in the city does not necessarily yield directly comparable figures. For example, the two-kilometre section of 8th Street, from Cumberland Avenue to Circle Drive, has nine signals, but the adjacent land use is completely zoned commercial district (B4) and there are no residential frontages along the street. Similarly, sections of 20th Street West, a minor arterial with several pedestrian-actuated crossings, are mostly zoned as commercial, service, or industrial district. Commercial business areas typically exhibit higher traffic/pedestrian volumes and multiple vehicle turning movements, resulting in a higher risk for pedestrian-vehicle conflict points, thus necessitating the need for additional pedestrian-actuated crossings and traffic signals.

A collision history comparison of 22nd Street West to an analogous section of 8th Street East between Broadway Avenue and Sommerfield Avenue (a major arterial roadway exhibiting a similar geometric cross-section and adjacent land use), indicates that there were 12 reported pedestrian-vehicle collisions in the same time period, between 2006 and 2010, none of which were fatal. This is significantly less than the 63 collisions along 22nd Street West. Only two of the reported collisions were due to pedestrian action. A detailed pedestrian-vehicle collision history for 8th Street East is shown in Attachment 2.

Fewer pedestrian related collisions occurred on this section of 8th Street despite the fact that it has fewer marked crosswalks (four are signalized and the remaining crosswalks are unmarked) than 22nd Street West. This suggests that the number of pedestrian-vehicle collisions cannot be solely attributed to the number of pedestrian-actuated crossings available.

Pedestrian counts were conducted at various locations along 22nd Street West, between Avenue H and Witney Avenue, between the summer of 2010 and the summer of 2011. Counts were conducted during pedestrian peak hours (8:00 a.m. to 9:00 a.m.; 11:30 a.m. to 1:30 p.m.; and 3:00 p.m. to 5:00 p.m.).

Pedestrian volumes at each intersection varied from 50 to 215 pedestrians per day, during the peak hours. Of the total number of those crossing 22nd Street West, the following observations were made:

- Approximately 10% were children; 30% were teenagers, 60% were adults;
 - 11% were on bikes.
 - 15% of the pedestrians/cyclists crossed between legal crosswalks, i.e. "jaywalking";
 - Of those jaywalking, 44% did so within one block of a traffic signal;
 - Of those jaywalking, 11% were children, 13% were teenagers, 76% were adults.

An analysis was completed to determine if additional pedestrian activated signalized crosswalks were warranted along 22nd Street West. The signal warrant is a tool that is used to compare crossing locations relative to other similar locations. It assigns points for a variety of conditions that exist at a crossing location, including the number of traffic lanes to be crossed, the presence of a physical median, the posted speed limit, the distance to the nearest protected crosswalk point, and the number of pedestrians and vehicles. The minimum requirement for the installation of a pedestrian actuated traffic signal is 100 points or greater. In addition to the warrant, engineering judgement is used to evaluate the appropriateness of any traffic control measure, given adjacent land uses and other location specific conditions.

Based on the conditions outlined above, the pedestrian studies yielded warrant values ranging from 79 to 122 points.

The Administration will be implementing a three-phase, progressively restrictive program, as outlined below, in order to increase pedestrian and motorist safety along 22nd Street West and will work closely with the Saskatoon Police Services (SPS) to determine the effectiveness of each phase implemented. Should SPS continue to observe non-compliance of the Traffic Bylaw (i.e. continued jaywalking and speeding) despite increased enforcement, then the next phase of the program will be implemented. If it is found that the measures implemented sufficiently increase safety, then subsequent phases will not be implemented.

Phase 1

In Phase 1, two pedestrian activated signals will be installed along 22nd Street West, at the intersections of Avenue M and Avenue R, at the earliest possible date, upon post-budget approval. These locations were selected due to the results of the pedestrian studies and the lack of pedestrian-actuated crossings between Avenue H and Avenue P. The yellow pedestrian warning signs will also be removed to eliminate pedestrian and motorists confusion.

An education program to increase awareness will be created and implemented by the Administration. Creation and implementation of the education program will be done in consultation with the appropriate community consultants and SPS. SPS will also be requested to implement the use of portable speed trailers and increase the level of enforcement for jaywalking and speeding along 22nd Street West.

Crossing between pedestrian-activated signals is not recommended nor encouraged. However, in order to facilitate access to adjacent neighbourhoods and businesses for pedestrians, Phase 1 does not prohibit crossing at the unmarked locations.

Phase 2

Should the above measures fail to improve the pedestrian-motorist safety and reduce the number of collisions, Phase 2 will be implemented. In Phase 2, crossing at all remaining unmarked locations will be prohibited via appropriate signage and an increased level of enforcement by SPS. The Administration will also conduct an additional review of 22nd Street to determine if and where additional legal and safe pedestrian crossings are warranted.

Phase 3

Should the above measures fail to improve the pedestrian-motorist safety and reduce the number of collisions, a report will be submitted for Council approval to move to implement Phase 3, which will physically restrict any crossing between pedestrian-actuated signals by installing a barrier along the 22nd Street West centre median. Details of the design of the barrier will be determined, if the measure is deemed necessary, however, it will be designed to prevent or deter pedestrians from jaywalking, while ensuring that it has an aesthetic appeal and does not restrict sightlines.

OPTIONS

While there has been some support for the immediate installation of a barrier along the centre median of 22nd Street West to prevent jaywalking, it is the opinion of the Administration that such a measure is too restrictive, particularly given the City's role in promoting active transportation, such as walking and cycling. Additionally, it is typically the Administration's practice to begin by implementing the least restrictive measures possible. An estimate indicates that the cost of a six-foot high, ornamental-style spear-top fence would be approximately \$200,000.

Marking all legal crosswalks along 22nd Street West with signage and pavement markings is also not recommended. A marked crosswalk raises the expectation that motorists will stop for pedestrians. However, motorists who stop for pedestrians crossing multi-lane streets may block the view of drivers in other lanes who, therefore, aren't able to see that a pedestrian is crossing. It also results in approaching vehicles switching lanes and manoeuvring around a vehicle that has stopped or is decelerating for a pedestrian, increasing the potential for a collision with the pedestrian. As a result, motorists have shown a reluctance to stop for pedestrians crossing multi-lane streets.

It should also be noted that although traffic calming devices are sometimes used to increase pedestrian safety, such measures would not be considered in a case such as this. Traffic calming devices are physical measures (such as curb extensions, speed humps, etc) used on local and collector roadways and are generally not considered appropriate for arterial roadways. Because arterial roadways are designed to carry large traffic volumes, implementation of traffic calming devices on them can lead to several safety issues, such as:

- Delay in emergency services response times - Arterial roads are important routes for emergency vehicles.
- Increase in shortcutting vehicles – The inconvenience and discomfort of the traffic calming features on arterial roads may encourage drivers to use alternative roadways displacing the traffic to neighbouring local roads which could result in increased risk for vehicle/pedestrian conflicts on roadways with typically higher pedestrian volumes.

POLICY IMPLICATIONS

The installation of pedestrian actuated signals on 22nd Street West at the intersections of Avenue R and Avenue M is in accordance with Policy C07-018 – Traffic Control at Pedestrian Crossings.

FINANCIAL IMPLICATIONS

It is estimated that the installation of the two pedestrian actuated signals will cost approximately \$120,000. The Administration is recommending a post-budget increase to Capital Project 0631 – Traffic Safety Improvements in the amount of \$120,000, to be funded from the 2012 allocation to the Traffic Safety Reserve.

ENVIRONMENTAL IMPLICATIONS

There are no environmental and/or greenhouse gas implications.

PUBLIC NOTICE

Public Notice pursuant to Section 3 of Policy C01-021, Public Notice Policy, is not required.

ATTACHMENTS

1. Memo dated July 12, 2011, from the Secretary, Traffic Safety Committee;
2. Correspondence dated July 12, 2011, from the Tracy Ridalls;
3. 5-Year Reported Collision History (2006 - 2010) 22nd Street West, Avenue H to Witney Avenue; and
4. 5-Year Reported Collision History (2006 - 2010) 8th Street East, Broadway Avenue to Sommerfield Avenue.

Written by: Rosemarie Sexon, EIT, Traffic Safety Engineer
Transportation Branch

Approved by: Angela Gardiner, Manager
Transportation Branch

Approved by: "Mike Gutek"
Mike Gutek, General Manager
Infrastructure Services
Dated: "July 28, 2011"

Copy to: Murray Totland
City Manager

PO RS 22nd Street Pedestrian Vehicle Issues.doc

APPENDIX B: DETAILED COLLISION INFORMATION

USTREETZ	YYYY	MM	DD	AC/CTIME	Accident Severity	MaxOf/Accident Site	MaxOf/Accident Configuration	MaxOf/Pre-collision Vehicle Action	Pedestrian Action	MaxOf/Pedestrian Major Contributing Factors	MCF1	MCF2	Fault PED
AVE L	2013	4	1	1:45	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead	Walking On Roadway (Travelled Portion) - pedestrian was walking in the middle of the driving surface intended for vehicular traffic, with or against traffic	Did not cause/contribute to the collision			PED
WITNEY AVE	2011	6	17	9:59	Property Damage	Intersection With Street	Fixed/Movable Object	Going Straight Ahead	Walking Along Roadway - With Traffic - a pedestrian walking along the edge of a roadway with no sidewalks in the direction of traffic flow	Did not cause/contribute to the collision			PED
AVE P	2009	4	11	1:25	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Road condition (surface or structure)			PED
1500 W AVE O - AVE P	2013	10	6	2:16	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Other human action			PED
AVE S	2010	11	24	1:54	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Other human action			PED
2200 W AVE V - AVE W	2008	3	31	1:30	Personal Injury	Non-Intersection	Fixed/Movable Object	Slowing or Stopping on the Roadway		Inattentive			VEH
WITNEY AVE	2009	11	25	1:50	Property Damage	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Fail to yield the ROW	Inattentive		VEH
WITNEY AVE	2010	3	20	1:40	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
AVE P	2012	1	20	1:50	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
AVE T	2010	10	30	1:58	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
AVE T	2010	12	10	1:20	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
AVE W	2011	8	12	2:43	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
AVE K	2011	11	9	1:50	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
AVE O	2011	12	10	2:17	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
AVE H	2009	5	29	5:40	Personal Injury	Intersection With Street	Fixed/Movable Object	Starting in Traffic (accelerating)		Did not cause/contribute to the collision			PED
2000 W AVE T - AVE U	2008	1	22	8:19	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Impaired - ability to cope with a situation in traffic is impaired by alcohol consumption. Impairment usually implies over the legal limit even though charges may or may not have been laid			PED
1900 W AVE S - AVE T	2010	2	16	1:40	Property Damage	Non-Intersection	Rear End	Going Straight Ahead		Did not cause/contribute to the collision			PED
AVE O	2012	6	28	1:30	Property Damage	Intersection With Street	Other	Going Straight Ahead		Inattentive - any failure to pay particular attention to the driving task			PED
2400 W AVE X - AVE Y	2008	10	31	1:56	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Impaired - ability to cope with a situation in traffic is impaired by alcohol consumption. Impairment usually implies over the legal limit even though charges may or may not have been laid			PED
300 W AVE C - AVE D	2009	8	6	1:43	Personal Injury	Intersection With Lane or Alley	Fixed/Movable Object	Turning Right		Inattentive - any failure to pay particular attention to the driving task			VEH
AVE S	2010	3	1	1:56	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Inattentive - any failure to pay particular attention to the driving task			VEH
2400 W AVE X - AVE Y	2008	7	26	1:19	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Fail to yield the right-of-way - a person or vehicle failing to allow lawful passage to others			PED
1900 W AVE S - AVE T	2008	12	11	2:03	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Other human action	Inattentive		VEH
AVE W	2011	1	12	1:55	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Pedestrian action - a collision resulting from some action of a pedestrian. The action recorded in template box 64 is assumed to be the action that contributed to the collision			PED
AVE H	2008	11	30	5:2	Personal Injury	Intersection With Street	Other	Going Straight Ahead		Inattentive			VEH
900 W AVE I - AVE J	2012	12	10	1:15	Personal Injury	Non-Intersection	Fixed/Movable Object	Turning Left		Pedestrian action - a collision resulting from some action of a pedestrian. The action recorded in template box 64 is assumed to be the action that contributed to the collision			PED
400 W AVE D - AVE E	2010	5	3	1:50	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Impaired - ability to cope with a situation in traffic is impaired by alcohol consumption. Impairment usually implies over the legal limit even though charges may or may not have been laid			PED
1400 W AVE N - AVE O	2009	2	5	1:54	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Distracted			PED
WITNEY AVE	2010	6	17	2:36	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Left		Pedestrian action - a collision resulting from some action of a pedestrian. The action recorded in template box 64 is assumed to be the action that contributed to the collision			PED
AVE W	2012	1	24	1:10	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
AVE W	2009	3	5	6:50	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Left		Impaired - ability to cope with a situation in traffic is impaired by alcohol consumption. Impairment usually implies over the legal limit even though charges may or may not have been laid			PED
1400 W AVE N - AVE O	2012	7	28	2:17	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Pedestrian action - a collision resulting from some action of a pedestrian. The action recorded in template box 64 is assumed to be the action that contributed to the collision			PED
2200 W AVE V - AVE W	2012	11	14	2:53	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Uninvolved vehicle			VEH
1400 W AVE N - AVE O	2012	11	3	2:12	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Fail to yield the ROW			VEH
1300 W AVE M - AVE N	2011	10	13	1:51	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
1400 W AVE N - AVE O	2011	10	13	2:47	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
1200 W AVE L - AVE M	2009	10	13	1:36	Personal Injury	Non-Intersection	Other	Other		Did not cause/contribute to the collision			PED
AVE P	2010	7	2	1:32	Property Damage	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Pedestrian action - a collision resulting from some action of a pedestrian. The action recorded in template box 64 is assumed to be the action that contributed to the collision			PED
AVE V	2011	6	14	2:20	Fatal	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
1000 W AVE J - AVE K	2012	1	22	1:56	Property Damage	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Impaired - ability to cope with a situation in traffic is impaired by alcohol consumption. Impairment usually implies over the legal limit even though charges may or may not have been laid			PED
2000 W AVE T - AVE U	2010	6	18	2:19	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			PED
600 W AVE F - AVE G	2009	12	3	1:52	Property Damage	Railroad Level Crossing	Other	Going Straight Ahead		Did not cause/contribute to the collision			PED
2300 W AVE W - AVE X	2011	7	30	2:46	Personal Injury	Non-Intersection	Fixed/Movable Object	Going Straight Ahead		Pedestrian. The action recorded in template box 64 is assumed to be the action that contributed to the collision			PED

USTREETZ	YYYY	MM	DD	AC/CTIME	Accident Severity	MaxOf/Accident Site	MaxOf/Accident Configuration	MaxOf/Pre-collision Vehicle Action	Pedestrian Action	MaxOf/Pedestrian Major Contributing Factors	MCF1	MCF2	Fault
AVE P	2008	10	1	2:38	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Inattentive - any failure to pay particular attention to the driving task	Taking evasive action		VEH
AVE H	2010	6	1	15:15	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Pedestrian action - a collision resulting from some action of a pedestrian. The action recorded in template box 64 is assumed to be the action that contributed to the collision.	Road condition (surface or structure)		VEH
AVE H	2010	11	18	8:50	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Drugs (Prescription or illegal) - impairment due to the use of drugs or medication	Inattentive		PED
AVE T	2010	1	24	1:53	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Pedestrian action - a collision resulting from some action of a pedestrian. The action recorded in template box 64 is assumed to be the action that contributed to the collision.	Inattentive	Other Human Condition	VEH
AVE O	2008	12	2	1:30	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Inattentive	Inattentive		VEH
AVE V	2010	1	9	3:00	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Inattentive	Inattentive		VEH
WITNEY AVE	2008	9	25	1:55	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision	Inattentive		VEH
AVE H	2008	9	25	1:55	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision	Inattentive		VEH
AVE H	2010	5	14	2:05	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision	Inattentive		VEH
AVE W	2012	8	12	1:00	Personal Injury	Intersection With Street	Fixed/Movable Object	Slowing or Stopping on the Roadway		Inattentive - any failure to pay particular attention to the driving task	Did not cause/contribute to the collision		VEH
WITNEY AVE	2009	12	19	38	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision	Did not cause/contribute to the collision	Fail to yield the ROW	VEH
AVE H	2010	2	11	15:15	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead					VEH
AVE H	2010	9	29	2:43	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead					VEH
WITNEY AVE	2013	10	2	2:02	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Left			Other Human Conditions		VEH
AVE W	2012	1	10	12:15	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Right			Other human action		VEH
WITNEY AVE	2011	5	13	8:32	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Left		Inattentive - any failure to pay particular attention to the driving task	Inattentive	Fail to yield the ROW	VEH
AVE P	2010	3	8	1:24	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Left			Inattentive	Fail to yield the ROW	VEH
AVE T	2010	10	26	1:30	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead			Inattentive	Fail to yield the ROW	VEH
AVE P	2010	11	18	16:20	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead			Inattentive	Fail to yield the ROW	VEH
AVE T	2010	11	18	16:35	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead			Inattentive	Fail to yield the ROW	VEH
AVE H	2011	2	22	10:12	Personal Injury	Intersection With Street	Other	Turning Left			Inattentive	Fail to yield the ROW	VEH
AVE H	2011	2	8	16:45	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead			Inattentive		VEH
AVE W	2012	2	28	8:35	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Left			Inattentive		VEH
AVE K	2012	5	16	14:24	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Right			Inattentive		VEH
AVE M	2012	6	22	16:30	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Right			Inattentive		VEH
WITNEY AVE	2008	10	2	10:50	Property Damage	Intersection With Street	Fixed/Movable Object	Turning Left		Pedestrian action - a collision resulting from some action of a pedestrian. The action recorded in template box 64 is assumed to be the action that contributed to the collision.	Impaired		VEH
1500 W AVE O - AVE P	2013	11	30	3:09	Personal Injury	Intersection With Street	Lost Control - Right Ditch	Going Straight Ahead					VEH
WITNEY AVE	2008	3	6	1:70	Personal Injury	Intersection With Street	Other	Turning Right		Distracted			VEH
AVE P	2010	1	15	2:44	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			VEH
AVE Y	2010	10	31	18:59	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			VEH
2200 W AVE V - AVE W	2010	10	18	1:00	Property Damage	Intersection With Street	Rear End	Slowing or Stopping on the Roadway		Did not cause/contribute to the collision			VEH
WITNEY AVE	2012	2	3	2:00	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Right		Did not cause/contribute to the collision			VEH
AVE W	2012	6	11	12:17	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Left		Did not cause/contribute to the collision			VEH
AVE I	2012	11	5	16:17	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			VEH
AVE W	2013	6	14	1:51	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Left		Did not cause/contribute to the collision			VEH
AVE P	2012	8	5	13:15	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Left		Inattentive - any failure to pay particular attention to the driving task	Did not cause/contribute to the collision		VEH
AVE W	2013	7	21	2:38	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Had been drinking - the person had consumed alcohol but the driving or walking ability was apparently not over the legal acceptable impairment level			VEH
WITNEY AVE	2012	10	20	12:30	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Left		Did not cause/contribute to the collision			VEH
AVE R	2011	5	17	2:13	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Right		Did not cause/contribute to the collision	Inattentive		VEH
AVE P	2013	1	10	17:16	Personal Injury	Intersection With Street	Fixed/Movable Object	Starting in Traffic (ceclele)		Pedestrian action - a collision resulting from some action of a pedestrian. The action recorded in template box 64 is assumed to be the action that contributed to the collision.			VEH
AVE H	2008	11	30	1:32	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Right					VEH
AVE K	2013	3	13	1:35	Personal Injury	Intersection With Street	Fixed/Movable Object	Turning Right					VEH
AVE J	2013	6	29	23:16	Property Damage	Intersection With Street	Fixed/Movable Object	Turning Left					VEH
AVE V	2010	7	24	2:02	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead					VEH
AVE O	2011	3	15	8:47	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Inattentive			VEH
AVE J	2011	10	21	1:59	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			VEH
AVE N	2010	7	30	9:50	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			VEH
AVE V	2011	4	20	2:12	Personal Injury	Intersection With Street	Fixed/Movable Object	Going Straight Ahead		Did not cause/contribute to the collision			VEH

APPENDIX C: TRAFFIC SAFETY ACT EXCERPTS

Chapter T-18.1* of the Statutes of Saskatchewan, 2004

(Effective July 1, 2006)

DIVISION 3 Stopping and Parking

Interpretation of Division

207 (a) “crosswalk” means:

- (i) a clearly marked pedestrian crossing; or
- (ii) if there is no clearly marked pedestrian crossing, the prolongation through the intersection of the lateral boundary lines of the adjacent or intersecting sidewalks at the end of a block;

(b) “intersection” means the area contained within the straight production of the lateral curb lines, or, in the absence of curb lines, of the lateral boundary lines, of two or more highways that join one another at an angle, whether or not one of those highways crosses the other.

Rules re stopping

209 (6.1) If a driver is required by this Act to bring a vehicle to a stop at a stop sign, the driver shall bring the vehicle to a stop:

- (a) on the near side of the intersection at the marked stop line;
- (b) on the near side of the intersection immediately before entering the pedestrian crosswalk; or
- (c) if there is no stop line or pedestrian crossing:
 - (i) in a city, town, village, resort village or hamlet, or in the prescribed part of a municipal district, no further than three metres back from the intersection; or
 - (ii) outside the boundaries of a city, town, village, resort village or hamlet, or in the prescribed part of a municipal district, no further than 10 metres back from the intersection

DIVISION 5 General Rules Governing Driving

Rules re pedestrians

223(1) A driver of a vehicle on a highway within a hamlet or any municipality other than a rural municipality or the prescribed part of a municipal district shall stop the vehicle and yield the right of way to the pedestrian if:

- (a) the driver of the vehicle approaches an intersection or clearly marked pedestrian crosswalk where a peace officer is not on duty and traffic lights are not in operation; and
- (b) the pedestrian is crossing the highway.

(1.1) If a driver is required to stop a vehicle for the purpose of yielding the right of way to a pedestrian pursuant to subsection (1), the driver shall:

- (a) if there is a marked crosswalk, stop the vehicle on the near side of the intersection immediately before entering the crosswalk; or
- (b) if there is a marked stop line on the near side of the intersection, stop the vehicle at the stop line.

(2) If a vehicle is stopped in compliance with subsection (1), no person driving a vehicle proceeding in the same direction on the highway shall overtake or pass that vehicle.

(3) No pedestrian shall leave a curb or other place of safety and proceed into the path of a vehicle on a highway that is so close that it is impracticable for the driver to yield the right of way.

(4) Nothing in this section relieves the driver of a vehicle from the duty to exercise due care for the safety of pedestrians.

(5) No person, other than a pedestrian in charge of an animal, shall walk along that portion of a highway used for vehicular traffic, except close to the edge on his or her left.



STANDING POLICY COMMITTEE ON TRANSPORTATION

Wajax Power Systems – Blanket Purchase Order

Recommendation of the Committee

1. That the Administration prepare a blanket purchase order with Wajax Power Systems for the repair of engines and transmissions exclusive to a particular bus style and model for up to the next five years, for an estimated cost of \$100,000 per year; and,
2. That Purchasing Services issue the appropriate blanket purchase order.

History

At the September 14, 2015 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities Department dated September 14, 2015 was considered.

Attachment

September 14, 2015 Report of the A/General Manager, Transportation & Utilities Department

Wajax Power Systems – Blanket Purchase Order

Recommendation

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

1. That the Administration prepare a blanket purchase order with Wajax Power Systems for the repair of engines and transmissions exclusive to a particular bus style and model for up to the next five years, for an estimated cost of \$100,000 per year; and,
2. That Purchasing Services issue the appropriate blanket purchase order.

Topic and Purpose

The purpose of this report is to request City Council approve a blanket purchase order from Wajax Power Systems for the supply of parts, sales and service for Detroit Diesel engines, Allison Transmissions, and hybrid battery systems.

Report Highlights

1. A blanket purchase order is required for more effective purchasing and reduces administration's time for sole sourcing.
2. Wajax Power Systems is the only authorized distributor in Saskatoon that can provide the required transmission and electrical system repairs for this particular bus style and model.
3. It is recommended that the Administration negotiate a multi-year blanket purchase order with Wajax Power Systems.
4. The Administration will review and evaluate in five years.

Strategic Goal

This report supports the Strategic Goal of Continuous Improvement by standardizing parts for buses and establishing multi-year blanket purchase orders.

Report

Blanket Purchase Order is Required

Blanket purchase orders will allow Saskatoon Transit to reduce the administrative time spent raising and managing individual purchase orders. This approach will give the Administration the best opportunity to reduce unit costs and obtain the benefit of bulk pricing discounts by combining a number of smaller purchases into a single layer contract. Managing procurement under a single, larger blanket purchase order will enable Wajax Power Systems to lower their administrative costs.

Wajax Power Systems is the Only Supplier

Saskatoon Transit is required to purchase, install and overhaul Transit Bus engines and transmissions on an emergency basis with a goal of minimizing down time and creating the least amount of disruption to the City of Saskatoon's Transit service. At times, due to spending limits on purchase orders, we can only order one or two parts per purchase order; this slows down the process of repairs. Wajax Power Systems is the only authorized distributor that can provide the required proprietary Detroit & Allison parts for this particular bus style and model (Attachment 1).

Negotiate a Blanket Purchase Order

The Administration is recommending that the City negotiate directly with Wajax Power Systems to obtain a blanket purchase order for Saskatoon Transit. By combining purchases into one contract, the City will have additional bargaining power and be able to take advantage of purchasing discounts.

Review

Reviews of the vendor will be monitored regularly and Saskatoon Transit Administration will evaluate in five years.

Options to the Recommendation

The supply of the materials could be individually sole sourced. Wajax Power Systems would be the only authorized bidder in Saskatoon. The Administration believes that the most advantageous approach for the City is to negotiate a blanket purchase order directly with the supplier to get the best pricing available.

Financial Implications

Funds for this purchase are available in the Saskatoon Transit approved 2015 (and future) Capital Project #P1194 Transit-eng Overhaul.

Other Considerations/Implications

There are no policy, public and/or stakeholder involvement, communication plan, environmental, Privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

This blanket purchase order should be in place by October 1, 2015 with an option to extend the blanket for up to four additional years, provided the supplier provides acceptable pricing and maintains status as the sole supplier.

Public Notice

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

Attachment

1. Wajax Power Systems Letter Dated September 16, 2014, and Tognum AG Distributer Agreement

Report Approval

Written by: Paul Bracken, Maintenance Manager
Reviewed by: James McDonald, Director of Saskatoon Transit
Approved by: Celene Anger, Acting General Manager, Transportation & Utilities Department

TRANS PB - Wajax Power Systems – Blanket Purchase Order



3210 Idylwyld Drive N
Saskatoon, Saskatchewan
S7L 5Y7

306.242.3113 Tel
306.242.2965 Fax
www.wajaxpower.com

September 16, 2014

City Of Saskatoon Transit System
315 Ave C. North
Saskatoon, Sask.
S7
Attn: Mr. Jack Morchoruk

Dear Jack,

Re: Suppliers of Parts, Sales & Service for Detroit Diesel engines & Allison Transmissions.

In a recent conversation, a discussion of the services provided by Wajax Power Systems was requested.

Wajax Power Systems is located at 3210 Idylwyld Drive North; we provide a full selection of genuine parts, sales & service for Detroit Diesel 2 & 4 cycle engines as well as Allison automatic transmissions for On-Highway and Off-Highway applications.

With 28 locations across Canada we have an extensive inventory to meet customer needs .Our trained staff combined with state of the art Electronic equipment and tooling for specialized products makes us an industry choice when selecting factory authorized care . We offer full parts and labor warranty coverage on products and workmanship.

Our local facility is 31,000 sq. ft. and is well equipped to handle any transit applications and work required.

I have enclosed a copy of our Quality Truck and Bus Care Service guide for your review. Also, feel free to visit us @wajaxpower.com for more information and browsing.

We appreciate your business and will do our very best to get your units turned around as we know you are in demanding times. Jack, should you require any further information , please do not hesitate to contact our office .

Kind regards



Joe Rudnicki

Regional Manager – Saskatchewan

CC: Bruce Kumitch – Sales

Tognum AG

Distributor Agreement

AGREEMENT, effective **January 1, 2014** by and between

Tognum AG	Maybachplatz 1	88045 Friedrichshafen	Germany
(Name)	(Street)	(City)	(Country)

hereinafter called TOGNUM AG, and

Integrated Distribution Systems dba Wajax Power Systems (West)	Edmonton / Alberta	Canada
(Name)	(City)	(Country)

hereinafter called DISTRIBUTOR.

GENERAL PURPOSE

The purpose of this Distributor Agreement, herein called Agreement, is to appoint DISTRIBUTOR as an authorized Distributor to:

- a) to sell and service Products and Parts
- b) to establish the location(s) from which DISTRIBUTOR shall conduct Distributorship Operations, and
- c) to identify the principal management and principal owners of DISTRIBUTOR upon whom TOGNUM AG relies in entering into this Agreement

This Agreement sets forth the rights and responsibilities of TOGNUM AG and DISTRIBUTOR relating to the to the sale and servicing of Products and Parts and the circumstances in which the Agreement may be terminated.

Accordingly, DISTRIBUTOR and TOGNUM AG hereby agree as follows:

I. Rights Granted by TOGNUM AG and Acceptance and Acknowledgments by DISTRIBUTOR

A Rights Granted by TOGNUM AG

In reliance on DISTRIBUTOR's agreement to fulfill the responsibilities and perform the functions described in Paragraph SECOND of this Agreement, TOGNUM AG hereby grants DISTRIBUTOR the non-exclusive rights to:

- a) buy from TOGNUM AG and Manufacturer(s) the Products identified in the Product Addendum to this Agreement and related Parts for resale or use by DISTRIBUTOR in its Distributorship Operations;

- b) identify itself as an authorized Distributor and to conduct, at the location(s) approved by TOGNUM AG, herein called Distributorship Locations, all of the Distributorship Operations contemplated by this Agreement; and
- c) execute Service Dealer Agreements with authorized Service Dealers approved by TOGNUM AG.

B Acceptance and Acknowledgments by DISTRIBUTOR

DISTRIBUTOR hereby accepts from TOGNUM AG the rights specified in this Paragraph FIRST. In doing so, DISTRIBUTOR acknowledges that:

- a) TOGNUM AG and Manufacturer(s) have reserved to themselves the right to conduct in DISTRIBUTOR's Area of Responsibility Distributorship Operations in connection with Products and Parts and to sell Products and Parts directly to any customer;
- b) DISTRIBUTOR will act within the assigned Area of Responsibility and not sell or service any Products or Parts directly or indirectly to customers located outside DISTRIBUTOR's Area of Responsibility;
- c) as an independently owned and managed business, DISTRIBUTOR's success and enjoyment of profitable operations will be determined substantially by how effectively its Distributorship Operations are conducted and managed;
- d) DISTRIBUTOR has not paid any fee or other consideration for this Agreement. Neither this Agreement nor any right granted by this Agreement is a property right; and
- e) neither this Agreement nor any right or responsibility under this Agreement may be transferred, assigned, delegated, or sold by DISTRIBUTOR without the prior written approval of TOGNUM AG.

II. Assumption of Responsibilities by DISTRIBUTOR

DISTRIBUTOR will establish, maintain, and effectively conduct the complete Distributorship Operations contemplated by this Agreement in connection with each of the Products described in the Product Addendum. DISTRIBUTOR hereby assumes and will fulfill the functions and responsibilities reflected in this Agreement, including:

- a) sales and sales promotion responsibilities;
- b) service responsibilities on all Products as described within the Product Addendum that may at any time be located in the Area of Responsibility; and
- c) performance of all of DISTRIBUTOR's other obligations under this Agreement.

III. Management and Ownership

TOGNUM AG has selected DISTRIBUTOR and has entered into this Agreement in substantial reliance upon:

- a) DISTRIBUTOR's representation to TOGNUM AG relating to its business organization and financial structure and to its ability to fulfill the functions and responsibilities assumed by DISTRIBUTOR under Paragraph SECOND of this Agreement;
- b) the personal qualifications and business abilities of DISTRIBUTOR's Principal Manager(s) and Principal Owner(s) who are so designated by DISTRIBUTOR in the

Management and Ownership Addendum, furnished by DISTRIBUTOR to TOGNUM AG and accepted by TOGNUM AG by its endorsement thereon, and whoever represents DISTRIBUTOR will have and actively exercise full managerial authority for the operating management of DISTRIBUTOR; and

- c) the agreement of DISTRIBUTOR and TOGNUM AG that the person(s) named in the Management and Ownership Addendum as Principal Owner(s) will continue to own both of record and beneficially the percentage of ownership interests in DISTRIBUTOR shown therein.

DISTRIBUTOR shall provide, at the request of TOGNUM AG, a plan for the continuation of DISTRIBUTOR in the event of death, incapacity, or withdrawal from the business of any person named as a Principal Manager or Principal Owner.

DISTRIBUTOR acknowledges that this Agreement is to be construed as a personal service agreement. Accordingly, DISTRIBUTOR agrees that continuation of the business relationship between DISTRIBUTOR and TOGNUM AG established by this Agreement is conditioned upon DISTRIBUTOR continuing to have principal management and principal ownership acceptable to TOGNUM AG. If DISTRIBUTOR desires to make a change in its Principal Manager(s) or sell its principal assets or change its ownership, DISTRIBUTOR will give TOGNUM AG prior written notice of the proposed change or sale. TOGNUM AG will base its approval decision on whether the proposed change is likely to result in a successful Distributorship Operation with acceptable management and ownership which will provide satisfactory sales, service, and facilities for users of Products at the approved location(s).

IV. Additional Terms

The additional terms set forth in the following appendices and addenda to this Agreement are an integral part of this Agreement:

- o "Supplement", Form No. DA Supplement, if applicable
- o "Additional Provisions Applicable to Distributor Agreement", Form No. DA 2
- o "Product Addendum", Form No. DA 4
- o "Locations and Premises Addendum", Form No. DA 6
- o "Management and Ownership Addendum", Form No. DA 7
- o "Bank Account Addendum", Form No. DA 8
- o "Bulletins Addendum", Form No. DA 9

V. Term

This Agreement will expire without any action by either DISTRIBUTOR or TOGNUM AG on **March 31, 2014**. However, this Agreement may be continued in effect thereafter by mutual agreement by TOGNUM AG and DISTRIBUTOR evidenced by a written extension agreement executed by TOGNUM AG and DISTRIBUTOR prior to the expiration of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement in duplicate as of the day and year first above written.

VI. AREA OF RESPONSIBILITY

The Province of Alberta;

The part of the Province of British Columbia bounded on the North by the Yukon Territories border and the Northwest Territories border, on the East by the Alberta border and on the South and West by following Long. 130° South from the Yukon Territory border to Lat. 59°, then East to Long. 125°, then South to Lat. 57°, then East to Long. 123°, the South to Lat. 56°, then East to Long. 121°, then South to Lat. 55°, then East to the Alberta border;

The Yukon Territory and North West Territory;

X The provinces of Saskatchewan and Nuvanut;

All in Canada

Within this Area of Responsibility, DISTRIBUTOR will sell and service the Products and Parts as specified in the Product Addendum. Such Distributor Area of Responsibility will be used by TOGNUM AG in making evaluations of the effectiveness of DISTRIBUTOR's performance of its responsibilities under this Agreement. The Distributor Area of Responsibility will also be used in the development of sales guides and other matters relating to Distributorship Operations. The Distributor Area of Responsibility described herein will continue to be used for the foregoing purposes until it is changed in accordance with this Agreement.

**Integrated Distribution Systems
dba Wajax Power Systems (West)**
(DISTRIBUTOR)

Tognum AG
(TOGNUM AG)

EDMONTON, SEPT 20/13
(Location and Date)

Friedrichshafen, 30/9/13
(Location and Date)

By 
(Signature)

By  
(Signature)

Richard Plain, President
(Name and Title)

Walter Scharg, Director Distribution Management
Ralph Kartscher, Senior Manager Distribution Management & Contract Management
(Name and Title)



STANDING POLICY COMMITTEE ON TRANSPORTATION

College Drive Classification

Recommendation of the Committee

That the additional access point from College Drive into the Brighton neighbourhood be configured as outlined in the report of the General Manager, Transportation & Utilities Department dated September 14, 2015.

History

At the September 14, 2015 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation & Utilities Department dated September 14, 2015 was considered.

Attachment

September 14, 2015 Report of the General Manager, Transportation & Utilities Department

College Drive Classification

Recommendation

That the Standing Policy Committee on Transportation recommend to City Council:
That the additional access point from College Drive into the Brighton neighbourhood be configured as outlined in this report.

Topic and Purpose

The purpose of this report is to outline the transportation access strategy for the Brighton neighbourhood, including information on whether a grade separation is required at the Brighton neighbourhood access on College Drive, located between the Canadian Pacific Railway (CPR) overpass and McOrmond Drive. A revised configuration for the interchange at McOrmond Drive and College Drive, along with a cost estimate, is included.

Report Highlights

1. The Administration uses forecasted population horizons of 400,000 and 500,000 to design future infrastructure needs. Individual intersection operation is evaluated in terms of the Level of Service (LOS) and volume to capacity for the operations of an intersection.
2. The proposed at-grade intersection on College Drive will provide an important connection to the Brighton neighbourhood now and in the future, without the need for a grade separation.
3. Traffic signal control technology is used to maximize the efficiency and safety of signalized intersections.
4. The configuration of the McOrmond Drive and College Drive interchange has been revised to provide a higher level of service to neighbourhoods north of College Drive.
5. A funding plan has been developed for the revised interchange which results in development paying for 100% of the interchange.

Strategic Goals

This report supports the Strategic Goal of Moving Around by creating “complete communities” in new neighbourhoods that feature greater connectivity, both internally and externally. It also supports the long-term goal to develop an integrated transportation network that is practical and useful for vehicles, transit, bikes and pedestrians.

Background

Access to the Holmwood Sector is limited by the CPR line that runs the length of the southwest sector boundary and the future perimeter highway alignment which currently bounds the east and southeast edge of the sector. The approved Holmwood Sector Plan specifies seven access/egress locations for Holmwood which is estimated, at full

build-out, to have a population that exceeds 73,000 people and employ nearly 18,500 people.

Since the Holmwood Sector Plan was developed, the City adopted a Strategic Plan and initiated the Growing Forward! Shaping Saskatoon project. Both of these initiatives and the Official Community Plan Bylaw No. 8769 promote a high degree of connectivity within and between neighbourhoods.

City Council at its meeting held on March 23, 2015, approved a report from the General Manager, Transportation & Utilities Department to change the classification of College Drive, between the CPR tracks and the city limits, to Urban Expressway in order to improve connectivity into the Holmwood Sector and resolved, in part:

- “3. That, before the intersection goes forward with respect to the additional access point into the Brighton neighbourhood, the matter be referred to the Standing Policy Committee on Transportation to look at whether a grade separation is required.”

City Council, at its meeting held on June 22, 2015, approved a report from the Chief Financial Officer/General Manager of Asset and Financial Management which outlined the funding plans for interchanges at Highway 16/Boychuk Drive and McOrmond Drive/College Drive. Council resolved, in part:

- “3. That the funding strategy for the interchange at McOrmond Drive and College Drive be approved in principle and details brought forward once negotiations with Dream Developments have been completed.”

Report

Transportation Planning Approach

Transportation planning work is ongoing for the segment of College Drive between the CPR overpass and Zimmerman Road. This work is being completed in conjunction with the Owner’s Engineer work on the McOrmond Drive interchange and the developer’s work planning the Brighton neighbourhood including the remainder of the Holmwood Sector. Traffic forecasts based on population and employment projections have been generated for future city populations of 400,000 and 500,000, which are being used to design infrastructure to accommodate future needs. Opportunities to stage future needs are also considered.

The transportation access strategy for the Brighton neighbourhood includes an additional access point along College Drive, construction of an interchange at McOrmond Drive and College Drive, and extension of 8th Street East as a six-lane Arterial roadway, including the construction of an overpass across the CPR tracks. A high level of connectivity is also planned within the Holmwood Sector.

Intersection Analysis Results

Transportation engineering practice measures the capacity of an intersection in terms of LOS, and volume to capacity (v/c ratio). The LOS is based on average delay to a driver,

the longer a driver has to wait, the poorer the LOS. LOS can be expressed for either the entire intersection, or an individual movement.

The v/c ratio is a mathematical equation with the 'volume' representing either actual or forecasted traffic volumes, and the 'capacity' representing a hard number based on the width of lane, speed of the road, grade of the road, etc. The v/c ratio is expressed for an individual movement only, and a value of 1.0 represents 'at capacity' and, although other considerations must be considered before recommendations are generated, it does provide an excellent method to measure the operations of an intersection.

An evaluation of the projected traffic volume at the Brighton neighbourhood access point along College Drive has been completed. The table below shows the projected operations at three different planning horizons:

Intersection: Brighton Access / College Drive	Weekday Peak Hour			
	AM		PM	
	LOS ¹	v/c ratio ²	LOS	v/c ratio
Opening Day	A	0.80	B	0.95
400k Scenario	B	0.86	B	0.75
500k Scenario	C	0.95	B	0.97

¹ The LOS shown represents the entire intersection

² The v/c ratio shown is for the movement at the highest capacity

The intersection into the Brighton neighbourhood will provide an eastbound right-turn and in the future, will require a northbound left-turn. The intersection may also be used to provide access during construction of the interchange at McOrmond Drive. The intersection will be designed to maintain free flow westbound traffic as shown in Attachment 1. When the northbound left-turn out of Brighton is put into operation in the future, eastbound traffic on College Drive will be subject to a new traffic signal which will enable the left-turn out of Brighton. Peak eastbound traffic occurs in the PM, while the peak left-turn traffic out of Brighton will occur in the AM.

Based on the projected traffic demands, an at-grade intersection will operate adequately and a grade separation is not warranted.

Intersection Control Technology

The current approach to signal timings, which adheres to accepted traffic engineering practices, includes designing traffic signal timings based on existing traffic volumes. Intersection traffic counts are conducted, and traffic engineering software is used to determine the appropriate signal timings for a specific location. Weekday peak hour traffic volumes vary slightly from day to day, but typically not enough to warrant specific timing settings for different week days. However, it is common practice to change signal timing plans throughout the day (AM, PM, and off-peak times) and on weekends as the peak hours' shift. Real-time vehicle sensors that advise and guide signal timing plans is an existing technology, and the City commonly uses this technology to activate the left-turn arrows and green light on side streets. As an example, vehicle detectors on the minor street will input a call for minimum green time and subsequently extend the green

College Drive Classification

interval for additional vehicles. As soon as traffic on the minor street clears, the signal reverts back to green on the major street. The objective is to minimize the interruption of traffic on the major street while providing adequate service to the minor street. All signals outside the downtown core, including all the intersections on College Drive, operate on this principle.

As development progresses, the Administration will continue to monitor and implement traffic signal control technology where appropriate, with a goal of maximizing the westbound and eastbound traffic flow on College Drive.

Interchange Configuration

As the design of the Holmwood Sector progresses, more detailed information of the traffic demands has become available to update the projected operation of the interchange at McOrmond Drive and College Drive. As a result, a modification to the previously approved configuration is being recommended. The revised configuration includes a free flow loop in the south east quadrant as shown in Attachment 2. This loop provides a superior connection for vehicles traveling eastbound, who wish to access McOrmond Drive north of College Drive.

Funding Plan

The original phasing of the transportation infrastructure for the Holmwood Sector was to construct an overpass across the CPR tracks on 8th Street, followed by construction of an interchange at McOrmond Drive and College Drive. Given the growth in the University Heights Sector, the need for an interchange at McOrmond Drive and College Drive has become a priority, resulting in a change in strategy, with the McOrmond Drive interchange now proceeding before the CPR overpass.

The estimated cost of the revised interchange at McOrmond Drive and College Drive is \$52.5 Million. The original funding plan, as outlined in the neighbourhood concept plan, included contributions from the developers of Brighton and the Holmwood Suburban Centre, the Interchange Levy, leaving the City responsible for contributing up to 22% of the cost of the interchange. The Administration has negotiated a revised funding plan which eliminates the City's direct contribution, funding the interchange completely from development. The revised funding plan is outlined below:

- 23.73% Brighton Developers
- 16.78% west portion of Holmwood Suburban Centre Developers
- 30.39% remaining Holmwood Sector Developers
- 29.1% Interchange Levy

Dream Asset Management Corporation (Dream), which represents 60% of the lands within the Brighton development and 100% of the western portion of the Suburban Centre will pay the City 31.01% of the costs of the interchange (\$16.28 Million) upon construction of the interchange, up to a maximum of \$17.91 Million. If the costs of the interchange exceed \$57.75 Million once tendered, the remaining portion of the Suburban Centre will be responsible for the excess costs, up to 40.5% of the total cost

of the interchange. In addition, Dream will also pay the City their portion of the costs of the CPR overpass (\$5.46 Million), to be used for construction of the McOrmond Drive and College Drive interchange. This arrangement will result in a minimum of \$21.74 Million of the \$52.5 Million interchange cost available from the developers upon construction. Since the remaining costs are funded through levies from future development, the City will borrow funds to provide the necessary cash flow, to be repaid as development in the sector progresses.

Options to the Recommendation

Should City Council wish to ensure flexibility in constructing an interchange at this intersection in the future, both the Brighton neighbourhood and McOrmond Drive interchange will need to be re-designed. The Administration does not recommend this option since the projected traffic volumes at the 500k population indicate that the intersection will operate sufficiently. The impacts of pursuing this option are as follows:

- The grade required for the structure would extend further into the Brighton neighbourhood than the first intersection triggering the re-design of at least two crescents inside the neighbourhood;
- The development of ramps and side-slopes would have private property impacts in the Arbor Creek neighbourhood;
- The grade of the interchange would be above the existing berms and walls increasing the traffic noise in the Arbor Creek neighbourhood;
- The eastbound and westbound McOrmond Drive interchange ramps would not be adequately separated from the proposed ramps to function acceptably, this could be mitigated by introducing a collector-distributor configuration along College Drive for the McOrmond Drive and Brighton neighbourhood interchanges, increasing costs;
- Implementing a collector-distributor configuration would delay the delivery of the McOrmond Drive interchange while the segment of College Drive from the CPR overpass to Zimmerman Road is re-planned and designed, increasing costs; and
- The westbound ramp from an interchange at this location would terminate on the upslope of the CPR rail overpass triggering significant upgrades to that overpass and embankment, increasing costs.

Constructing an interchange would have significant financial implications with limited benefits to traffic flows compared to the operation of an at-grade intersection.

A partial interchange may cost upwards of \$30 Million given the physical constraints at this location.

Public and/or Stakeholder Involvement

In 2013, the functional plan for the College Drive and McOrmond Drive interchange was presented at a public open house. The feedback at that time focused on the desire to expedite the construction of the interchange and the desire to retain a free flow movement for southbound traffic. No information related to the re-classification of College Drive was presented at that time. Additional stakeholder and public involvement would occur as a result of the Holmwood Sector Plan and Brighton Neighbourhood Concept Plan amendment process.

Communication Plan

Information regarding the McOrmond Drive interchange will be made available on the City's website. As that project progresses, specific information, including any construction or traffic flow impacts, will be shared via the City's Daily Road Report, the City Service Alerts (saskatoon.ca/service-alerts), the online construction map (saskatoon.ca/constructionmap) and through advertisements and public service announcements as appropriate.

Financial Implications

The estimated cost of the McOrmond Drive and College Drive interchange is \$52.5 Million and will be fully funded by development. However, due to the timing of the collection of development levies based on lot sales and the corresponding developer contributions to the project, borrowing will be required to provide the necessary cash flow to complete the project and repaid using the future developer contributions.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The amendment to the Holmwood Sector Plan is planned for mid-2016. The timing of construction of the McOrmond Drive and College Drive interchange is dependent on approval of senior government funding for the interchange at Boychuk Drive and Highway 16, as the two projects will be combined into one contract. If funding approval is obtained by the end of 2015, procurement will begin in early 2016, with contract award by fall 2016. The two interchanges will be operational in 2018.

Public Notice

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

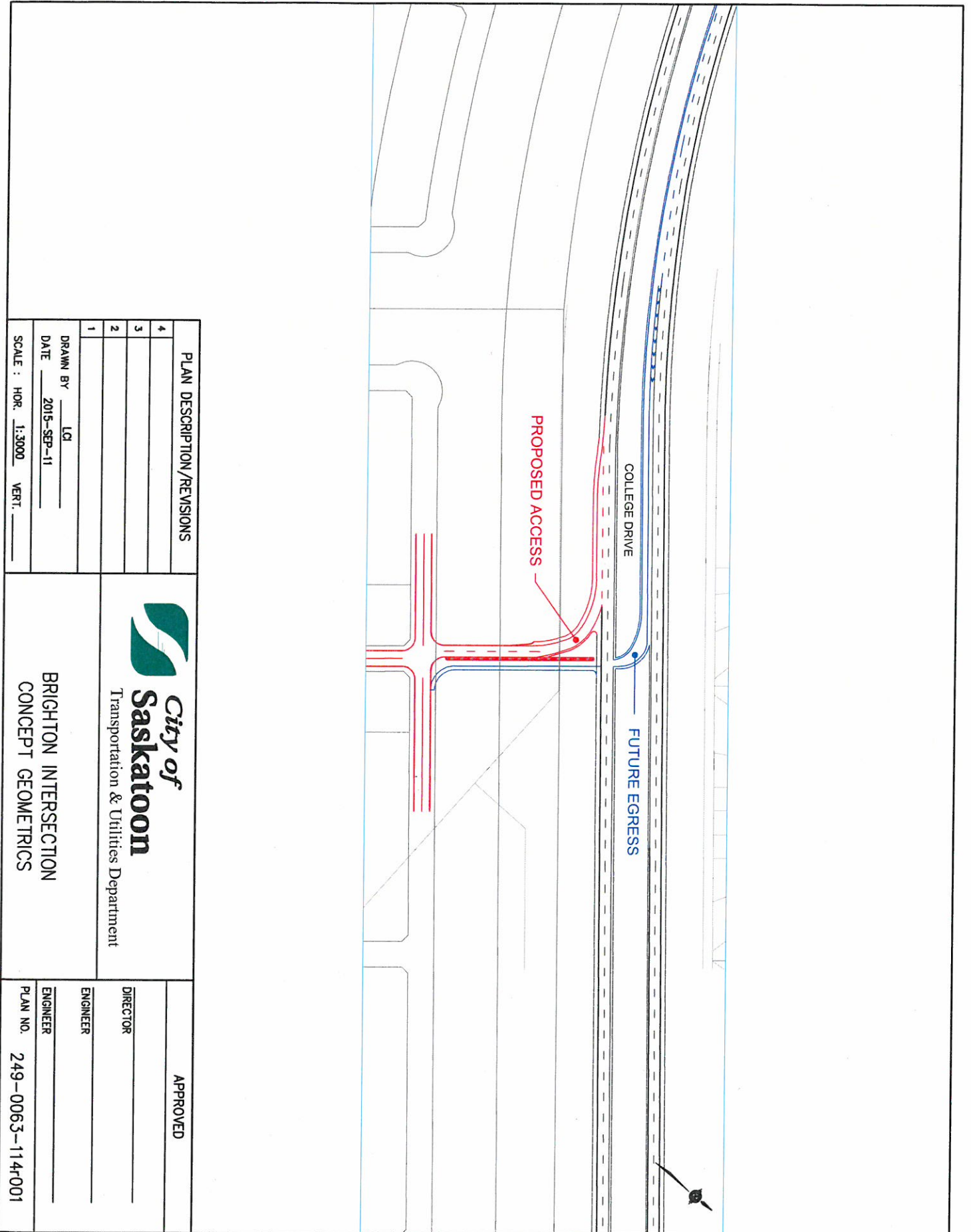
Attachments

1. Brighton Intersection Concept Geometrics
2. McOrmond Drive and College Drive Interchange Configuration

Report Approval

Written by: Jay Magus, Engineering Manager, Transportation
Reviewed by: Angela Gardiner, Director, Transportation
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

TRANS JM – College Drive Classification.docx



PLAN DESCRIPTION/REVISIONS	
4	
3	
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DRAWN BY LCI
 DATE 2015-SEP-11
 SCALE : HOR. 1:3000 VERT.



City of Saskatoon
 Transportation & Utilities Department

**BRIGHTON INTERSECTION
 CONCEPT GEOMETRICS**

APPROVED

DIRECTOR

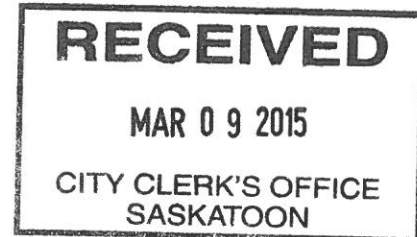
ENGINEER

ENGINEER

PLAN NO.

249-0063-114r001

From: Web NoReply
Sent: March 06, 2015 7:55 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Friday, March 6, 2015 - 19:54
Submitted by anonymous user: 204.83.109.168
Submitted values are:

Date: Friday, March 06, 2015
To: His Worship the Mayor and Members of City Council
First Name: Mike
Last Name: Possberg
Address: 914 Budz Green
City: Saskatoon
Province: Saskatchewan
Postal Code: S7N4M9
Email: mhp122@hotmail.ca

Comments:

I just saw the proposal to reclassify College Drive from the railway overpass to the city limits with the intent of adding new intersections. This proposal can not proceed in my opinion. According to the 2013 Department of Highways traffic counts College Drive approaching McOrmond had 23,800 vehicles per day. I'm sure this number is 25,000 today and growing. Once Holmwood is built out with a population of 70,000 people the traffic volumes will double or triple at which time College drive should have a third lane in each direction, likely a dedicated HOV lane. Intersections with traffic lights is not feasible for these traffic volumes. College Drive must remain a freeway. In addition, this is not only the main access point into the city core from the east sector bus also the main access point into the city from Highways 5 and 41 with heavy truck traffic.

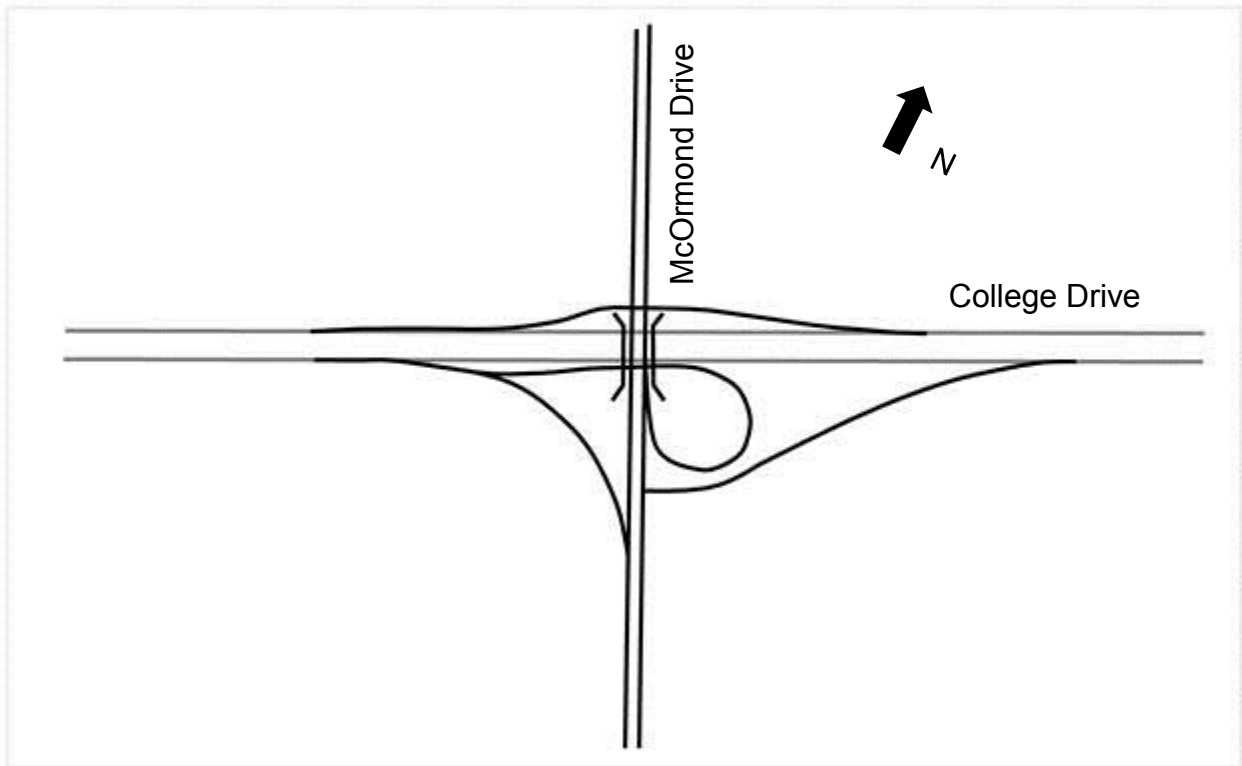
With respect to the interchange at McOrmond I understood the design was already approved. I full support the existing design. The new proposal would remove the loop in the NE quadrant of the interchange. With the volume of traffic exiting College Drive onto McOrmond NW the loop has to remain in the final design.

I understand there is a belief that traffic volumes at McOrmond and College Drive will decrease with the new North Bridge however I totally disagree. The traffic using this intersection is not coming from the north end. It is coming from the downtown, university, south end of the city, etc. North end traffic is using Attridge. I doubt the new bridge will have a significant impact on traffic at that intersection.

I conclusion, I urge you to defeat the proposal to add intersections with traffic lights on College Drive. College has to remain a freeway to move the huge volumes of traffic as this area develops. Enough mistakes were made in the past when building infrastructure in this city, do not make another major blunder that will impede us in the future. Build the interchange at McOrmond as designed and leave College Drive as a freeway.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/6747>

McOrmond Drive and College Drive Interchange Configuration





STANDING POLICY COMMITTEE ON TRANSPORTATION

Servicing Agreement – Dream Asset Management Corporation – Brighton Neighbourhood – Subdivision 67/14

Recommendation of the Committee

1. That the Servicing Agreement with Dream Asset Management Corporation, for a portion of the Brighton Neighbourhood to cover Lots 1-10, Block 101; Lots 1-20, Block 102; Lots 1-20, Block 103; Lots 1-22, Block 104; Lots 1-29, Block 105; Lots 1-5, Block 106; Lots 1-22; Block 107; Block 108; Block 109; Block 110; Block 111, Block 112; Block 113; all in Section 29 and Section 32, Township 36, West of the third Meridian, be approved, subject to the approval of the transportation access strategy; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the Agreement under the corporate seal.

History

At the September 14, 2015 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation & Utilities Department dated September 14, 2015 was considered.

Attachment

September 14, 2015 Report of the General Manager, Transportation & Utilities Department

Servicing Agreement – Dream Asset Management Corporation- Brighton Neighbourhood – Subdivision 67/14

Recommendation

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

1. That the Servicing Agreement with Dream Asset Management Corporation, for a portion of the Brighton Neighbourhood to cover Lots 1-10, Block 101; Lots 1-20, Block 102; Lots 1-20, Block 103; Lots 1-22, Block 104; Lots 1-29, Block 105; Lots 1-5, Block 106; Lots 1-22; Block 107; Block 108; Block 109; Block 110; Block 111, Block 112; Block 113; all in Section 29 and Section 32, Township 36, West of the third Meridian, be approved, subject to the approval of the transportation access strategy; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the Agreement under the corporate seal.

Topic and Purpose

This report is to obtain City Council approval to enter into a Servicing Agreement to assign responsibility for the construction and payment of various servicing items for property within the Brighton neighbourhood.

Report Highlights

The Administration is recommending that the Servicing Agreement with Dream Asset Management Corporation (Attachment 1) be entered into to cover the development of Lots 1-10, Block 101; Lots 1-20, Block 102; Lots 1-20, Block 103; Lots 1-22, Block 104; Lots 1-29, Block 105; Lots 1-5, Block 106; Lots 1-22; Block 107; Block 108; Block 109; Block 110; Block 111, Block 112; Block 113; all in Section 29 and Section 32, Township 36, West of the third Meridian.

Strategic Goal

The recommendations in this report support the Strategic Goal of Sustainable Growth as the development area is within a concept plan which was previously approved and supports the development of residential property.

Background

The Brighton neighbourhood concept plan was previously approved by City Council. When a Developer within the neighbourhood requests a subdivision, the City necessitates as a condition of approval that a servicing agreement be entered into as a condition of approval.

Report

The City is recommending that a Servicing Agreement be entered into with Dream Asset Management Corporation to cover the development of Lots 1-10, Block 101; Lots 1-20, Block 102; Lots 1-20, Block 103; Lots 1-22, Block 104; Lots 1-29, Block 105; Lots 1-5, Block 106; Lots 1-22; Block 107; Block 108; Block 109; Block 110; Block 111, Block 112; Block 113; all in Section 29 and Section 32, Township 36, West of the third Meridian, subject to the following, which includes both standard and a number of non-standard clauses which are necessary due to the unique nature of the development, and have been agreed upon by the developer:

- A. Standard Items:
1. Servicing of the development area is to be completed before December 31, 2015.
 2. That the prepaid service rates be such rates as the Council of the City of Saskatoon may have in general force and effect for the 2015 season.
- B. Non Standard Items:
1. The Developer is responsible for the cost of all upgrades beyond the City's standard along 8th Street and McOrmond Drive adjacent to the development.
 2. Traffic Control Devices beyond the City standard will be funded by the developer.
 3. A paved all-weather roadway will be provided and maintained by the Developer with at least two separate access points linking College Drive with the Canadian Pacific Railway (CPR) until both the 8th Street and McOrmond Drive arterial roadways are open to traffic in the future.
 4. The Developer has agreed to fund their share and the City has agreed to design and construct an overpass with pedestrian facilities when required at the CPR tracks including the initial installation of an upgraded rail warning system with gates.
 5. The City will design and construct an interchange at McOrmond Drive and College Drive and the Developer will partially fund the construction based on projected traffic volumes.
 6. The Developer will pay into a fund to allow for a number of scheduled street sweeps before the area is turned over to the City for maintenance.
 7. The Developer will design, construct and fund a north pedestrian connection between Brighton, College Park and Arbor Creek.
 8. The Developer will construct in the future and partially fund an additional access point to College Drive.

The Servicing Agreement is based on a transportation access strategy outlined in a companion report.

Options to the Recommendation

The Planning and Development Act, 2007 states that a municipality may require that an applicant requesting subdivision enter into a servicing agreement that allows for the

inclusion and implementation of terms and conditions. No other option other than approval without conditions or denial is available.

Public and/or Stakeholder Involvement

Public meetings were held at the time the concept plan for the neighbourhood was undertaken.

Communication Plan

At the time the concept plans were unveiled, notices were distributed to all property owners in the area and surrounding area. As well, the local community associations were notified. If construction impacts the neighbouring residents or initiates renewed public interest, additional communications may be considered to address unanticipated or emerging needs.

Financial Implications

The funding for any private developer responsibility has been addressed within the servicing agreement. The funding for all construction that is the responsibility of the City of Saskatoon with the exception of the final details of the College Drive and McOrmond Drive interchange is self-supporting and approved in the Prepaid Capital Budget.

Environmental Implications

The recommendation will have negative land use and greenhouse gas emission implications associated with development of a greenfield site. The overall environmental impacts of developments have not been quantified at this time.

Safety/Crime Prevention Through Environmental Design (CPTED)

A CPTED plan is not required for this construction as per Administration Policy A09-034.

Other Considerations/Implications

There are no policy or privacy implications.

Due Date for Follow-up and/or Project Completion

The project is expected to be completed to a road base level of structure during the current construction year, and if not completed, a clause within the agreement invokes the following year levy rates.

Public Notice

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

Attachment

1. Servicing Agreement – The City of Saskatoon and Dream Asset Management Corporation.

Report Approval

Written by: Daryl Schmidt, Land Development Manager
Reviewed by: Celene Anger, Director of Construction & Design
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

TRANS DS – Dream – Brighton Subdivision No. 67-14.docx

Servicing Agreement

The effective date of this Agreement is _____, 2015.

Between:

The City of Saskatoon, a municipal corporation pursuant to the provisions of *The Cities Act*, S.S. 2002, Chapter C-11.1 (the “City”)

- and -

Dream Asset Management Corporation, a British Columbia corporation, carrying on business in the City of Saskatoon, in the Province of Saskatchewan (the “Developer”)

Whereas the Developer has made application to the City for approval of a Plan of Subdivision, a copy of which is attached to this Agreement and marked as Schedule “A” (the “Plan”);

Whereas the City requires as a condition of approval of the Plan that the Developer enter into an Agreement with the City respecting the installation and construction of certain services and other matters referred to in this Agreement;

Whereas the City deems it advisable that the Development Area be developed as provided in this Agreement, and that the Developer and the City provide the facilities as set out in this Agreement; and

Now therefore the City and the Developer agree as follows:

Part I Introduction

Plan of Proposed Subdivision

The Plan showing the proposed subdivision of Section 29 and Section 32, all in Township 36, Range 4, West of the Third Meridian located in the City of Saskatoon, in the Province of Saskatchewan, in the Dominion of Canada, attached to this Agreement as Schedules "A" is made part of this Agreement.

Definitions and Term

1. (1) Throughout this Agreement:
 - (a) "Development Area" means all that portion of the lands outlined in red on Schedules "A" consisting of approximately 2,737 metres of frontage, including 2,063 metres of Residential frontage and 674 metres of Commercial/Institutional/Multi-family parcel land being those lands which, subject to regulatory approval, have been approved for development; and
 - (b) "Manager" means the General Manager of the City's Transportation and Utility Services Department.
 - (c) "Street Length" means the total length of streets within the Development Area comprising 2,453 metres.
- (2) The term of this Agreement shall be two years commencing on the effective date and ending on the day two years from the effective date (the "Term").

Part II Off-Site Servicing

City Servicing

2. Upon the execution of this Agreement the City shall within a reasonable time, and in coordination with the Developer's various stages of service construction, cause the Development Area to be improved and benefited by the supply, placement, installation, construction, use and enjoyment of the following services:
 - (a) Trunk Sewer Service;
 - (b) Primary Water Main Service;

- (c) Arterial Road Service;
- (d) Interchange Service;
- (e) Parks and Recreation Service;
- (f) Buffer Strip Service;
- (g) Street Signing and Traffic Controls Service;
- (h) Fencing Service;
- (i) Planning Service;
- (j) Street Lighting Service;
- (k) Inspection Service;
- (l) Prepaid Extended Maintenance Service;
- (m) Underground Electrical Service;
- (n) Community Centre;
- (o) McOrmond and College Drive Interchange Service;
- (p) Canadian Pacific Railway Overpass Service;
- (q) Pedestrian Overpass Service;
- (r) Heavy Debris Blitz Sweep Service, and;
- (s) Servicing Agreement Service;

The City warrants that all such services shall be of a size and capacity sufficient to satisfy the servicing requirements of any and all permitted uses to be situated within the Development Area.

Levies & Charges Payable by the Developer

3. (1) In consideration of the City providing the various services upon and in relation to the Development Area as specified in Section 2, the Developer shall pay to the City the following fees, levies and other charges calculated in accordance with and at the rates described in Schedule "B":

- (a) Trunk Sewer Levy;
- (b) Primary Water Main Levy;
- (c) Arterial Road Levy;
- (d) Interchange Levy;
- (e) Parks and Recreation Levy;
- (f) Buffer Strip Levy;
- (g) Street Signing and Traffic Controls Levy;
- (h) Fencing Levy;
- (i) Planning Levy;
- (j) Street Lighting Levy;
- (k) Inspection Levy;
- (l) Prepaid Extended Maintenance Levy;
- (m) Underground Electrical Levy;
- (n) Community Centre Levy;
- (o) McOrmond and College Drive Interchange Charge;
- (p) Canadian Pacific Railway Overpass Charge;
- (q) Pedestrian Overpass Charge;
- (r) Heavy Debris Blitz Sweep Charge; and,
- (s) Servicing Agreement Fee.

(collectively the “Development Charges”)

- (2) The Developer shall pay to the City the Development Charges as follows:
 - (a) within 21 calendar days after the execution of this Agreement, the Developer shall pay to the City 25% of all the Development Charges

with the balance of the Development Charges being due and payable in three equal installments upon January 31, 2016, May 31, 2016, and September 30, 2016;

- (b) the Developer acknowledges that the Development Charges will be subject to such rates as the Council of The City of Saskatoon has established and has in general force and effect for the 2015 construction season and the Developer acknowledges and agrees that should the construction of services as outlined in Subsection 13(a) not be completed to the base stage of road construction during 2015, that the Development Charges shall be adjusted to reflect the rates in effect for the construction year that all base material has been installed. The City acknowledges that should the Development Charges be adjusted, the payment schedule contained in Subsection 3(2)(a) shall be adjusted forward from the dates in this Agreement to the date construction commences in the subsequent year. The provisions of this clause shall not apply where the failure to reasonably complete results from any strike, labour dispute, Act of God, or any other similar cause beyond the reasonable control of the Developer.

Cost Sharing of Services

4. (1) Both the Developer and the City acknowledges that each party will undertake the construction of various services as set out below that will benefit the Development Area.
- (2) The Developer agrees to provide and or pay upon invoice for all services that are above the City's current standard. The upgrades may be constructed over time depending on lot development within the neighbourhood. The timing of the construction will be at the discretion of the Manager. For clarity, the total cost shall exclude land acquisition costs and interest. Where the upgraded service has been directly provided by the City the percentage of total cost shall include labour, materials, supplies, detouring costs, material testing and all other related costs including 10% for design and construction engineering costs. The upgrades will include the following:
- (a) Traffic Improvements:
- (i) Arterial Roadways - upgrades beyond the City's 4 lane standard including but not limited to additional lanes, double left turning bays, centre median upgrades, swales between roadways and boulevards exceeding 2 metres in width beyond a fine grade and seeding standard along 8th Street East west of

McOrmond Drive and McOrmond Drive north of 8th Street East. For this item only, the City requires that;

- a) All of the upgrades will initially be charged to the developer. The City intends to administer a charge for the proportional share of the approximate cost of the upgrades on McOrmond Drive from all saleable lands not owned by the Developer that benefit the Brighton neighbourhood outlined in green on Schedule "C" and separately the benefit for those lands within the Holmwood Sector Plan designated as Business Park and Suburban Area situated west of the approximate current boundary of Zimmerman Road outlined in blue on schedule "C". The City also intends on administering a charge for the approximate cost of 8th Street East improvements that benefit both the Brighton neighbourhood outlined in green on Schedule "C" and the neighbourhood to the south of 8th Street East noted in yellow on Schedule 'C'. The charges shall be calculated separately on a front metre basis for residential zoned property less than 40 metres deep and 169 front metres per hectare for all other saleable property within the area; and,
 - b) the City will hold all such monies including interest from the collection of the charge and will make reimbursement payments to the Developer each year upon proportional staged construction of the improvements; and,
 - c) the requirements of clause 4)2)(i)a) shall extend beyond the currency of this agreement for a period of 17 years from the date of execution; and,
- (ii) College Drive Access - upon the request of the Manager the Developer shall provide a dedication of land, design and construct with signalization to the satisfaction of the City an additional access roadway to College Drive including intersection improvements between the Canadian Pacific Railway (CPR) and McOrmond Drive.
- a) The Developer will initially fund 70.8% of the construction and the City will fund 29.2%. The City intends to administer a charge for the proportional

share of the approximate cost of the access point from all saleable lands not owned by the Developer within the Brighton neighbourhood outlined in green on Schedule "C". The charges shall be calculated separately on a front metre basis for residential zoned property less than 40 metres deep and 169 front metres per hectare for all other saleable property within the area; and,

- b) the City will hold all such monies including interest from the collection of the charge and will make reimbursement payments to the Developer each year upon proportional staged construction of the improvements; and,
- c) the requirements of clause 4)2)(ii)a) shall extend beyond the currency of this agreement for a period of 17 years from the date of execution; and,

(iii) Signing and Traffic Control Devices – traffic control signals will receive funding for up to 3 signalized intersections within the neighbourhood. Signals required by the Manager beyond this level of service will be paid for by the Developer. Any additional signing above the City's normal standard will be paid for by the Developer.

(iv) All Weather Paved Roadway – upon execution of this agreement the Developer must design, provide and maintain to the City's satisfaction, a roadway with at least two separate and independent access points throughout the development of the neighbourhood for both emergency and resident access. The roadways must provide a linkage between the Canadian Pacific Railway crossing and College Drive. The roadways must remain in operation until the McOrmond Drive and 8th Street arterial roadways are open to traffic.

(b) Berming and Fencing:

(i) Berms – will be required within municipal buffer strips along the Canadian Pacific Railway tracks and along College Drive adjacent to the neighbourhood. Any berm required to be constructed to a higher elevation than the City standard will be paid for by the Developer.

- (ii) Fencing - chain link fencing will be required within municipal buffer strips along the Canadian Pacific Railway tracks and along Highway 5 adjacent to the neighbourhood. Any fence that is proposed to be enhanced beyond the City's chain link standard will be the expense of the Developer.
- (3) Interchange and Overpasses:
- (a) Canadian Pacific Railway Overpass ("CPR Overpass") –
 - (i) The City consents to completing the design and construction of a 6 lane overpass including pedestrian facilities and the extension of 8th Street to Boychuk Drive to a 6 lane standard in the future situated at the intersection of the Canadian Pacific Railway and 8th Street East. The CPR Overpass will begin construction no sooner than the earlier of 80% of the Brighton neighbourhood is constructed with roadways or the CPR crossing warrants a grade separation based upon the standards set out by Transport Canada documented in the "Canadian Road / Railway grade Crossings Detailed Safety Assessment Field Guide" and the "Draft RTD 10 Road/Railway Grade Crossing Technical Standards and Inspection, Testing and Maintenance Requirements."
 - (ii) The construction of the CPR Overpass and related roadways may be phased to initially accommodate 4 lanes of the ultimate 6 lane structure. The City will undertake an analysis of the timing for the final 2 lane phase.
 - (iii) Prior to the construction of the CPR Overpass the City will seek approval from the CPR and the Developer will provide at his cost a modification to the CPR/8th Street intersection including a warning system and crossing arms.
 - (iv) The City agrees to administer a charge collected proportionately upon subdivision for the approximate cost of the CPR Overpass including the initial cost of a warning system and crossing arms noted in 3(1)p) based on frontage for residential zoned property less than 40 metres deep and all other saleable properties based on 169 front metres per hectare situated between and including the approximate boundary of the neighbourhood south of 8th Street and the approximate current boundary of Zimmerman Road outlined in red on schedule "C"; and,

- a) for all saleable property noted in Schedule “C” the City will continue to charge the levy for the CPR Overpass and to hold all such monies including interest up to the commencement of the CPR overpass; and,
 - b) after the completion of the CPR Overpass for the saleable property not owned by the Developer noted in Schedule “C” the City will continue to charge the levy adjusted for the final cost including warranty charges; and,
- (b) McOrmond Drive and College Drive Interchange (“the Interchange”)
- (i) The City consents to completing the design and construction of a grade separated interchange as soon as is feasible and is required by the Manager at the intersection of McOrmond Drive and College Drive; and,
 - (ii) the Developer agrees to provide and maintain in the interim during construction of the interchange between the development area and the detour roadway established and constructed as part of the interchange project a temporary paved all weather roadway to City standards extending from the Development Area to the existing intersection with College Drive; and,
 - (iii) the interchange shall be cost shared between the Developer and the City. Until the interchange begins construction the Developer agrees to pay a charge noted in clause 3(1) that includes 23.72% calculated from the lands encompassing the Brighton Neighbourhood outlined in green on Schedule “C”. An additional charge based on 16.78% calculated from 50% of those lands identified in the Holmwood Sector Plan adjacent to 8th Street between McOrmond Drive and the approximate current boundary of Zimmerman Road outlined in blue on schedule “C” will be assessed upon future subdivision. In addition, lands remaining within the Holmwood Sector situated east of the proposed Zimmerman Road upon future subdivision will also be subject to a charge based on 30.4% of the cost of the interchange. The charge shall be assessed on a front metre basis for residential zoned

property less than 40 metres deep and 169 front metres per hectare for all other saleable property within the area; and,

- (iv) when the interchange begins construction the Developer will pay the City upon staged construction completion 14.23% of all costs representing the lands within the Brighton neighbourhood owned by the Developer calculated from a total cost limit of 57.75 million dollars for the Interchange outlined in green on Schedule “C”. In addition the Developer agrees to pay upon invoice 16.78% of all costs representing 50% of the lands within the Holmwood Sector Plan outlined in Blue on Schedule “C” owned by the Developer not including a total cost limit. The cost pertaining to the Developer will be evidenced by the issuance of invoices from the City for that portion of all engineering, detouring, construction and all other related costs not already received by the charge for the Developer’s portion noted in clause 4)3)b)iii for the interchange, and;
- (v) the City agrees that for all saleable property not owned by the Developer noted in Schedule “C” outlined in green and blue to assess the various charges in proportion to ownership upon subdivision for the interchange; and,
- (vi) after the completion of the interchange for the saleable property not owned by the Developer noted in clause 4)3)b(v) the City will continue to assess the various calculated charges; and,
- (vii) The Developer will be responsible for a two year warranty period after the issuance of the construction completion certificate for all warranty claims that may occur with regards to “The Interchange” calculated at 31.01% of such amounts; and,
- (viii) The City agrees that for the Brighton neighbourhood only, the Interchange Levy noted in clause 3(1)d will be limited per year to an increase of the lessor of 5% or the increase in the Arterial Road Reserve from the rates established by the Council of the City of Saskatoon for the 2015 construction year.

- c) Interchange and CPR Overpass Funding Reallocations
- (i) The City will utilize its best efforts to obtain partial external funding for the construction of the Interchange from the Urban Highway Connector Program administered by the Province of Saskatchewan. Any funding that the City may obtain will be proportionately offset against the financial obligations of the City, the Developer and other land owners noted in clause 4)3(b), and;
 - (ii) In order to expedite the construction of the Interchange as soon as possible the City will consider, and the Developer agrees, that upon the commencement of the construction of the Interchange, the City has the option of receiving a prepayment from the Developer to be paid upon invoicing for a portion of the cost of the CPR Overpass that has been estimated at 32.12 million dollars. The calculation of the prepayment will be the product of the estimated cost of 32.12 million dollars and the contributing percent from the Brighton neighbourhood as it relates to the land currently owned by the Developer calculated at 18.69%. The City and the Developer agree that upon exercise of this option the charge noted in clause 3)1)p will be adjusted and continue to be implemented in the future based on the estimated cost of the CPR overpass for all other lands not owned by the Developer within the Brighton neighbourhood identified in red on Schedule "C".
- d) Pedestrian Overpass
- (i) The Developer at his cost, agrees to construct when required by the Manager, a pedestrian overpass between the Brighton, College Park and Arbor Creek neighbourhoods including linking pedestrian facilities outlined in Brown on Schedule "C", and;
 - a) The City agrees to administer a charge collected proportionately upon subdivision for the approximate cost of the Pedestrian Overpass noted in 3(1)q) based on frontage for residential zoned property less than 40 metres deep and all other saleable properties based on 169 front metres per hectare outlined in Green calculated on 100% of the area and outlined in Blue calculated on 50% of the area, all on schedule "C" excluding those lands south of 8th Street; and,

- b) for all saleable property not owned by the Developer noted in Schedule "C" outlined in Green and Blue excluding those lands south of 8th Street the City will continue to charge the levy for the Pedestrian Overpass and to hold all such monies including interest up to the completion of each overpass and to remit same to the Developer upon the staged completion; and,
 - c) the Developer agrees that if the City constructs any of the overpasses to pay upon invoice for the costs of such services and the City agrees to reimburse the Developer for amounts collected as noted in clause 4(3)(d)i(a), and 4(3)(d)i(b); and,
 - d) the requirements of clause 4)3(d)(i)b shall extend beyond the currency of this agreement for a period of 17 years from the date of execution.
- (4) The City will use its best commercial efforts upon subdivision to collect the various levies from the saleable property not owned by the Developer as noted in clauses 4)3(d)(i)b, 4)2)(a)(i) and 4)2)(a)ii and the Developer will not hold the City liable for any land that the City incorrectly charged or failed to collect from.
- (5) Should any of the services as set out in Section 4 not be complete at the expiration of the Term, this Section shall survive the Term until the completion of the services, receipt of payment for same and the end of any applicable warranty period.

Payment Dates and Interest

5. (1) All of the Development Charges and other fees, levies and charges payable by the Developer to the City pursuant to this Agreement shall be due and payable upon the various dates specified in this Agreement.
- (2) Should any amount or invoice not be paid at the times or within the period so specified, interest shall be payable at Royal Bank of Canada prime rate plus one and one-half (1½%) percent per annum on all such overdue amounts. In addition to any other remedy which may be available to the City, should any amount invoiced to the Developer not be paid within the times specified, the City shall upon seven (7) days written notice to the Developer have the right to immediately stop construction until such amount or invoice has been paid.

Retroactive Charges

6. The Developer acknowledges that this Agreement is retroactive in effect and all Development Charges and other levies, fees or charges provided for in this Agreement shall specifically apply to any lands developed or services provided before the execution of this Agreement.

Letters of Credit

7. (1) Upon the execution of this Agreement, the Developer shall deposit with the City Clerk, City of Saskatoon, a letter of credit in a form acceptable to the City Solicitor, City of Saskatoon, from a chartered bank carrying on business in the Province of Saskatchewan. The Letter of Credit shall be calculated in the amount of \$1,587.00 per front metre, being the sum of \$4,343,619. The letter of credit shall secure the Developer's performance of the provisions of this Agreement. The Letter of Credit shall be irrevocable during the currency of this Agreement, but may be reduced from time to time in proportion to the amount of construction performed and Development Charges paid by the Developer. The Developer shall keep the Letter of Credit current until completion of all construction of services provided for in this Agreement and until the full payment of all Development Charges and all other levies, fees and charges have been received by the City.
- (2) The Developer shall deposit a further letter of credit with the City, after the tender and prior to the award of "The Interchange" project, as noted in subsection 4(3)(b) in the amount equaling the developers share of the estimated costs of "The Interchange" including all design and construction engineering. The current estimate of the Developers obligation is \$23,912,658. The letter of credit shall secure the Developer's performance of the provisions of this Agreement. The Letter of Credit shall extend beyond the currency of this Agreement and will be reduced upon the Developers payment obligations being received by the City pertaining to "The Interchange". The Developer shall keep the Letter of Credit current until completion of all construction of services provided for in this Agreement and until the full payment of all invoices pertaining to "The Interchange" have been received by the City.

Developer Application To Do Work

8. (1) The Developer may apply to the City, at the address mentioned in this Agreement respecting the delivery of notices, to undertake the design and

construction of all those works and services to be provided by the City pursuant to clauses 2(a), 2(b), 2(e), 2(f) and 2(h) of this Agreement. The Manager shall forthwith consider any such application, and, if deemed appropriate, shall issue the Developer formal approval to proceed with all such works, or any portion thereof. Such approval shall prescribe to the current City standards and specifications applicable to any such works, and may be issued upon such terms and conditions, as the Manager, acting reasonably, considers appropriate.

- (2) The Developer upon application and approval from the City may perform the Heavy Debris Blitz Sweep Service noted in Subsection 2(r). The level of service requirement will be 3 scheduled sweepings per year for 2 years within the Development Area beginning after the construction of pavement. Upon completion and acceptance of this service the City will refund the amount collected for the Heavy Debris Blitz Sweep Charge noted in Subsection 3(r).
- (3) Should the Developer undertake any works pursuant to Subsection 8(1) and 8(2) of this Agreement, the Developer agrees that all such works shall be constructed in accordance with the standards and specifications prescribed in the Manager's approval relating to the works.

Shallow Buried Utilities

9. (1) The City agrees to make all necessary arrangements for the installation of street lighting facilities on streets within the Development Area in accordance with the City's standard specification for commercial development. Any deviation required by the Developer may result in additional charges.
- (2) The Developer shall have the responsibility to consult with the Saskatchewan Power Corporation, Saskatchewan Energy Corporation, the Saskatchewan Telecommunications Corporation and the Electric System Branch of the City of Saskatoon as to the timing and construction of utilities within the Development Area.

Maintenance in Accordance with *The Cities Act*

10. All services and other facilities supplied, placed, installed and constructed by the City pursuant to the provisions of this Agreement shall be maintained in keeping with the provisions of *The Cities Act*.

City's Indemnification

11. The City will indemnify and save harmless the Developer with respect to any action commenced against the Developer as a result of any act or omission of the City upon or in relation to the City's obligations set out in this Agreement, including the acts or omissions of its officers, employees, servants or agents, or anyone for whom the City is responsible at law.

Part III Development Area Servicing

Developer Servicing Responsibilities

12. Except as herein expressly provided, the Developer agrees that development and servicing is its sole responsibility and it agrees to cause the Development Area to be serviced and developed by the supply, placement, installation, construction and maintenance of the following services:

- (a) Direct Services:
 - (i) Water mains;
 - (ii) Sanitary sewer mains;
 - (iii) Storm sewer mains;
 - (iv) Grading;
 - (v) Water and sewer service connections;
 - (vi) Sidewalks and curbing;
 - (vii) Walkways;
 - (viii) Paved lanes;
 - (ix) Street cutting; and
 - (x) Street paving.
- (b) High Groundwater Levels:

An overall groundwater study was prepared in conjunction with the approval of the concept plan for the Brighton neighbourhood. The

Developer shall hire a consulting engineer to report specifically on the groundwater conditions within the Development Area. The report shall include recommendations of the consulting engineer, including recommendations respecting remediation procedures deemed appropriate to mitigate high groundwater conditions. The City shall review the recommendations and if the City considers it necessary, it shall inform the Developer of the requirement to implement the recommended remediation procedures. The Developer agrees to complete the recommended remediation procedures at its cost. The work shall be completed to the satisfaction of the Manager.

Developer Warranties

13. (1) All works constructed by the Developer pursuant to Subsection 8(1) or Section 12 of this Agreement on, in or under any street, avenue, lane, easement or other public place shall be the property of the City upon completion of construction. Such works shall be warranted and maintained by the Developer for the periods specified as follows:

Water Mains	2 years from the date of Construction Completion Certificate
Sanitary Sewer Mains	2 years from the date of Construction Completion Certificate
Storm Sewer Mains	2 years from the date of Construction Completion Certificate
Service Connections	2 years from the date of Construction Completion Certificate
Sidewalks and Curbs	2 years from the date of Construction Completion Certificate
Street Paving	2 years from the date of Construction Completion Certificate
All others	2 years from the date of Construction Completion Certificate

A Construction Completion Certificate shall be issued on completion and acceptance of each phase of work. The warranty periods as outlined in this Subsection shall apply notwithstanding the expiration of the Term of this Agreement.

- (2) The Developer shall put up such barricades, lights or other protection for persons and property as will adequately protect the public or any person in the neighbourhood and maintain same during the course of construction, and, upon the request of the Manager or the Saskatoon Police Service, shall improve or change same.

- (3) When the Developer has completed all of the storm sewers, sanitary sewers, waterworks, easement cutting, sidewalks and curbs and paving pursuant to any work done under Subsection 12, it may so notify the Manager, in writing, who shall within 15 days of such a notice, carry out the required inspection, and if the Manager is satisfied on inspection that the work is substantially complete and will not be materially affected by other work, he shall within 15 days issue a Construction Completion Certificate to that effect, and the maintenance period for the works included in the Certificate shall start on the day the Certificate is issued.
- (4) Upon completion and acceptance by the Manager as required in Subsection 13(3) hereof, the Developer shall carry out any work, by way of repair or replacement, as directed by the Manager, and which the Manager acting reasonably deems necessary to conform to the approved plans and specifications:
 - (a) after the issuance of the Construction Completion Certificate, the Developer shall be responsible for any and all repairs and replacement to any utilities and improvements which may become necessary up to the end of the maintenance periods set out in Subsection 13(1);
 - (b) if during the construction or maintenance period any material defects become apparent in any of the utilities or improvements installed or constructed by the Developer under this Agreement, and the Manager requires repairs or replacements to be done, the Developer shall be so notified, and within a reasonable time after said notice shall cause any repairs or replacements to be done, and if the Developer shall default, or any emergency exists, the City may complete the repairs or replacement and recover the reasonable cost thereof from the Developer;
 - (c) the Developer shall be responsible for adjusting all hydrants and main valve boxes and all service valve boxes to the established grades as they are developed, until such time as the City issues the Construction Completion Certificates for the maintenance of streets and lanes; and
 - (d) the Developer agrees that maintenance is a continuous operation that must be carried on until the expiry date of the maintenance period for each and every utility, and that no releases from liability of any kind will be given until all repairs or replacements required by the Manager acting reasonably in his final inspection reports have been made. The final inspection reports shall be completed no later than 60 days prior to the end of the warranty period. A formal release will

be issued upon correction of all deficiencies listed in the final inspection reports.

- (5) During the maintenance periods referred to in this Agreement and notwithstanding any other provisions to the contrary, in the case of an emergency involving the breakage of a waterline or the stoppage of a sewer line constructed by the Developer, the City may take such emergency repair measures as it deems necessary, through its officers, servants or agents, on its behalf, to prevent damage to property, and the reasonable costs of such repair work shall be payable by the Developer on demand.

Developer Covenants

14. In relation to the development and servicing of the Development Area, the Developer agrees:

- (a) that all topsoil excavated from any streets, lanes, walkways and easements shall be stockpiled and used in the following order or priority:
 - (i) development of boulevards;
 - (ii) development of parks; and
 - (iii) allocation to lots or building sites requiring additional topsoil.

In no case shall any topsoil be removed from the Development Area without the express written permission of the Manager;

- (b)
 - (i) to provide all utility, construction and service easements which may be required, at no cost to the City or any other utility agency or service, and to comply with the terms of any easement agreement entered into by the Developer with respect to such easements provided that such easements shall not materially adversely affect the development of the Development Area;
 - (ii) to provide and register a utility easement plan if required by the Manager; and
 - (iii) to provide for a covenant in all sale, ground lease or transfer agreements within the Development Area to the effect that the grades set on any such easements shall not be altered without the prior approval of the Manager, whose approval will not be unreasonably withheld;

- (c) to indemnify and save harmless the City with respect to any action commenced against the City as a result of any act or omission of the Developer in relation to the Developer's obligations set out in this Agreement, including the acts or omissions of its officers, employees, servants or agents, or anyone for whom the Developer is at law responsible;
- (d) that all work carried out by the Developer shall be designed and the works supervised by a qualified firm of consulting engineers retained by the Developer. Plans and specifications of design must be approved by the Manager acting reasonably, and all design and work carried out must conform to the current City of Saskatoon specifications as to material and construction practices for such services;
- e) that the Developer shall obtain all approvals required by Saskatchewan Environment and Resource Management and the Saskatchewan Water Corporation, together with any other consent or approvals which may be required by law, copies of all such approvals shall be provided to the Manager;
- (f) to supply all necessary labour, material, equipment and to construct, provide and maintain all sanitary sewers complete with manholes and all other accessories throughout the Development Area;
- (g) to supply all necessary labour, material, equipment and to construct, provide and maintain all water mains, including valves, hydrants and all other accessories throughout the Development Area;
- (h) to supply all necessary labour, material, equipment and to construct, provide and maintain a storm water drainage system for the Development Area, including all storm sewer mains, piping, manholes, catch basins and other accessories;
- (i) to supply all necessary labour, materials, equipment, and to construct and provide all sidewalks and curbs throughout the Development Area;
- (j) to supply all necessary labour, materials, equipment, and to construct and provide all walkways throughout the Development Area;
- (k) to supply all necessary labour, materials, equipment, and to construct and pave all streets and lanes as required throughout the Development Area;

- (l) to provide the City with all such detailed plans, specifications, tests and records as the Manager may reasonably require both before and after construction. The “as built” plans shall be to the City’s standard in size, scale and form and shall be on both mylar transparencies and digital copy. The Developer shall submit a deposit calculated by the product of \$10.00 and the Development Area frontage equaling an amount of \$27,370 to be held until all such information pertaining to this clause has been received and reviewed to the satisfaction of the City. The deposit will be refundable by the City up to a period of three years from the execution date of the agreement.
- (m) to supply the City with proof of adequate commercial general liability insurance which includes a non-owned vehicle endorsement and vehicle liability insurance, minimum coverage to be as follows:

Commercial General Liability Insurance which includes a non-owned vehicle endorsement:

\$5,000,000.00 for each occurrence

Vehicle Liability Insurance:

\$5,000,000.00 for each occurrence

which coverage shall be maintained throughout the Term of this Agreement;

- (n) to cost share with other Developers within the Brighton neighbourhood upon subdivision based on benefiting frontage and overall percentage of ownership for the following services:
 - (i) the cost of all roadways adjacent to neighbourhood parks, linear parks and designated school sites;
 - (ii) benefiting water and sewer oversizing improvements; and
 - (iii) the cost of all enhancements within the core area of the neighbourhood.
- (o) The Developer agrees to remove the accumulation of mud and dirt on all paved streets up to the issuance of the final acceptance certificate for paving within the Development Area.

Standard of Construction

15. With respect to work undertaken by the Developer pursuant to Subsection 8(1), where for any reason the Manager requires construction by the Developer to be different from the City's standards, or different from the conditions of this Agreement, the Developer shall construct in accordance with the instructions of the Manager, but the City shall pay to the Developer any reasonable excess costs involved.

Changes in City Services

16. In the event that the Developer requires changes in City services, other than those contemplated in this Agreement, same shall be provided at the expense of the Developer. Changes requested by the Developer shall be in writing addressed to the Manager.

Part IV General

Approval for Installation of Services

17. The City shall consider all applications for approval made by the Developer as are required respecting the development and servicing of the Development Area by the Developer. All approvals resulting from the applications shall be issued in the normal course and under usual conditions and in accordance with the City's standard specifications respecting the class of works in question.

Expeditious Construction

18. All works required to be performed by this Agreement shall be carried out as expeditiously as time and construction conditions permit.

Assignment

19. During the Term of this Agreement, the Developer shall not assign this Agreement without the prior express written consent of the City being first obtained, such consent shall not be unreasonably withheld or delayed by the City.

Dispute Resolution

20. In the case of any dispute between the City and the Developer arising out of the performance of this Agreement, or afterwards as to any matter contained in this Agreement, either party shall be entitled to give to the other notice of such dispute and demand arbitration thereof. Such notice and demand being given, each party shall at once appoint an arbitrator and these shall jointly select a third. The decision of any two of the three arbitrators shall be final and binding upon the parties, who covenant that their dispute shall be so decided by arbitration alone, and not by recourse to any court or action of law. If the two arbitrators appointed by the parties do not agree upon a third, or a party who has been notified of a dispute fails to appoint an arbitrator, then the third arbitrator and/or the arbitrator to represent the party in default shall be appointed by a Judge of the Court of Queen's Bench at the Judicial Centre of Saskatoon. *The Arbitration Act, 1992* of the Province of Saskatchewan shall apply to any arbitration hereunder, and the costs of arbitration shall be apportioned equally between the parties hereto.

Applicable Law

21. The laws of the Province of Saskatchewan shall apply and bind the parties in any and all questions pertaining to this Agreement.

Force and Effect

22. This Agreement shall remain in full force and effect until such time as both the City and the Developer have fully completed their respective obligations hereunder, and, for greater certainty, until such time as all Development Charges, fees, levies and other charges payable by the Developer to the City pursuant to the terms of this Agreement have been paid.

Agreement Runs With the Land

23. The Developer acknowledges and agrees that this Agreement runs with the land, and binds it, and subject to Section 19, its successors and permitted assigns; and, further, agrees that the City may elect, at its sole option, to register an Interest based on this Agreement against the property subject to this Agreement in the Land Titles Registry for Saskatchewan charging all those lands comprising the Development Area with the performance of this Agreement.

Notices

24. (1) Any notice or consent (including any invoice, statement, request or other communication) required or permitted to be given by any party to this Agreement to the other party shall be in writing and shall be delivered or sent by registered mail (except during a postal disruption or threatened postal disruption) or facsimile transmission, email or other electronic communication to the applicable address set forth below:

(a) in the case of Dream Asset Management Corporation to:

Dream Asset Management Corporation
112 - 2100 8th Street East
Saskatoon, Saskatchewan
S7H 0V1
Attention: Don Armstrong, Vice President,
Dream Asset Management Corporation
Facsimile: (306) 955-7673

(b) in the case of the City to:

The City of Saskatoon
c/o Office of the City Clerk
222 3rd Avenue North
Saskatoon, Saskatchewan
S7K 0J5
Attention: General Manager,
Transportation and Utilities Department
Facsimile: (306) 975-2784

- (2) Any notice delivered personally shall be deemed to have been validly and effectively given and received on the date of such delivery provided same is on a business day (Monday to Friday, other than a statutory holiday).
- (3) Any notice sent by registered mail shall be deemed to have been validly and effectively given and received on the fifth business day following the date of mailing.
- (4) Any notice sent by facsimile or email or other electronic communication shall be deemed to have been validly and effectively given and received on the business day next following the date on which it was sent (with confirmation of transmittal received).

- (5) Either party to this Agreement may, from time to time by notice given to the other party, change its address for service under this Agreement.

Entire Agreement

25. This Agreement constitutes the complete and exclusive statement of the Agreement between the parties, which supersedes all proposals, oral or written, and all other communications or representations between the parties, relating to the subject matter of this Agreement.

Illegality

26. If one or more of the phrases, sentences, clauses or articles contained in this Agreement is declared invalid by a final and unappealable order or decree of any court of competent jurisdiction, this Agreement shall be construed as if such phrase, sentence, clause or paragraph had not been inserted in this Agreement.

Amendment

27. This Agreement may be changed only by written amendment signed and sealed by authorized representatives of the parties.

Headings

28. The headings contained in this Agreement are inserted for convenience of reference only and are not to be considered when interpreting this Agreement.

Covenants

29. Each obligation of the City or of the Developer in this Agreement, even though not expressed as a covenant, is considered to be a covenant for all purposes.

Time of Essence

30. Time shall be of the essence of this Agreement and every part of this Agreement.

Further Assurances

31. The Developer and the City shall, at their own expense, promptly execute such further documentation to give effect to this Agreement as the Developer and the City, as the case may be, may reasonably require from time to time

Approval of Plan of Subdivision

32. Upon execution of this Agreement by both parties, the City acknowledges that condition that the Developer enter into a development and servicing agreement with The City of Saskatoon of Subdivision Application 67/14 have been met by the Developer.

In Witness Whereof the parties hereto have hereunto affixed their corporate seals, duly attested by the hands of their proper officers in that behalf, as of the day and year first above written.

The City of Saskatoon

Mayor

c/s

City Clerk

Dream Asset Management Corporation

c/s

Schedule "B"

Fees, Levies and Other Charges Applicable to the Development Area

The charges payable by the Developer to the City pursuant to Section 3 hereof shall be calculated in accordance with the rates as the Council of The City of Saskatoon has established and are in general force and effect for the 2015 construction season. By way of illustration only, the following rates were effective for the 2014 construction season:

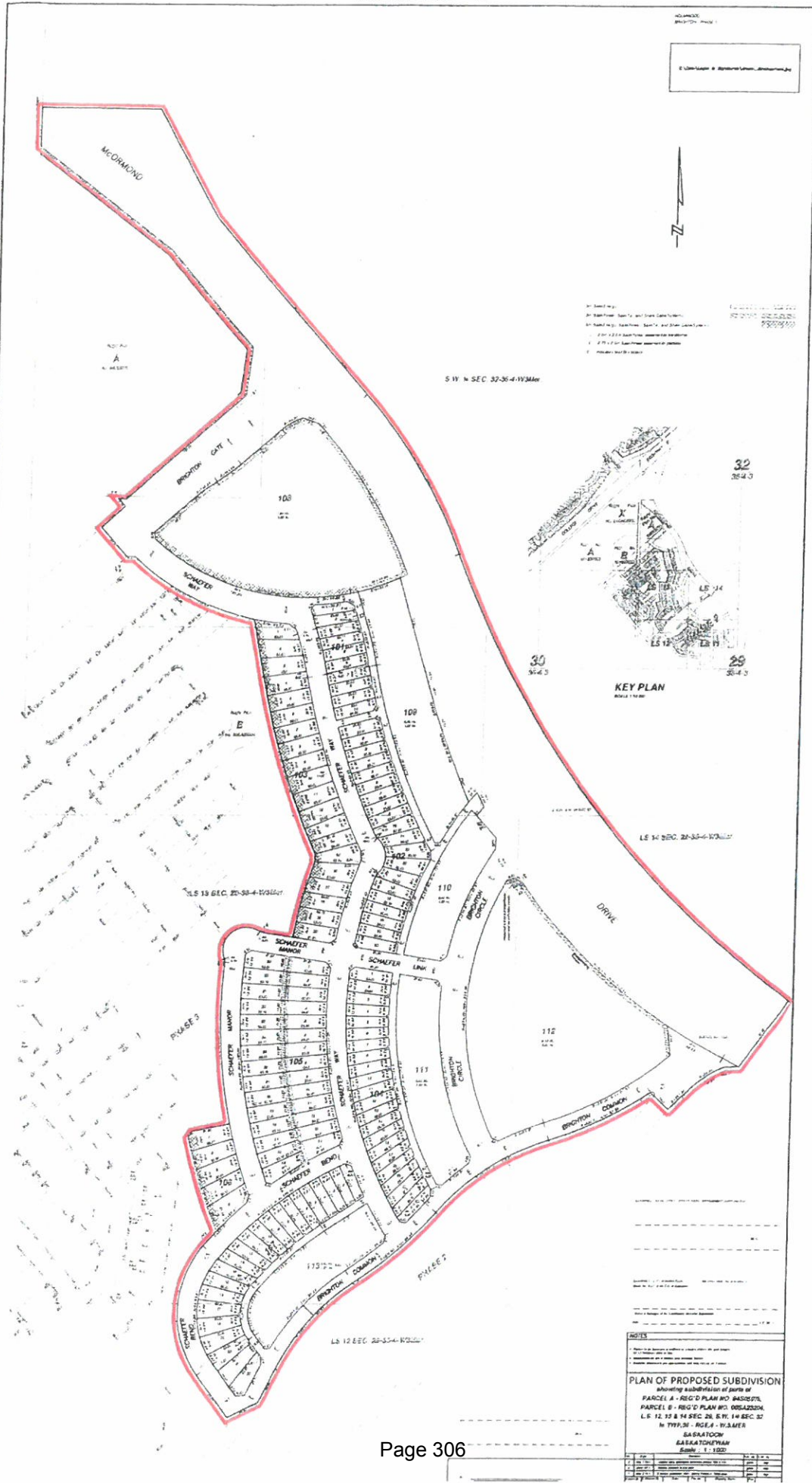
	<u>Residential</u>	<u>Commercial/Institutional</u> <u>Multi Family Parcels</u>	
(a) Trunk Sewer Levy.....	\$ 561.45	\$ 790.25	per front metre;
(b) Primary Water Main Levy.....	\$ 157.15	\$ 157.15	per front metre;
(c) Arterial Road Levy.....	\$ 519.45	\$ 519.45	per front metre;
(d) Interchange Levy.....	\$ 95.10	\$ 190.20	per front metre;
(e) Parks and Recreation Levy.....	\$ 388.00	\$ 388.00	per front metre;
(f) Buffer Strip Levy	\$ 38.95	\$ 38.95	per front metre;
(g) Street Signing & Traffic Controls Levy.....	\$ 16.80	\$ 16.80	per front metre;
(h) Fencing Levy.....	\$ 11.75	\$ 11.75	per front metre;
(i) Planning Levy	\$ 15.50	\$ 15.50	per front metre;
(j) Street Lighting Levy.....	\$ 76.35	\$ 87.80	per front metre;
(k) Inspection Levy.....	\$ 19.10	\$ 19.10	per front metre;
(l) Prepaid Extended Maintenance Levy.....	\$ 17.25	\$ 17.25	per front metre;
(m) Underground Electrical Levy.....	\$ 1,790.00	\$ -	per lot;
(n) Community Centre Levy.....	\$ 186.00	\$ 186.00	per front metre;
(o) McOrmond & College Drive Interchange Charge	\$ 302.00	\$ 302.00	per front meter;
(p) Canadian Pacific Railway Overpass Charge.....	\$ 254.20	\$ 254.20	per front meter;
(q) Pedestrian Overpass Charge.....	\$ 76.25	\$ 76.25	per front meter;

Schedule "B" Continued

- (r) Heavy Debris Blitz Sweep Charge..... \$ 68.85 \$ 68.85 per Street length metre;
- (s) Servicing Agreement Fee..... \$2,382.00 per agreement.

The Trunk Sewer Levy, Primary Watermain Levy, Arterial Road Levy, Interchange Levy, Parks and Recreation Levy, Community Centre Levy, McOrmond & College Drive Interchange Charge, Canadian Pacific Railway Overpass Charge and Pedestrian Overpass Charge for the Commercial/Institution and multi-family parcel land will be calculated at an area rate of 169 equivalent front metres per hectare. Area rate: $169 \times \$2,863.50 = \$483,931.50$ per hectare.

SCHEDULE 'A'



© Copyright 2022 by [Name Redacted]



1. All lots are to be surveyed and shown as shown on this plan.
 2. All lots are to be surveyed and shown as shown on this plan.
 3. All lots are to be surveyed and shown as shown on this plan.
 4. All lots are to be surveyed and shown as shown on this plan.
 5. All lots are to be surveyed and shown as shown on this plan.

S 1/4 Sec 28, T34S, R14W



KEY PLAN

LE 34 SEC 28-35-4-1022

DRIVE

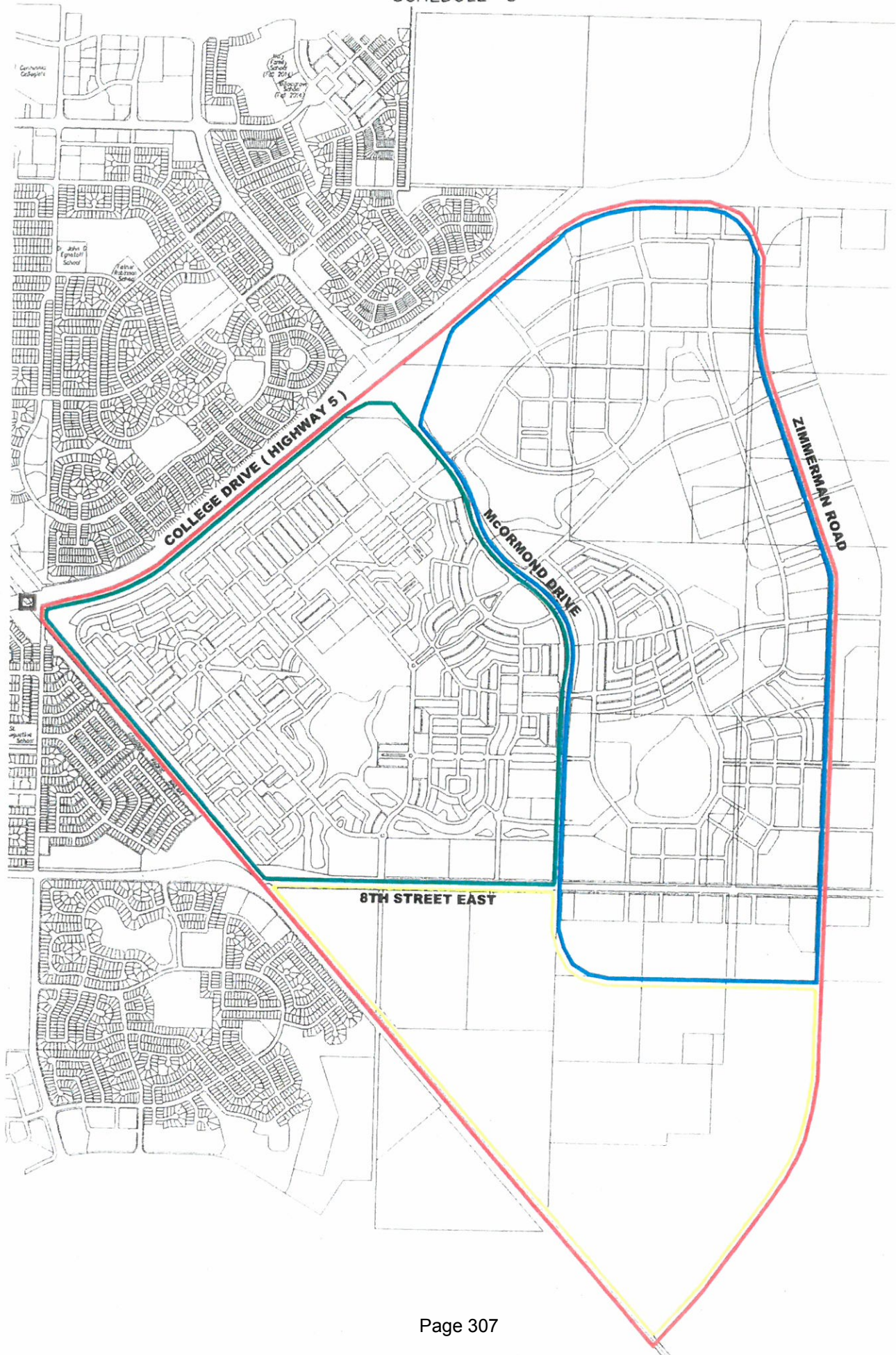
112

LE 12 SEC 28-35-4-1022

NOTES	
1.	All lots are to be surveyed and shown as shown on this plan.
2.	All lots are to be surveyed and shown as shown on this plan.
3.	All lots are to be surveyed and shown as shown on this plan.
4.	All lots are to be surveyed and shown as shown on this plan.
5.	All lots are to be surveyed and shown as shown on this plan.

PLAN OF PROPOSED SUBDIVISION
 showing subdivision of parts of
 PARCEL A - REG'D PLAN NO. 10420224
 PARCEL B - REG'D PLAN NO. 08422024
 L.S. 12, 13 & 14 SEC. 28, T. 34S., R. 14W. SEC. 27
 IN TWP. 34S. - R. 14W. - T. 34S.
 SASKATCHEWAN
 SASKATCHEWAN
 Scale: 1:1000

SCHEDULE 'C'





STANDING POLICY COMMITTEE ON TRANSPORTATION

Uber Technologies Inc.

Recommendation of the Committee

1. That the City communicate its support to the Province for the regulation of Transportation Network Companies and others currently operating unregulated components of the industry; and
2. That the Administration coordinate a provincial effort with SUMA and the cities of Saskatchewan.

History

At the September 14, 2015 Standing Policy Committee on Transportation meeting, a report of the City Solicitor dated September 14, 2015 was considered.

Your Committee heard from various speakers expressing concern with the lack of regulation of Uber.

Your Committee is recommending to include others currently operating unregulated components of the industry, with its support to the Province for the regulation of Transportation Network Companies, as well as requesting the Administration coordinate a provincial effort with SUMA and the cities of Saskatchewan.

Attachment

September 14, 2015 Report of the City Solicitor

Uber Technologies Inc.

Recommendation

That the Standing Policy Committee on Transportation recommend to City Council that the City communicate its support to the Province for the regulation of Transportation Network Companies at a provincial level.

Topic and Purpose

At its meeting held on July 21, 2015, the Standing Policy Committee on Transportation resolved that the Administration bring a report to provide further information from the Province, Saskatchewan Government Insurance (“SGI”) and other municipalities on the progression of rideshare regulation.

This report provides updates on the information provided in the previous Uber Technologies Inc. (“Uber”) report during the July 21, 2015 meeting.

Report Highlights

1. SGI requires rideshare companies to operate using a Class PT plate designation.
2. To obtain a Class PT plate from SGI in Saskatoon, a taxi licence is required.
3. SGI has no special designation or exemption for rideshare companies.
4. SGI and the Province are in active discussions regarding rideshare regulation.

Strategic Goal

Saskatoon is a city on the move and the proposed amendment will help to optimize the flow of people and goods in and around the City.

Background

SGI currently groups rideshare companies under the same plate class and insurance requirements as taxis, Class 4 driver’s licence with a Class PT plate. To obtain a Class PT plate in a municipality which regulates taxi operations, an applicant must already be in possession of a taxi licence.

The regulation of rideshare companies across Canada is in a state of unrest. A detailed synopsis of how other municipalities have responded to the novel concept was included in a previous report, and little has changed in the past few months.

Report

The Administration has made numerous attempts to make contact with the proper officials at SGI in order to ascertain what, if any, long-term plans they may have regarding the regulation of rideshare companies. These attempts have been met with limited success.

We were advised that SGI is in ongoing discussions with the Province and Uber regarding the possibility of creating unique regulations for rideshare companies but no information as to the exact nature of the discussions was forthcoming. Therefore, it is not clear where these discussions might lead and respective representatives did not care to speculate.

We were advised that, at least for the time being, rideshare companies must utilize a Class PT plate to operate legally. Drivers in the City of Saskatoon will first need to obtain a taxi licence before a Class PT plate will be issued. While this prerequisite is not legislatively imposed, we have been informed that SGI will not allow exceptions to this unwritten rule. A potential consequence of operating a rideshare vehicle “out of class” is a loss of insurance coverage through SGI.

We understand that the City of Regina has lobbied the Province on this issue. In order to verify the Province’s position and to confirm the City’s support of provincial regulation, we renew our recommendation to lobby the Province by letter similar to the City of Regina.

Public Notice

Public Notice pursuant to Section 3 of Policy No. C01-21, Public Notice Policy, is not required.

Report Approval

Written by: Derek Kowalski, Solicitor
Reviewed by: Barry Rossmann, Q.C., Director of Municipal Law & Civil Litigation
Approved by: Patricia Warwick, City Solicitor

Admin Report – Uber Technologies Inc.docx
227-1524-djk-7.docx



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Diversity and Inclusion Report

Recommendation of the Committee

That the report of the General Manager, Corporate Performance Department dated September 14, 2015, be received as information.

History

At the September 14, 2015 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Corporate Performance Department dated September 14, 2015 was considered.

Attachment

September 14, 2015 Report of the General Manager, Corporate Performance.

Diversity and Inclusion Report

Recommendation

That the report of the General Manager, Corporate Performance Department dated September 14, 2015, be forwarded to City Council for information.

Topic and Purpose

The Diversity and Inclusion Report shows our current employment equity statistics, goals, and plans for continuous improvement.

Report Highlights

The City of Saskatoon continues to work towards closing the gap between the workforce population statistics and the goals set by the Saskatchewan Human Rights Commission (SHRC) for all four equity groups.

Strategic Goal

This report supports the long-term strategy of offering an inclusive workplace that embraces diverse backgrounds under the strategic goal of Continuous Improvement.

Background

The City of Saskatoon's 2013-2023 Strategic Plan has a Long Term Strategy to "offer an inclusive workplace that embraces diverse backgrounds" with a success indicator of a "workforce representing diversity of city's population."

The City of Saskatoon has a long standing commitment to diversity and inclusion including being an equity partner with the Saskatchewan Human Rights Commission (SHRC). As an equity partner, the City commits to the basic principles and objectives which outline a larger responsibility to foster an inclusive society. As well, City Council has set performance targets to reach the SHRC goals below:

- Aboriginal: 14.0% of total workforce
- Visible Minority: 11.0% of total workforce
- People with Disabilities 12.4% of total workforce
- Women in Underrepresented Occupations: 46.0% in underrepresented occupations

Report

Aboriginal Equity Group

- In order to achieve the goals set by the SHRC the Aboriginal employee population would have increase to 14.0%.
- Currently less than half of the 8.6% Aboriginal employee population has permanent status (49.5%).
- Of the 8.6% Aboriginal employees, one third (28.5%) are seasonal. Whereas 13.9% of all employees for the City have seasonal status.

- An Aboriginal Employment Action Plan has been developed to place a focused efforts on closing the gap between our employee population and our targets.

People with Disabilities Equity Group

- In order to achieve the goals set by the SHRC the equity group of employees with disabilities would have to increase from 2.9% (2015) to 12.4%.
- The self-declaration process will be reviewed and revised to work towards collecting a more accurate reflection of our employee population.

Members of a Visible Minority Equity Group

- In order to achieve the goals set by the SHRC the visible minority employee population would have to increase from 9.6% (2015) to 11.0%.
- This equity group has seen a consistent growth year after year and has representation in all occupational categories.

Women in Underrepresented Occupations Equity Group

- In order to achieve the goals set by the SHRC the female employee population would have to increase from 39.3% to 46.0%.
- There is a high female population in the occupational category of clerks at 91.0% and service at 69.9%. While other occupational groups trades at 1.4% and apprentice at 7.4% have very low representation.

Best Practice in Diversity and Inclusion

To move forward with continuous improvement, diversity and inclusion initiatives have to be fully embraced by leadership and all employees throughout the organization. This involves all employees, from those in leadership roles to those in casual positions to embrace the concept that inclusion is a responsibility and that each and every person is a bridge to building a more inclusive Saskatoon.

Public and/or Stakeholder Involvement

There are no public and/or stakeholder involvement implications.

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 and/or project completion dates.

Public Notice

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

Attachment

1. Diversity and Inclusion Report

Report Approval

Written by: Alaina Gillespie-Meise, A/Business Partner – Workplace Culture & Engagement, Diversity & Inclusion
Jodi Fick-Dryka, Diversity Coordinator

Reviewed by: Marno McInnes, Director of Human Resources

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

Administrative Report – Diversity and Inclusion Report.docx

DIVERSITY AND INCLUSION REPORT – 2015
CORPORATE PERFORMANCE DEPARTMENT

City of Saskatoon | September, 2015



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EXECUTIVE SUMMARY

In this report, the Human Resources Division charts the progress made towards the City of Saskatoon's long term strategy (2013-2023 Strategic Plan) to "offer an inclusive workplace that embraces diverse backgrounds.

As an equity partner with the Saskatchewan Human Rights Commission (SHRC), the City is required to measure and report out on the four equity groups: Aboriginal, visible minority, people with disabilities and women. Through this agreement, we also commit to the basic principles and objectives which outline a larger responsibility to foster an inclusive society.

Leadership and a strong organizational culture are key drivers when seeking to achieve a diverse and inclusive workforce. Individuals throughout the organization need to believe that a diverse workforce is valuable in order to achieve the Corporate Vision; "In 2030, Saskatoon is a world class city with a proud history of self-reliance, innovation, stewardship and cultural diversity..."

The following are current diversity and inclusion trends in The City of Saskatoon's workforce:

- The representation of Aboriginal employees is not distributed throughout all types of employment (permanent, temporary, and seasonal) positions.
- People with disabilities are not well represented in the workforce at 2.9%.
- The visible minority population has seen a consistent growth year after year and has representation in occupational categories.
- There is a high female population in the occupational category of clerks at 91.0% and service at 69.9%. However, other occupational groups trades at 1.4% and apprentice at 7.4% have very low representation.

1. INTRODUCTION

What Is Our Target?

The City of Saskatoon's 2013-2023 Strategic Plan has a Long Term Strategy to "offer an inclusive workplace that embraces diverse backgrounds.

As an equity partner with the Saskatchewan Human Rights Commission (SHRC), goals are set for employers that they must demonstrate they are working towards.

In 2015, the SHRC changed the reporting format for equity partners. Partners are required to submit their statistical overview and a brief one page summary describing one successful equity initiative undertaken during the year. The 2015 SHRC Annual Report is attached as Appendix 1.

	% of Workforce 2013	% of Workforce 2014	% of Workforce 2015	Total # of Employees 2013	Total # of Employees 2014	Total # of Employees 2015	2015 SHRC Goals
Aboriginal	7.7%	8.5%	8.6%	259	291	299	14.0%
People with Disabilities	3.0%	2.9%	2.9%	101	101	101	12.4 %
Visible Minority	7.8%	8.7%	9.6%	262	299	337	11.0%
Female	39.9%	39.4%	39.3%	1340	1341	1372	46.0%

**Note: Refer to Appendix 2 for scope and collection methods of data above.*

Did We Achieve Our Target?

The City of Saskatoon has a long standing commitment to diversity and inclusion. In addition to being an equity partner with the SHRC, the City has established goals and targets in the Corporate Strategic Plan and annual Business Plans as well as worked with its unions and associations and successfully negotiated formal statements in a number of our Collective Agreements.

The table above shows that progress is being made with employment for Aboriginals and Visible Minorities, there continues to be a wider gap for female employees and people with disabilities.

What Are We Doing to Reach Our Targets?

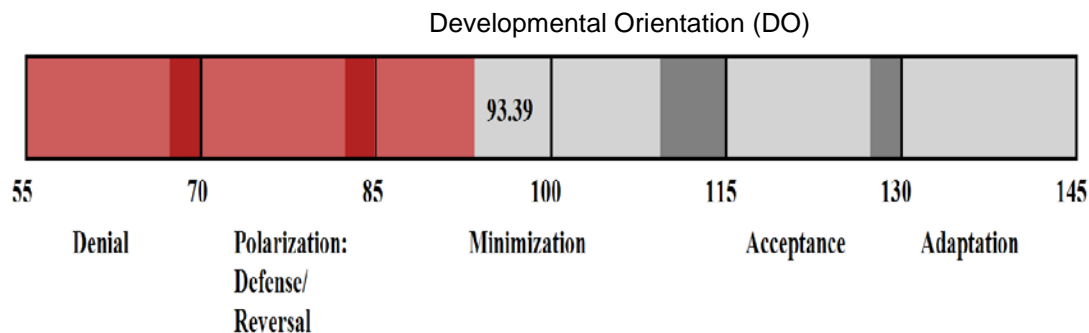
The following report outlines the initiatives undertaken for each equity group in 2013 and 2014, and the ongoing plans to achieve progress toward the goal of having “a workforce representing the diversity of the City’s population.”

Additional Measurements to Consider

In the last year, additional measurements have been introduced in order to help identify gaps and specific barriers that have been preventing us from reaching the goals. The intent of these additional measurements is to assess whether current initiatives are working and develop new plans in order to move closer toward our targets.

Intercultural Development Inventory (IDI)

The IDI done in 2011 is a measurement of the organization’s overall cultural competence. This Developmental Orientation measures how the organization makes sense of and responds to cultural differences and commonalities.



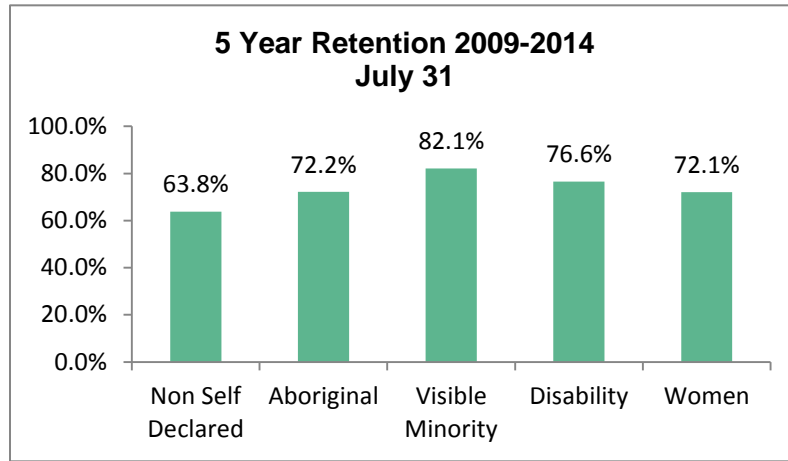
The City of Saskatoon scored 93.39 which placed it in the Minimization Stage. Organizations in the Minimization stage identify cultural similarities without recognition and appreciation of cultural differences.

This means that people in the organization will treat others as they, themselves, would like to be treated, not how the other person wants to be treated. This is based on the assumption that everybody from different cultures wants the same treatment.

Organizations further along the score in Adaptation Stage recognize the value of having more than one cultural perspective available to them and are able to take the perspective of another culture to understand or evaluate situations. They are able to intentionally change their behaviour to act in a culturally appropriate way outside of their own culture. People in this stage will intuitively make more inclusive decisions and actively seek to build a more diverse and an inclusive work environment.

Employee Retention 2009-2014

Over a 5 year period it was shown that employees who self-declared as one of our equity groups have higher retention rates than the general employee population.



December Employee Population

The equity group numbers from July 31 of each year capture the peak employment levels for the City. The employee population on December 31 of each year captures the number of permanent employees there are during the normal operating period. The chart below shows employee population for July 31, 2013 and 2014, compared to employee population for December 31, 2013 and 2014.

	% of Workforce July 2013	% of Workforce December 2013	% of Workforce July 2014	% of Workforce December 2014	2015 SHRC Goals
Aboriginal	7.7%	6.2%	8.5%	6.8%	14.0%
People with Disabilities	3.0%	3.8%	2.9%	3.2%	12.4 %
Visible Minority	7.8%	8.1%	8.7%	7.8%	11.0%
Female	39.9%	38.4%	39.4%	39.9%	46.0%

The current number for December 31, 2014 indicates that during the normal operating period the equity group employee population is lower for Aboriginal employees, which is due to less seasonal and temporary positions.

Employee Perceptions and Employee Status

Employee perceptions were measured through an Equity Quotient Survey that was completed in 2013. The survey involved a sample of 100 employees. While it is a small sample it is still helpful in identifying areas that need further research and exploration. The results of this survey are referred to in each section below.

Employee status (permanent, part time, casual, etc.) for each equity group is shown in the sections below. This information demonstrates employees represented at all levels of the organization in order to identify gaps.

*Note: Most analysis of these measurements was initiated in 2015.

Did You Know?

What Really is Diversity and Inclusion?

"Diversity refers to the variety of differences and similarities/dimensions among people, such as gender, race/ethnicity, tribal/indigenous origins, age, culture, generation, religion, class/caste, language, education, geography, nationality, disability, sexual orientation, work style, work experience, job role and function, thinking style, and personality type.

Inclusion refers to how diversity is leveraged to create a fair, equitable, healthy and high-performing organization or community where all individuals are respected, feel engaged and motivated, and their contributions toward meeting organizational and societal goals are valued." (O'Mara & Richter, 2011)

Our Larger Role as an Equity Partner with the SHRC

Best practices in diversity and inclusion move away from only measuring and reporting on the legislated requirements on representation in the work force and have diversity and inclusion encompassed in all aspects of business. It is more than just diversity and inclusion quota setting but includes comprehensive plans to create a workplace that is respectful and inclusive to all employees.

Our commitment as an equity partner with the SHRC further supports this practice. Under the SHRC equity partner agreement we are committed to eliminating employment barriers for the four equity groups as well as committed to the following principles and objectives found in the SHRC Policy on Equity Programs:

1. *To support the fundamental objectives set out in section 3 of The Saskatchewan Human Rights Code; that is,*
 - (a) *to promote recognition of the inherent dignity and the equal inalienable rights of all members of the human family; and*
 - (b) *to further public policy in Saskatchewan that every person is free and equal in dignity and rights and to discourage and eliminate discrimination.*
2. *To support the principle that cultural diversity is a fundamental human value.*
3. *To support the principle of equality of opportunity.*
4. *To foster the full potential of all individuals and promote their contribution to the creation of a prosperous, harmonious and inclusive society.*
5. *To improve opportunities for equity groups in the areas of employment, education, accommodation or public services.*
6. *To recognize the reality that individuals may experience disadvantage because of more than one prohibited ground of discrimination. Further, to consider whether additional measures are advisable where individuals face multiple barriers because they belong to more than one of the four original equity groups: Aboriginal people, people with disabilities, visible minorities and women in underrepresented occupations.*
7. *To support the establishment of links and partnerships between equity initiatives in employment, education and public services.*

(Saskatchewan Human Rights Commission, 2015)

2. ABORIGINAL PEOPLE

What Is Our Target?

The long-term target established by City Council is that “The City of Saskatoon’s workforce represents the diversity of Saskatoon’s population.” The performance goal set by City Council is based on the Saskatchewan Human Rights Commission (SHRC) goal of 14.0%. Additional data that is used when establishing goals is the population of Aboriginal people living in Saskatoon from Stats Canada, which was 9.6% in 2011.

*Note: Statistics Canada cautions that Aboriginal people may be underrepresented in census surveys due to the replacement of the long-form census in 2010 and because Aboriginal people often cannot or choose not to participate. So the representation of Aboriginal people in Saskatoon could be significantly higher than 9.6%.

Where Are We Now?

Statistics

In 2013, Aboriginal people made up 7.7% of our City’s total employee workforce. This increased to 8.5% in 2014 and 8.6% in 2015.

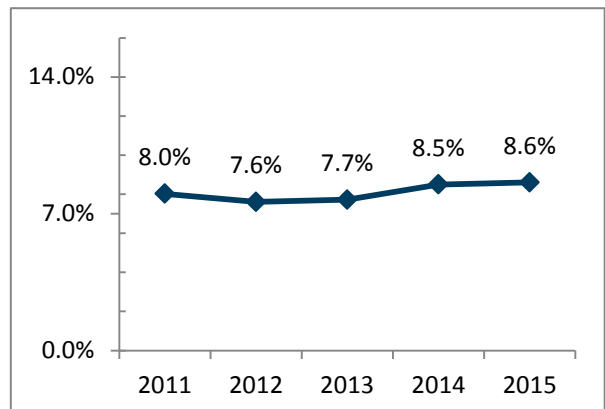
Based on the size of the City’s current workforce, the total number of Aboriginal employees would need to increase by 190 employees (i.e. from 299 to 489) in order to achieve the performance goal set by City Council.

Total Employee Population

	% of Workforce 2013	% of Workforce 2014	% of Workforce 2015	Total # of Employees 2013	Total # of Employees 2014	Total # of Employees 2015	2015 SHRC Goals
Aboriginal	7.7%	8.5%	8.6%	259	291	299	14.0%

5 Year Trend – Aboriginal Employees

The City of Saskatoon’s 5 year trend shows some variability with a slightly increasing trend since 2013.



Occupational Group Distribution

The charts below show the distribution of Aboriginal employees by occupational group. The purpose of this information is to show where Aboriginal employees are represented within these occupational groups.

In 2015, the lowest representation of Aboriginal employees (less than 3%) is found in the category of Professional and Managerial. The highest representation and majority of Aboriginal employees are in Labour (16.6%) and Operating (11.1%) occupational groups.

**Note: Definitions of each Occupational Group can be found in Appendix 3.*

2013				2014			
Occupation Group	Total	Aboriginal Employees		Occupation Group	Total	Aboriginal Employees	
		#	%			#	%
Apprentice	29	0	0.0%	Apprentice	34	0	0.0%
Clerical	418	15	3.6%	Clerical	404	18	4.5%
Labour	656	101	15.4%	Labour	702	116	16.5%
Managerial	186	4	2.2%	Managerial	196	4	2.0%
Operating	690	67	9.7%	Operating	687	69	10.0%
Professional	261	5	1.9%	Professional	272	6	2.2%
Service	564	44	7.8%	Service	570	50	8.8%
Technical	374	15	4.0%	Technical	391	18	4.6%
Trade	178	8	4.5%	Trade	180	10	5.6%
Total	3356	259	7.7%	Total	3436	291	8.5%

2015

Occupation Group	Total	Aboriginal Employees	
		#	%
Apprentice	27	1	3.7%
Clerical	405	19	4.7%
Labour	706	117	16.6%
Managerial	204	5	2.5%
Operating	718	80	11.1%
Professional	278	5	1.8%
Service	554	44	7.9%
Technical	395	16	4.1%
Trade	207	12	5.8%
Total	3494	299	8.6%

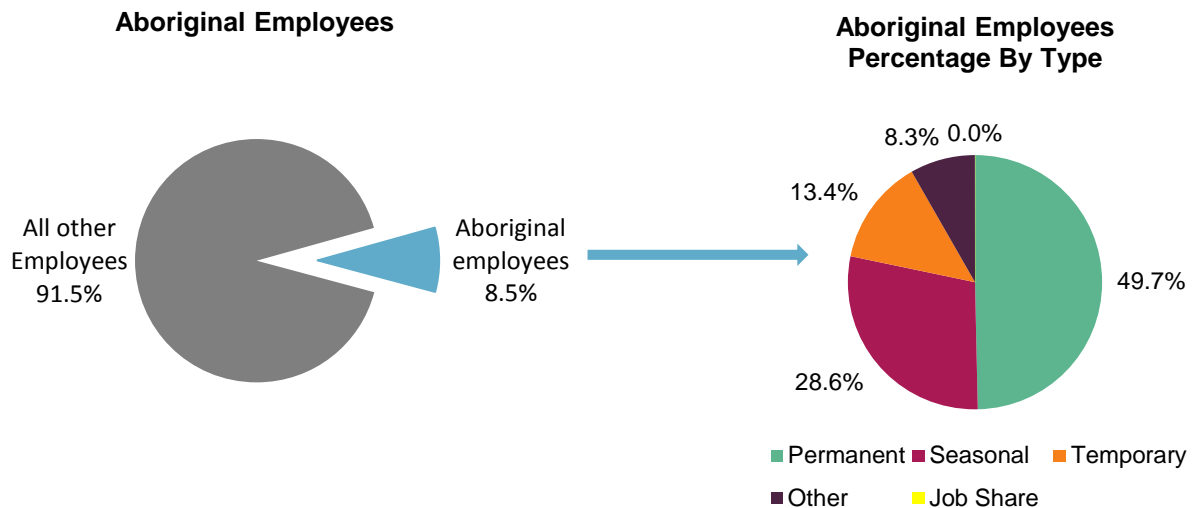
2014 Employment Status Distribution

The graph below shows the distribution of employees by employment status. The purpose of this information is to show if Aboriginal employees are represented in each employment status of the organization.

Of the 8.5% Aboriginal employees, 49.7% are permanent, 28.6% are seasonal, 13.4% are temporary, and 8.3% are other (casual).

The data shows that Aboriginal employees occupy:

- A significantly lower percentage (49.7%) of permanent positions in comparison to all employees (64.7%).
- A much higher percentage (28.6%) of seasonal positions in comparison to all employees (13.9%).
- A higher percentage (13.4%) of temporary positions in comparison to all employees (8.6%).



Retention

In 2014, Human Resources began measuring retention of equity group members. The 5 year retention for Aboriginal employees is slightly greater than it was for the general employee population (72.2% retention for Aboriginal employees compared to 63.8% for non-self-declared employee population).

Perception Survey

In 2013, an Equity Quotient Survey was completed with a sample group of employees from across the organization. This survey measured perceptions of employees in the workplace. The questions dealt with workplace topics such as career opportunities, harassment, engagement and the role of diversity and inclusion programming.

The survey identified 3 major barriers for Aboriginal employees within the organization that encompass harassment, discrimination and career opportunities:

- A significantly lower percentage of Aboriginal employees (25%) compared to other respondents (70%) consider the workplace free from discrimination.
- A significantly lower percentage of Aboriginal employees (25%) compared to other respondents (71%) feel that harassment policies exist and are enforced.
- 75% of Aboriginal employees feel Aboriginal People have fewer opportunities to success within the organization.

What Are We Doing To Reach Our Target 2013-2014?

Partnership Programs/Initiatives

Committee Representation

Currently we have representation on the following committees: Saskatchewan Indian Institute of Technologies (SIIT) Construction Careers Steering Committee, Saskatoon Skills and Trades Programming Committee, IANE (Inter-Provincial Association on Native Employment). The intent of this involvement is to ensure our employer needs are communicated to the organization/institutions that are implementing programs/initiatives for Aboriginal People.

Cost: Staff resources

Community Events

Attend community events that engage Aboriginal People. (Truth and Reconciliation events, University of Saskatchewan (U of S) Graduation Pow Wow, St. Mary's Community Pow Wow, etc.) The intent of this participation is to strengthen Aboriginal partnerships, promote City of Saskatoon jobs and brand the City of Saskatoon as an employer of choice for Aboriginal People.

Cost: Staff resources

Training

In partnership with Saskatoon Tribal Council (STC), Gabriel Dumont Institute (GDI) and SIIT, the Heavy Equipment Operators (HEO)/Class 1A Program provided training for First Nation and Métis people in the safe operation of heavy equipment and routine maintenance of machinery. Individuals were trained and received their HEO Certification and Class 1A license.

The City's role in this program includes: playing a key role in the organization and planning of the program, providing land which was used as the training ground for the participants, providing technical training on Class 1A Learners License for 1 week.

In 2013, 2014, and 2015, 26 students completed the training. Since the program began in 2009, a total of 48 Aboriginal people have graduated from the program, 21 were hired by the City of Saskatoon immediately following the program as seasonal labourers and 9 are currently working, 5 as equipment operators with the City of Saskatoon. At the time of this report, none of the 2015 graduates had been hired.

Cost: Staff resources

Training

Workshops

In 2013 and 2014, a series of training workshops and events were held for employees to strengthen cultural competencies within the organization in order to establish a more inclusive work environment. Aboriginal Awareness was intended to increase understanding and awareness of Aboriginal people; with program content specifically related to Saskatchewan's Aboriginal population.

Cost: \$4,700 (37 participants) in 2014

Branding

On Line

Aboriginal Link, a highly specialized employment portal that is fully dedicated to assist Aboriginal job seekers in researching and acquiring career opportunities, was utilized in 2013 and 2014 for marketing to potential candidates. Several ads were developed and posted in over 900 Aboriginal offices in Saskatchewan and Manitoba. In addition, all weekly job postings are placed on www.aboriginalcareers.ca. As of 2015, an online presence has been established with an employer page where a link to all our weekly job postings can be found. The City of Saskatoon employer page can be found at: <http://www.aboriginalcareers.ca/saskatoon/>

Since August 2014, the City of Saskatoon employer page has had 169,019 impressions. An impression is a measurement used to track how many times a webpage or an element on the webpage is used.

Cost: \$3,500/year

Monthly Ads

In 2014, the City of Saskatoon developed monthly advertisements profiling 12 City of Saskatoon Aboriginal employees to be used in Eagle Feather News. This also allowed for the engagement and acknowledgement of Aboriginal employees.

Eagle Feather news runs 10,000 issues each month; 6,500 are mailed and there are over 500 regular subscribers. Ten are sent to every First Nation and First Nation's School in the Province. Campuses of SIIT, First Nation University of Canada (FNUC), U of S, both main campuses and remote campuses, receive at least 50 at each location. Forty-two locations across Saskatchewan get 50 packages where they are put out for public. The remaining papers are delivered in Saskatoon where from 20 to 300 issues are placed in high traffic locations for free pick up, including civic facilities and the libraries; 95% of these papers are taken.

The job postings on eaglefeathernews.com are promoted through Twitter (2,300 combined followers) and Facebook pages (4,735 combined followers). The web page averages 22,000 hits and 30,000 page views per month.

Cost: \$4,000

Aboriginal Professional Associations

Support is provided (through attendance and sponsorship) for Aboriginal Professional Associations i.e. Saskatoon Aboriginal Professionals Association (SAPA). The intent of this is to showcase the City of Saskatoon as an employer of choice for Aboriginal professionals in Saskatoon.

Cost: \$1,500

Career Workshops

In 2013 and 2014, the City hosted a workshop for all Aboriginal seasonal parks labourer employees. The purpose of this workshop was to engage and inform current seasonal employees with expectations of the workplace, and educate on opportunities for growth and progression within the City.

Cost: \$500 (2 years)

What Are We Doing to Reach Our Target in 2015 and Beyond?

Inclusive Workforce

Based on the Equity Quotient Survey results above, the Workplace Harassment and Respectful Workplace Policies will be reviewed to ensure inclusive language and ease of use for employees.

Cost: Staff resources

Enhance Retention & Recruitment

Career Path Consultations

Based on the Occupational Category statistics and the Equity Quotient Survey results, career-pathing consultations with seasonal Aboriginal employees in Parks will be undertaken. These meetings will focus on future career planning and may include a plan for additional training or experience that is required in order to have the best chance for success.

Cost: Staff resources

Recruitment Video

Based on the occupational category and employee status stats, a strong branding and promotion of professional positions will be developed. This will include creating and launching a recruitment video and regular advertising specific to the Aboriginal market (Aboriginalcareers.ca and Eagle Feather News).

Cost: \$4,200

Enhanced Community Partnerships

Collaborate with community partners such as SIIT, STC, GDI, STSC to facilitate pre-employment programs. The goal of pre-employment programs is to assist Aboriginal people to gain qualifications needed to apply for entry level positions with the City of Saskatoon. Pre-employment programs are done in collaboration with educational institutions and training facilities.

Cost: Staff resources

Truth and Reconciliation Commission Recommendations

Training

Based on the Truth and Reconciliation Commission (TRC) Call to Action Final Report recommendation number 57 (Appendix 5) speaks directly to the Municipal Government's role to provide education to public servants. Training will be explored in 2016.

Cost: Unknown at this time. Partnerships with other Municipal Boards are currently being explored.

Employment

Based on the TRC Call to Action Final Report recommendation number 92 (Appendix 5), which speaks directly to ensuring Aboriginal people have equitable access to employment in the corporate sector, an Aboriginal Employment Action Plan has been created. (Appendix 4).

As well as, pre-interviews will be conducted for select external applicants that have self-declared as Aboriginal. The goal is to consult with these applicants to strengthen their application with the City of Saskatoon.

Cost: Staff resources

Beyond 2015

The results of the Equity Quotient Survey are important and will continue to guide plans for 2016 and further address cultural changes needed. These plans will involve developing initiatives through the engagement of the equity group members along with other key stakeholders in the organization.

Did You Know?

Saskatoon has one of the largest Aboriginal populations as a percentage, (in 2006 it was 14.9% of the total population in Canada. Fifty five percent of the Aboriginal population is under 25 years of age (compared to 31% of the non-Aboriginal population).

Sask Trends Monitor states in *The Saskatchewan Labour Force Supply 2008* that by 2030, it is estimated that one in every four new entrants to the labour force will be Aboriginal.

The 2011 Statistics Canada reports states that the City's population of Aboriginal people between the ages of 15 and 74 is 8.8% and it is projected to grow significantly. The Saskatchewan Human Rights Commission has recently increased the Aboriginal employee representation goal for employment equity employers to 14.0%.

The TRC Call to Action Final Report released in June 2015 provided 94 recommendations. Recommendation number 57 speaks directly to Municipal Government's role to provide education to public servants and recommendation number 92 speaks directly to corporate sector ensuring Aboriginal people have equitable access to employment. (Appendix 5).

3. PEOPLE WITH DISABILITIES

What is Our Target?

The long-term target established by City Council is that “The City of Saskatoon’s workforce represents the diversity of Saskatoon’s population.” The performance goal set by City Council is based on the SHRC goal that 12.4% of the workplace population be comprised of persons with disabilities, as well, Stats Canada reports that the population of people with disabilities aged 15 to 74 (working age) was 7.6% in 2011.

Where Are We Now?

Statistics

In 2013, people with disabilities were 3.0% of our City’s total employee workforce. This declined slightly to 2.9% in 2014. Based on the size of the City’s current workforce, the total number of people with disabilities would need to increase by 332 employees (i.e. from 101 to 433) in order to achieve the performance goal set by City Council.

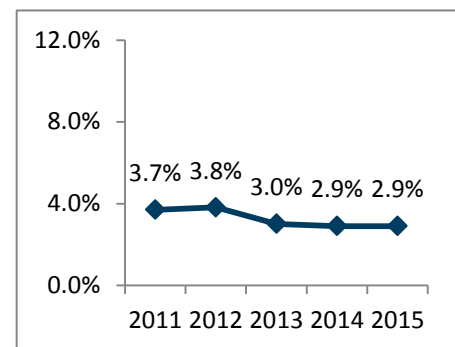
**Note: See page 16 for why self-declaration may not yield accurate results.*

Total Employee Population

	% of Workforce 2013	% of Workforce 2014	% of Workforce 2015	Total # of Employees 2013	Total # of Employees 2014	Total # of Employees 2015	2015 SHRC Goals
People with Disabilities	3.0%	2.9%	2.9%	101	101	101	12.4 %

5 Year Trend – Employees with Disabilities

The City of Saskatoon’s 5 year trend shows some decrease with the last two years experiencing no change.



Occupational Group Distribution

The charts below show the distribution of employees with disabilities by occupational groups. The purpose of this information is to show where employees with disabilities are represented within these occupational groups.

In 2015, all but 3 occupations (clerical, labour and trades) had less than 3.0% representation of people with disabilities.

**Note: Definitions of each occupational group can be found in Appendix 3.*

2013				2014			
Occupation Group	Total	Employees with Disabilities		Occupation Group	Total	Employees with Disabilities	
		#	%			#	%
Apprentice	29	0	0.0%	Apprentice	34	0	0.0%
Clerical	418	19	4.5%	Clerical	404	21	5.2%
Labour	656	30	4.6%	Labour	702	29	4.1%
Managerial	186	1	0.5%	Managerial	196	2	1.0%
Operating	690	17	2.5%	Operating	687	18	2.6%
Professional	261	4	1.5%	Professional	272	4	1.5%
Service	564	11	2.0%	Service	570	9	1.6%
Technical	374	10	2.7%	Technical	391	10	2.6%
Trade	178	9	5.1%	Trade	180	8	4.4%
Total	3356	101	3.0%	Total	3436	101	2.9%

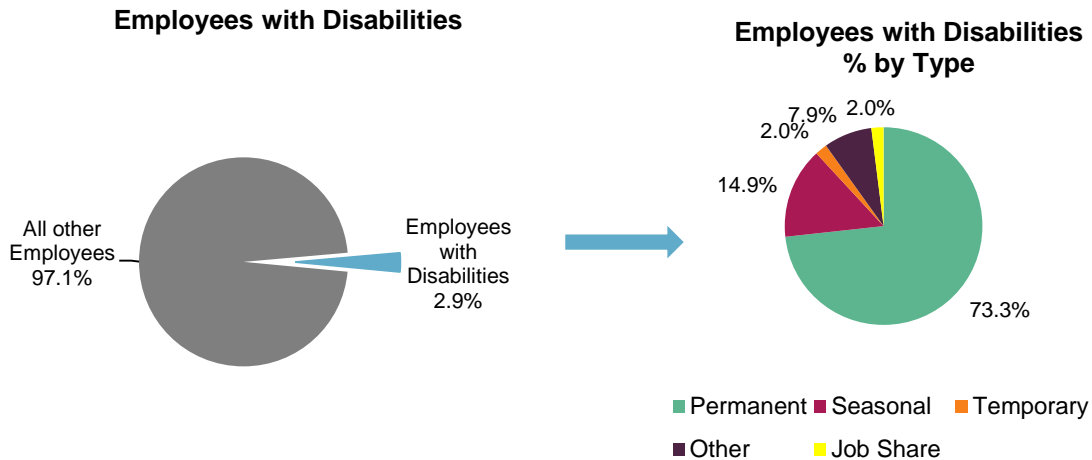
2015

Occupation Group	Total	Employees with Disabilities	
		#	%
Apprentice	27	0	0%
Clerical	405	22	5.4%
Labour	706	29	4.1%
Managerial	204	2	1.0%
Operating	718	15	2.1%
Professional	278	4	1.4%
Service	554	9	1.6%
Technical	395	11	2.8%
Trade	207	9	4.3%
Total	3494	101	2.9%

2014 Employment Status Distribution

The graph below shows the distribution of employees by employment status.

Of the 2.9% of employees with disabilities; 73.3% are permanent, 14.9% are seasonal, 2.0% are temporary, 7.9% are other (casual) and 2.0% are job share.



Retention

In 2014, Human Resources began measuring retention of equity group members. The 5 year retention for employees with disabilities is greater than it was for the general employee population (76.6% retention for employees with disabilities compared to 63.8% for non-self-declared employee population).

Perception Survey

In 2013 an Equity Quotient Survey was completed with a sample group of employees from across the organization. This survey measured perceptions from employees of the workplace. The questions dealt with workplace topics such as career opportunities, harassment, engagement and the role of diversity and inclusion programming.

The survey identified 3 major barriers for employees with disabilities within the organization that encompass harassment, engagement and career opportunities:

- A significantly lower percentage of employees with disabilities (13%) considered the workplace free from harassment. Compared to 66% of respondents that did not self-declare as a person with a disability, considered the workplace free from harassment.
- A significantly lower percentage of respondents with disabilities feel they are not included in employee interaction (0% vs 40%).
- A large majority of respondents who self-declared as a person with a disability and employees without a disability (75.5%) feel that persons with disabilities have fewer opportunities to succeed in the organization.

What Are We Doing to Reach Our Target in 2013-2014?

Partnerships Programs/Initiatives

Best practices in diversity and inclusion show that connecting with community organizations that assist people with disabilities in their job search can be an effective recruiting tool. See Best Practices section under Outreach Recruitment Program.

Cost: Staff resources

Training

In 2013 and 2014, to start to address the concerns identified in the Equity Quotient Survey, a training workshop was developed. The intent of this training was to increase awareness of people with disabilities to employees in order to establish a more inclusive work environment. As a continued part of our ongoing partnership, the Saskatchewan Abilities Council, Partners in Employment Program developed a workshop specifically for the City of Saskatoon employees.

Cost: Staff resources

What Are We Doing to Reach Our Target in 2015 and Beyond?

Streamline Processes

Based on the Equity Quotient Survey results above and information identified about self-declaration for people with disabilities (page 16), the self-declaration process will be reviewed and revised to work towards collecting a more accurate reflection of our employee population.

Cost: Staff resources

Inclusive Workforce

Based on the Equity Quotient Survey results above, the Workplace Harassment and Respectful Workplace Policies will be reviewed to ensure inclusive language and ease of use for employees.

Cost: Staff resources

Based on the Equity Quotient Survey results, education and awareness opportunities will continue for employees in working towards a more inclusive work environment. These opportunities will be reviewed and updated regularly to ensure they are meeting the needs of the organization.

Cost: \$500

Beyond 2015

The results of the Equity Quotient Survey are important and will continue to guide plans for 2016 and further address cultural changes needed. These plans will involve developing initiatives through the engagement of the equity group members along with other key stakeholders in the organization.

Did You Know?

Self-Declaration

The uncertainty of how a new employer will react makes the decision to self-declare very difficult for people with disabilities. An article by Abby Young-Powell references a survey conducted by “GreatWithDisability.com” with 1,040 graduates and students with a disability in the UK, finding that 77% fear they will be discriminated against and 72% worry they will be a nuisance to employers (Young-Powell, 2015).

The Ontario Human Rights Commission (OHRC) conducted a study of 1,000 Canadians and found that,

“Because of negative stereotypes associated with mental health issues and addictions, many people said they feared disclosing their disability in their employment. Even if they required job-related accommodations, people were reluctant to say they had a disability because they feared discrimination, or their performance being judged on the basis of their disability, instead of their contributions at work. Some people may be concerned that their ability to get disability or life insurance will be affected. For many, these concerns were based on prior experiences of losing jobs or being treated inequitably at work after revealing their disability.” (Ontario Human Rights Commission, 2015).

The Careers Service at Cardiff University outlines the following reasons why a new employee may choose not to self-declare at the beginning of their employment:

- They may be discriminated against or rejected by employers with pre-set ideas about the effects of disability.
- They may feel that it will give the employer the chance to label them by their disability.
- They may not want to discuss their disability with a stranger.
- They may feel that their disability has no effect on their ability to do the job.

(The Career Service, 2009)

4. MEMBERS OF A VISIBLE MINORITY GROUP

What Is Our Target?

The long-term target established by City Council is that “The City of Saskatoon’s workforce represents the diversity of Saskatoon’s population.” The performance goal set by City Council is based on the SHRC goal that 11.0% of the workplace population be members of a visible minority group, as well as, Stats Canada reports that the population of visible minority people aged 15 to 74 (working age) was 12.3% in 2011.

Where Are We Now?

Statistics

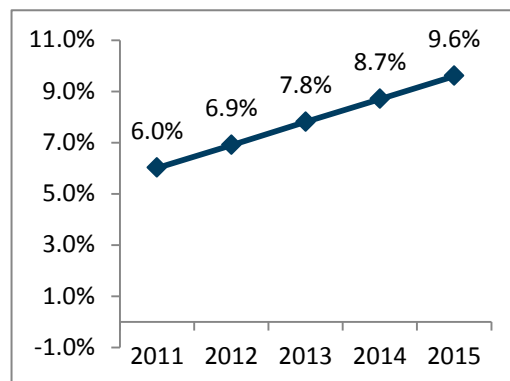
In 2013, visible minorities were 7.8% of our City’s total employee workforce. This increased to 8.7% in 2014. Based on the size of the City’s current workforce, the total number of visible minority people would need to increase by 85 employees (i.e. from 299 to 384) in order to achieve the performance goal set by City Council.

Total Employee Population

	% of Workforce 2013	% of Workforce 2014	% of Workforce 2015	Total # of Employees 2013	Total # of Employees 2014	Total # of Employees 2015	2015 SHRC Goals
Visible Minority	7.8%	8.7%	9.6%	262	299	337	11.0%

5 Year Trend – Visible Minority

The City of Saskatoon’s 5 year trend shows a very positive trend towards achieving the goal of 11%



Occupational Group Distribution

The charts below show the distribution of visible minority employees by occupational groups. The purpose of this data is to show where visible minority employees are represented within these occupational groups.

In 2015, the lowest representation of visible minority employees (less than 3%) is within in the categories of Managerial and Trade groups.

**Note: Definitions of each occupational group can be found in Appendix 3.*

2013				2014			
Occupation Group	Total	Visible Minority Employees		Occupation Group	Total	Visible Minority Employees	
		#	%			#	%
Apprentice	29	0	0.0%	Apprentice	34	4	11.8%
Clerical	418	14	3.3%	Clerical	404	17	4.2%
Labour	656	81	12.3%	Labour	702	83	11.8%
Managerial	186	4	2.2%	Managerial	196	5	2.6%
Operating	690	64	9.3%	Operating	687	80	11.6%
Professional	261	34	13.0%	Professional	272	36	13.2%
Service	564	28	5.0%	Service	570	31	5.4%
Technical	374	33	8.8%	Technical	391	40	10.2%
Trade	178	4	2.2%	Trade	180	3	1.7%
Total	3356	262	7.8%	Total	3436	299	8.7%

2015

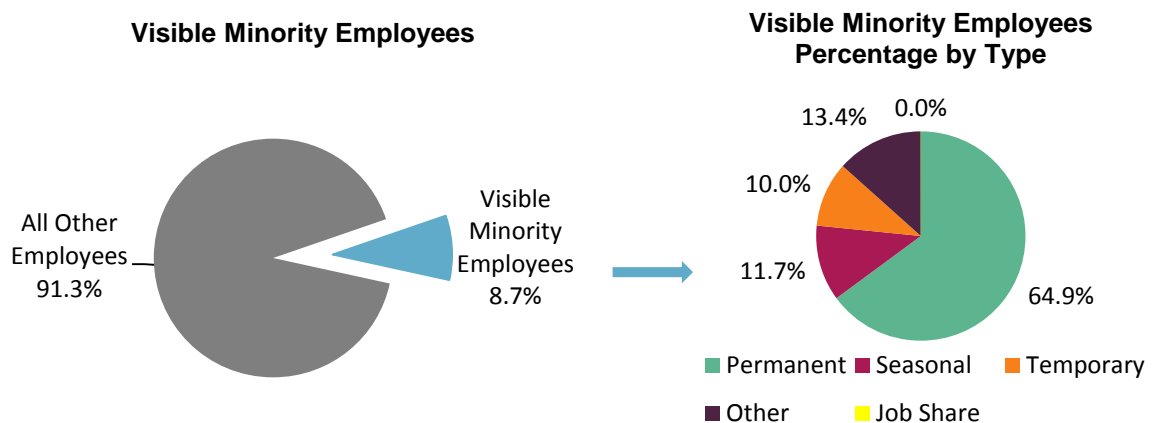
Occupation Group	Total	Visible Minority Employees	
		#	%
Apprentice	27	3	11.1%
Clerical	405	24	5.9%
Labour	706	94	13.3%
Managerial	204	6	2.9%
Operating	718	94	13.1%
Professional	278	35	12.6%
Service	554	32	5.8%
Technical	395	44	11.1%
Trade	207	5	2.4%
Total	3494	337	9.6%

2014 Employment Status Distribution

The graph below shows the distribution of employees by employment status. This information can demonstrate if the employees are represented at all levels of the organization in order to identify gaps.

Of the 8.7% visible minority employees; 64.9% are permanent, 11.7% are seasonal, 10.0% are temporary, and 13.4% are other (casual).

Currently when comparing to the total City of Saskatoon employees, there is only a slight variance of 2% or less between our corporate totals and our visible minority employees represented in each type of employment.



What Are We Doing to Reach Our Target 2013-2014?

Cultural Diversity and Race Relations Month

To provide cultural awareness and encourage sharing of cultures amongst the employee population, the organization commemorates Cultural Diversity and Race Relations (CDRR) month. A collection of cultural celebrations are held each week at City Hall, showcasing a unique set of performances with cultural cuisine served.

In addition, the City of Saskatoon, through the Cultural Diversity and Race Relations Committee, is proud to participate in a flag raising ceremony in Civic Square to commemorate CDRR Month.

Cost: \$1,000

Training

In 2013 and 2014, a series of training workshops and events were held for employees to strengthen cultural competencies within the organization. The following workshops were designed to help move the organization forward on the IDI Developmental Orientation scale (page 2).

- Intercultural awareness workshop explores the legislative context including the human rights and multiculturalism acts. It also highlights the organization's own policies that support an inclusion strategy and discusses the psychological, economic and societal impacts of discrimination.

Cost: \$4,000

Diversity and Inclusion Report

- Fundamentals of Cultural Competency workshop addresses cultural competence in order to problem solve for intercultural interactions and create an inclusive environment in work teams.

Cost: \$4,600

- Cultural Bridging was presented on request to internal staff that required a better understanding of immigrant issues in order to be more successful at providing the best possible municipal services to our diverse community.

Cost: Staff resources

Work Placements

The goal of all work placements is to assist equity group members in gaining quality Canadian work experience that may assist in gaining full-time employment. In addition, it is a learning opportunity for our workforce to learn about some of the barriers and challenges faced by equity group members. Two students from Saskatchewan Intercultural Association's program Mentorship Program did their work placements in Human Resources in 2015.

Cost: Staff resources

What Are We Doing to Reach Our Target in 2015 and Beyond?

Inclusive Workforce

Cultural competency training will be offered, reviewed and revised annually to meet the needs of the organization and move towards improving the City of Saskatoon's IDI's Development Orientation.

Cost: \$5,000

Enhance Community Partnerships

Ongoing partnerships with community organizations whose clients are immigrants will help to keep application numbers high through ensuring our application processes are explained and communicated.

Cost: Staff resources

Did You Know?

2011 National Household survey found that 11.2% of Saskatoon's population was visible minority population.

In 2012, international migration is responsible for half of the population increase (+6,100) in Saskatoon.

5. WOMEN IN UNDERREPRESENTED OCCUPATIONS

What Is Our Target?

The long-term target established by City Council is that “The City of Saskatoon’s workforce represents the diversity of Saskatoon’s population.” The performance goal set by City Council is based on the SHRC goal that 46% of the workplace population be woman, as stated by SHRC, “women shall be considered underrepresented in occupations within an employer’s labour force if women occupy less than 45 percent of positions in those occupations.”

Where Are We Now?

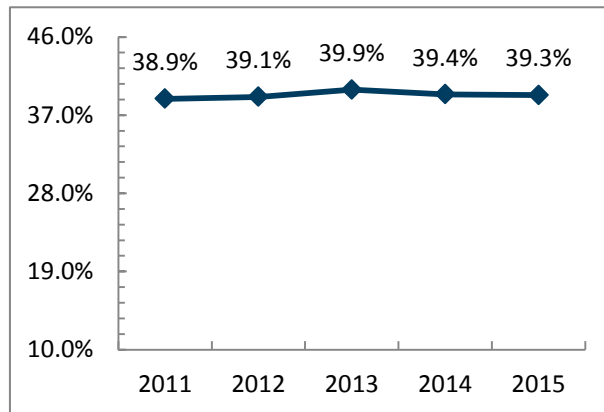
Statistics

Total Employee Population

	% of Workforce 2013	% of Workforce 2014	% of Workforce 2015	Total # of Employees 2013	Total # of Employees 2014	Total # of Employees 2015	2015 SHRC Goals
Women	39.9%	39.4%	39.3%	1340	1341	1372	46.0%

5 Year Trend - Women

The City of Saskatoon’s 5 year trend shows minimal change over the last 5 years



Occupational Category

The charts below show the distribution of female employees by occupational groups. The purpose of this data is to show where female employees are represented within these occupational groups.

In 2015, the lowest representation of women employees (less than 3%) is within in the categories of Managerial and Trade groups and the highest representation of women employees is within the categories of Service (69.9%) and Clerical (91.1%).

**Note: Definitions of each occupational group can be found in Appendix 3.*

2013				2014			
Occupation Group	Total	Female Employees		Occupation Group	Total	Female Employees	
		#	%			#	%
Apprentice	29	3	10.3%	Apprentice	34	3	8.8%
Clerical	418	381	91.1%	Clerical	404	369	91.3%
Labour	656	148	22.6%	Labour	702	179	25.5%
Managerial	186	59	31.7%	Managerial	196	61	31.1%
Operating	690	116	16.8%	Operating	687	109	15.9%
Professional	261	115	44.1%	Professional	272	116	42.6%
Service	564	400	70.9%	Service	570	400	70.2%
Technical	374	117	31.3%	Technical	391	116	29.7%
Trade	178	1	0.6%	Trade	180	2	1.1%
Total	3356	1340	39.9%	Total	3436	1355	39.4%

2015

Occupation Group	Total	Female Employees	
		#	%
Apprentice	27	2	7.4%
Clerical	405	369	91.1%
Labour	706	186	26.3%
Managerial	204	67	32.8%
Operating	718	118	16.4%
Professional	278	123	44.2%
Service	554	387	69.9%
Technical	395	117	29.6%
Trade	207	3	1.4%
Total	3494	1372	39.3%

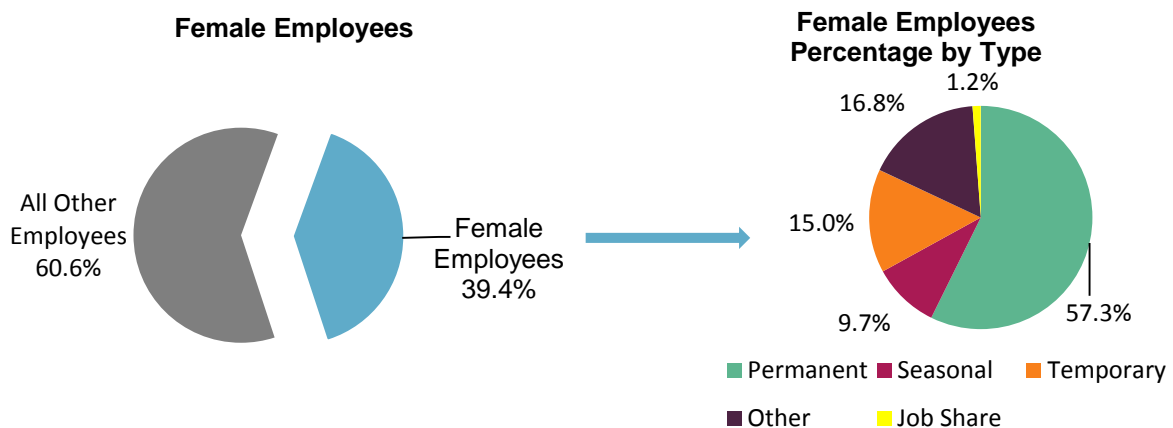
2014 Employment Status Distribution

The chart below shows the distribution of employees by employment status.

Of the 39.4% total employee population that has self-declared as female, 57.3% are permanent, 9.7% are seasonal, 15.0% are temporary, 16.8% are other (casual) and 1.2% are job share.

The data shows that female employees occupy:

- A lower percentage (57.3%) of permanent positions in comparison to all employees (64.7%).
- A higher percentage (15.0%) of temporary positions in comparison to all employees (8.6%).
- A higher percentage (16.8%) of other (casual) status in comparison to all employees (12.3%).



What Are We Doing To Reach Our Target 2013-2014?

There were no specific initiatives attached to this particular equity group in 2013 and 2014. However, we are continually applying best practices and in future years we will be identifying and establishing initiatives as resources and opportunity allow.

What Are We Doing To Reach Our Target in 2015 and Beyond?

Enhance Community Partnerships

Participation in work placements provide equity group members in gaining quality work experience that may assist in gaining full-time employment. In addition, it is a good experience for our workforce to learn about some of the barriers and challenges faced by equity group members the following work placements for women in the trades will occur in 2015:

YWCA Women in Trades (1-3 students) – Spring 2015

Saskatoon Trades and Skills Women in Trades (1-3 students) – Summer 2015

Beyond 2015

Research will be done to analyze why our trades and apprentice occupational groups have low representation of women. This may include select exit interviews of women and/or focus groups of women in underrepresented work groups.

BEST PRACTICES IN DIVERSITY AND INCLUSION

Several initiatives assist further opportunity in all equity groups. Below is a list of these initiatives:

Outreach Recruitment Program

The City of Saskatoon has developed an Outreach Recruitment Program. This program provides ongoing communication with community based organizations that support various equity group members in seeking employment with the City of Saskatoon. These partners receive ongoing communication to assist their clients, members and customers with information on:

- City of Saskatoon employment opportunities including weekly job postings
- Recruitment presentations
- Mock interviews with the City's Human Resources Division
- Personal consultations from agencies with the Diversity Coordinator
- Referral follow-up on applications for their clients

The effectiveness of these partnerships is measured through the completion of a confidential feedback form completed annually at the Partnership Appreciation Event and the results are considered when establishing and maintaining partnerships. This event also provides a communication tool to share and highlight with the partners, the City of Saskatoon's diversity and inclusion initiatives and future direction.

Cost: \$1,000

Branding



The City of Saskatoon was one of 55 organizations recognized as Canada's Best Diversity Employers for 2013 and 2014. This national award recognizes employers that lead the nation in creating diverse and inclusive workplaces through exceptional workplace diversity and inclusion programs. Applications are reviewed against the Equity Continuum, an industry-recognized diversity measurement methodology. This logo is included on the City of Saskatoon recruitment materials to demonstrate commitment to workplace diversity.



The City of Saskatoon received an Honorable Mention in the 10th Annual International Innovation in Diversity Awards, which was published in 2013 July/August "Profiles in Diversity Journal".



The SHRC recognizes the City of Saskatoon as an employment equity partner. As such, the City is granted permission to utilize the equity partner "seal", which was developed by the SHRC to notify applicants that the organization is an "equity partner".

Recruitment Events

The City of Saskatoon attended 25 recruitment events in 2013 and 21 recruitment events in 2014. Several of these events were dedicated to members of the employment equity groups.

Cost: \$5,559 (2013) \$7,800 (2014)

Pre-Employment Collaborative Programs

The goal of pre-employment programs is to assist equity groups to gain qualifications needed to apply for positions with the City of Saskatoon. Pre-employment programs are done in collaboration with educational institutions and training facilities.

Building Custodian/Fireman Certificate Training Program - The City has collaborated with Saskatoon Trades and Skills Centre (STSC) for four years to design and deliver a pre-employment Building Custodian/Fireman Certificate Program. This program was designed to assist in recruiting building custodians and similar positions and was delivered in partnership with other public and private organizations in Saskatoon. The program included a practical component with the employer partners. On the day of graduation, interviews were conducted with all the employer partners and participants for potential job opportunities.

In 2013, a total of 16 people started the program, 14 of which completed and 13 were still working after a six-month follow up. The City directly hired 5 students from this graduating class.

In 2014, a total of 13 people started and completed the program, 12 of which received employment immediately following the program. The City directly hired 4 students from this graduating class.

Cost: Staff resources

Work Placements

The goal of all work placements is to assist equity group members in gaining quality work experience that may assist in gaining full-time employment. In addition, it is a good experience for our workforce to learn about some of the barriers and challenges faced by equity group members. Specific participation in work placements has been noted under each equity group section.

Cost: Staff resources

Diversity and Inclusion Training and Understanding

Corporate Training

In 2013 and 2014, a series of training workshops and events were held for employees to strengthen cultural competencies within the organization. These workshops are reviewed and revised on a regular basis to ensure they are meeting the needs of the organization.

Cost: \$9,000

External Learning Opportunities

These events bring diversity and inclusion practitioners, HR professionals and diversity champions together to facilitate discussion and share best practices on specific topics affecting diversity and inclusion in the workplace.

Canadian Centre for Diversity and Inclusion - Community of Practice Events - In 2014, the City of Saskatoon attended 2 Community of Practice events.

Cost: \$1,000

Diversity Roundtable - In 2013, the City of Saskatoon began participating in a National Diversity Roundtable webinar hosted by TWI Inc. The Diversity Roundtable (DRT) is a voluntary professional networking association for diversity and inclusion practitioners from public and private sector organizations across the country. The group seeks to identify and discuss strategies for challenges facing its members and to share best practices in the area of diversity and inclusion.

Cost: Staff resources

G5 Forum for Public Sector - Canada's Best Diversity Employers in Saskatchewan - In 2013, the City of Saskatoon hosted a meeting of the public sector employers in Saskatchewan that have received Canada's Best Diversity Employer recognition. SGI, SaskPower, SaskTel, ISC and the City of Saskatoon had leaders in diversity attend this half day forum. The purpose of the forum was to enable discussions on the growing diversity in Saskatchewan with a perspective from employers in the public sector, that face similar workplace issues related to diversity and inclusion.

Cost: \$100

Corporate Events

Inclusive Workplace Champion Recognition Event

Since 2013, the Inclusive Workplace Champion Recognition event was established to recognize leaders in the City of Saskatoon who have fostered an inclusive workplace. Thirteen leaders within the organization have been recognized to date for their efforts in creating a more inclusive work environment. A secondary intent of this initiative is to share diversity and inclusion best practices with leaders across the organization in order to promote and encourage more participation.

Cost: \$1,500 per year

Inclusive Community

In order to foster an inclusive workplace culture and meet the commitments set out by SHRC (page 4), the City of Saskatoon acknowledges and participates in events that create an inclusive community for all protected grounds identified in the Saskatchewan Human Rights Code; for example attendance at Pride events.

Cost: Staff resources

Did You Know?

Leadership is an Essential Piece for Diversity and Inclusion Success

To move forward with continuous improvement, diversity and inclusion initiatives have to be fully embraced by leadership and all employees throughout the organization. This involves all employees from those in leadership roles to those in casual positions to embrace the concept that inclusion is a responsibility and that each and every person is a bridge to building a more inclusive Saskatoon.

Best practices indicate that “responsibility for the success of company’s diversity/inclusion efforts lies with senior management” (Forbes Insights, 2015).

“Diversity leadership commitment can be defined as demonstrated evidence and action taken by leaders to support, challenge and champion the diversity process within their organization. It reflects the degree to which the organization’s leaders utilize behaviors that set the diversity vision, direction and policy into actual practice. From an organization change point of view, diversity leadership commitment is the behavior that helps establish a direction or goal for change (a vision), provides a sense of urgency and importance for the vision facilitates the motivation of others, and cultivates necessary conditions for achievement of the vision.” (Hubbard, 2004).

“Leaders must clearly identify the benefits of building a diverse organization and tie them to the overall business strategy so people can see how a diverse organization will pay off. These payoffs must be measured in concrete ways that show their impact on the strategic and financial objectives of the organization. To be truly effective leaders must drive diversity processes such that they become integrated into the fabric of the way business is done.” (Hubbard, 2004).

“The actual ongoing, day-to-day attitudes and behaviors of employees and supervisors will be most greatly influenced by these leaders. There will be multiple opportunities for supervisors and manager to practice the behavioral changes that a true diversity effort requires. Behavioral modeling may involve being more inclusive in decision making, holding oneself accountable for diversity results, becoming aware of and facilitating differences on a diverse team, helping people build on their individual strengths, pointing out and eliminating bias and stereotyping that may be present in the work group, and measuring diversity efforts to take corrective actions.” (Hubbard, 2004).

“An inclusive workplace culture is one that strives for equity and embraces, respects, accepts and values differences. The HR team, along with the leadership of the organization, has a pivotal role to play in creating inclusive organizations.” (Gallagher-Louisy, 2015).

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APPENDICES

Appendix 1 – 2013-2014 SHRC Annual Employee Equity Report

To strengthen cultural competencies within the organization, a comprehensive series of training workshops and events were held for employees in 2013 and 2014. These training workshops were developed from information gathered during focus group meetings in 2012 regarding barriers and challenges in obtaining a diverse workforce. Many of the workshops were piloted in 2013 and were incorporated in the 2014 Corporate Training Calendar.

These workshops included:

1. Cultural Competence

- This workshop addresses cultural competencies in order to problem solve for intercultural interactions and create an inclusive environment in teams. As Saskatoon grows and becomes more diverse, the ability to interact effectively with people of different cultures becomes an imperative. When Cultural Competence is developed, the capacity to understand, communicate, and effectively interact with people across cultures is more successful.
- Participant numbers in 2013 and 2014 was 90.

2. Intercultural Awareness

- This workshop explores the legislative context including human rights and multiculturalism acts. It also highlights the organization's policies that support an inclusion strategy and discusses the psychological, economic and societal impacts of discrimination. Participants begin to answer the question, 'why is this my concern?'. The issue of cultural competence is raised.
- Participant numbers in 2014 was 20.

3. Religious Accommodation

- This workshop explains what religious accommodation means from the legal standpoint and how to accommodate an employee who has made a request for accommodation. Includes brief overview of *The Saskatchewan Human Rights Code*, its application and purpose:
 - Application of the rules in the employment context
 - What is the duty to accommodate - considerations throughout the employment relationship
 - Discussion regarding requests for religious accommodation
 - Real life examples as identified in some of the case law to provide an idea of the Courts' view of religious accommodation
- Participant numbers for 2013 and 2014 was 41.

4. Cultural Bridging

- This workshop provides a better understanding of immigrant issues in order to be more successful at providing the best possible municipal services to our diverse community. This workshop can be tailored to a team's specific cultural situation and scenarios.
- Participant numbers for 2013 and 2014 was 40.

Diversity and Inclusion Report

5. Disability Awareness

- This workshop provides awareness and tools to create an inclusive workplace for all abilities. Real workplace scenarios are undertaken in the workshop that deal with such topics as, effective communication, issues people face when dealing with varying abilities in the workplace, and what does it mean to be inclusive.
- Participant numbers for 2013 and 2014 was 170.

6. Aboriginal Awareness

- Through a relaxed environment, attendees discuss Aboriginal issues that are relevant to them, both personally and professionally. Program content will specifically relate to Saskatchewan's Aboriginal population. Some topics discussed are:
 - Terminology, demographics and socioeconomic issues
 - Land Claims
 - The Indian Act
 - Métis history
 - Current Aboriginal trends
 - Hiring and retaining Aboriginal people
- Participant numbers for 2013 and 2014 was 90.

7. American Sign Language (ASL)

- ASL assists in effectively communicating with deaf and/or hard of hearing customers and co-workers to foster a receptive and supportive work environment.
- Participant numbers in 2014 was 10.

Appendix 2 – Scope and Methodology of Report Data

Scope of Report Data

The statistical data represents employees from the following employee groups: Senior Administration, Exempt Staff Association (ESA 292), Saskatoon Civic and Middle Management Association (SCMMA 222), Canadian Union of Public Employees (CUPE 47, 59 and 859), International Brotherhood of Electrical Workers (IBEW Local 319) and Amalgamated Transit Union (ATU Local 615).

This data includes all full-time, part-time, permanent, seasonal, casual and temporary positions.

The data is collected from the City of Saskatoon's peak employment period which is July 31 and the annual results which is December 31.

This data collected in July best reflects the total employee population and is consistent with the annual reporting to SHRC. The data collected in December best reflects the permanent employee population for the City.

Methodology of Report Data

All employees are asked to complete a voluntary self-identification survey upon employment with the City of Saskatoon. For the purposes of employment equity tracking the results may be understated due to the fact that the survey results are dependent on the employee's choice to self-declare, as the declaration is voluntary.

Appendix 3 – Occupational Category Definitions

Apprentice – Apprentice Mechanic, Body Repairman, Powerline Technician, Power Electrician

Clerical – Clerk, Clerk-Steno, Secretary, Legal Secretary, Accounting Clerk, Buyer, Benefits Clerk, Customer Service Representative, Customer Service Cashier, Remittance Clerk, Credit and Collections Representative, Scheduling and Booking Clerk, Time Clerk

Labour – Building Custodian, Event Services Custodian, Meter Reader, Labourer, Building Attendant

Managerial – Manager positions, Facilities Superintendent, Sr. Planner, Parks Superintendent, HR Consultant, Operations Superintendent

Operating – Building Operator, Resident Building Operator, Coliseum Operator, Pool Technician, Facilities Utilityperson, Parks Technician, Equipment Operator, Utility, Transit Operator

Professional – Solicitor, Archivist, Research Coordinator, Systems Analyst, Accountant, Financial analyst, Budget and Financial Service Coordinator, Property Coordinator, Sr. Planner, Planner, Building Code Engineer, Community Consultant, Recreation Site Administrator, Accounting Coordinator, Traffic Engineer, Health and Safety Superintendent, Communications Consultant, Project Engineer

Service – Event Attendant, Guest Services Attendant, Client Service Services Attendant, Recreation Program Leader, Recreation Technician, Parts/Storesman, Environmental Coordinator, Aquatic Technician

Technical – Programmer Analyst, Preparator Assistant, Assessment Appraiser, Drafting Technologist, Trainer, Building Inspector, Electronic Communications Technician, Zookeeper, Bylaw Inspector, Park Technician, GIS Technologist, Engineering Technologist, Laboratory Technologist

Trade – Plumber, Electrician, Carpenter, Painter, Mechanic, Machinist, Welder, Body Repairman, Golf Course Equipment Service Technician, Power Electrician, Powerline Technician

** Due to the vast number of job titles, the above is not a comprehensive list.*

Appendix 4 - Aboriginal Employment Action Plan

The City of Saskatoon is working towards a representative workforce reflecting the community we serve. The 2011 Statistics Canada reports states that the City's population of Aboriginal people between the ages of 15 and 74 is 8.8% and is projected to grow significantly. The Saskatchewan Human Rights Commission has recently increased the Aboriginal employee representation goal for employment equity employers to 14.0%.

The Diversity and Inclusion Action Plan includes 7 key objectives. These key objectives will be utilized to breakdown the Aboriginal Employment Action Plan.

1. **Streamline Processes:** Develop and communicate a transparent selection process to ensure consistent practices across the organization.
2. **Recruitment/Attraction:** Use effective methods of promoting job opportunities to a diverse section of the population.
3. **Increase Entry Points:** Create more entry points across operational business divisions to attract a diverse group of candidates.
4. **Enhance Retention:** Enhance retention through the introduction of practices that support coaching, engaging and empowering employees.
5. **Strengthen Competencies:** Strengthen leadership and workforce competencies to achieve greater diversity and inclusion for employees.
6. **Measure Progress:** Report regularly on hiring, retention and promotion of employees in order to measure success of initiatives and make continuous improvements.
7. **Enhance Community Partnerships:** Enhance community partnerships in order to consult with and utilize expertise in the development and implementation of programs and initiatives.

Based on the seven objectives identified, the following action items will be used to set priorities and direct resources:

1. **Streamline Processes:** Develop and communicate a transparent selection process to ensure consistent practices across the organization.
 - a) Create an opportunity for applicants to self-declare at the time of application. Introduce a system whereby Aboriginal applicants are identified for review by HR consultants and/or diversity team members.
 - b) Conduct pre-interviews for some external applicants that have self-declared as Aboriginal. The goal will be to assist these qualified applicants in gaining employment with the City of Saskatoon. A database will be developed to track the applicants and their most current employment status with the City of Saskatoon.

- 2. Recruitment/Attraction:** Use effective methods of promoting job opportunities to a diverse section of the population.
- a) Focused Recruitment Methods:
 - Aboriginal Students Society at:
 - University of Saskatchewan (U of S)
 - Saskatchewan Polytechnic (Sask Polytechnic)
 - Saskatchewan Indian Institute of Technologies (SIIT)
 - Gabriel Dumont Institute (GDI)
 - b) Continuously establish the City of Saskatoon as an Employer of Choice for Aboriginal people:
 - Develop a strong brand in the community as a diverse and inclusive employer.
 - Advertise in Aboriginal publications and websites such as Eagle Feather news and aboriginalcareers.ca
 - Increase social media presence
 - Attending Aboriginal focused career fairs
 - c) Participate in on-the-job training programs and work placements, internships and other suitable opportunities.
 - d) Ongoing communication with community partners in providing awareness on entry level opportunities, application process and qualifications required.
 - e) Meet with educational institutions to review specific curriculum and how it meets the City of Saskatoon's labour force needs.
- 3. Increase Entry Points:** Create more entry points across operational business divisions to attract a diverse group of candidates.
- a) Entry Level Opportunities:
 - Playground and Youth Centre Leaders – Community Development Division
 - Seasonal Labourers – Parks and Public Works Divisions
 - Temporary Labourers – Saskatoon Light and Power, Water and Wastewater Treatment Plants
 - Temporary/Part-time Cashiers – Recreation and Sport Division
 - Public Skating Attendants – Recreation and Sport Division
 - Activity Leaders – Recreation and Sport
 - Building Custodians – Facilities and Fleet Management Division
 - b) Mid to Senior Level Opportunities:
 - Engineering – Work with U of S Engineering Aboriginal Program
 - Accounting Clerk – Work with SIIT's Business Administration program

4. **Enhance Retention:** Enhance retention through the introduction of practices that support coaching, engaging and empowering employees.
 - a) Conduct career-pathing consultations with seasonal Aboriginal employees. These meetings will focus on future career planning and may include a plan for additional training, experience, or seniority that is required in order to have the best chance for success. A database will be created to set and track outlined goals and employee success.
 - b) Work towards an inclusive workplace that is engaging for Aboriginal employees.
5. **Strengthen Competencies:** Strengthen leadership and workforce competencies to achieve greater diversity and inclusion for employees.
 - a) The Truth and Reconciliation Final Report provided 94 recommendations. Recommendation number 57 speaks directly to Municipal Government's role in providing education to public servants.
 - b) Provide ongoing training to employees on Aboriginal history, culture and current day setting.
 - c) Make training on Aboriginal history, culture and current day setting mandatory to all Human Resource staff.
6. **Measure Progress:** Report regularly on hiring, retention and promotion of employees in order to measure success of initiatives and make continuous improvements.
 - a) Measure and communicate the following statistics on a regular basis:
 - Number of Aboriginal applicants, shortlisted, interviewed and hired from Parks and Public Works.
 - New hires that self-declare as Aboriginal on a monthly basis
 - Occupational group of all Aboriginal employees (Labourer, Trades, Managerial, etc.)
 - Total number of Aboriginal employees in July (peak season) and December (non-peak season).
 - Retention of Aboriginal employees
7. **Enhance Community Partnerships:** Enhance community partnerships in order to consult with and utilize expertise in the development and implementation of programs and initiatives.
 - a) Pre-Employment Collaborative Programs
 - The goal of pre-employment programs is to assist Aboriginal people gain qualifications needed to apply for positions with the City of Saskatoon. Pre-employment programs are done in collaboration with educational institutions and training facilities. Specific programs are identified in areas where there is limited representation of Aboriginal people.
 - Transit Aboriginal Pre-Employment Program – the goal of this program is recruit Aboriginal people interested in a career as a transit operator and provide training that will assist in gaining employment with Saskatoon Transit.
 - HEO Aboriginal Pre-employment Program – the goal of this program is to train 10 Aboriginal people interested in a career in heavy equipment operations with the Public Works Division.

Diversity and Inclusion Report

- b) Representation on committees, such as, the SIIT Construction Careers Steering Committee, Saskatoon Trades and Skills Programming Committee, Inter-Provincial Association on Native Employment (IANE), continue to build partnerships and maintain direct involvement for future initiatives to improve employment success of equity group members.
- c) Consult with community organizations on a regular basis to learn and understand their programs and initiatives to explore potential opportunities.
- d) Provide ongoing support for Aboriginal Professional Associations.
i.e. Saskatoon Aboriginal Professionals Association (SAPA).
- e) Represent the City of Saskatoon at community events that engage Aboriginal people.
i.e. Truth and Reconciliation events, U of S Graduation Pow Wow, etc.

Appendix 5 – TRC Recommendations from Call to Action Report

Professional Development and Training for Public Servants

57. We call upon federal, provincial, territorial, and municipal governments to provide education to public servants on the history of Aboriginal peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Aboriginal rights, Indigenous law, and Aboriginal–Crown relations. This will require skillsbased training in intercultural competency, conflict resolution, human rights, and anti-racism.

Equitable Employment for Aboriginal People

92. We call upon the corporate sector in Canada to adopt the United Nations Declaration on the Rights of Indigenous Peoples as a reconciliation framework and to apply its principles, norms, and standards to corporate policy and core operational activities involving Indigenous peoples and their lands and resources. This would include, but not be limited to, the following:

- ii. Ensure that Aboriginal peoples have equitable access to jobs, training, and education opportunities in the corporate sector, and that Aboriginal communities gain long-term sustainable benefits from economic development projects.*

The complete TRC Final Report with recommendations can be found at: www.trc.ca

http://www.trc.ca/websites/trcinstitution/File/2015/Findings/Calls_to_Action_English2.pdf



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Inquiry – Councillor M. Loewen (October 11, 2011) Climate Adaptation Strategy

Recommendation of the Committee

1. That the report of the General Manager, Corporate Performance Department dated September 14, 2015, be received as information.
2. That the Administration report back as soon as possible with the following information:
 - steps for implementing systems in key departments which would evaluate new infrastructure and projects (and retrofits to existing infrastructure/projects) to ensure adequate performance in a variety of weather conditions including extreme events.
 - additional information speaking to the adequacy of current funding approaches to dealing with possible changing weather conditions and their impacts on civic assets and services.

History

At the September 14, 2015 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Corporate Performance Department dated September 14, 2015 was considered.

Attachment

September 14, 2015 Report of the General Manager, Corporate Performance.

Inquiry – Councillor M. Loewen (October 11, 2011) Climate Adaptation Strategy

Recommendation

That the report of the General Manager, Corporate Performance Department dated September 14, 2015, be forwarded to City Council for information.

Topic and Purpose

This report responds to an inquiry made by Councillor Loewen regarding climate adaptation planning in Toronto and options for developing an adaptation strategy for Saskatoon.

Report Highlights

1. Climate change implications including rising temperatures, changed patterns of precipitation, and more extreme weather events have been observed and predicted for the Saskatoon Region.
2. The City of Toronto is among many cities planning for adaptation to climate change and a number of tools and resources have been developed to help municipalities become more resilient to climate change impacts.
3. The Administration currently reports on the environmental implications of initiatives and will develop additional reporting tools to identify resiliency to climate change impacts.
4. Some climate impact assessments have begun; however, comprehensive climate adaptation planning has not.

Strategic Goals

This report supports a number of four-year priorities and long-term strategies related to the Strategic Goal of Environmental Leadership. Specifically, to consider mitigation strategies for the impact of severe weather events on the City of Saskatoon's (City) infrastructure.

Background

On October 11, 2011, Councillor M. Loewen made the following inquiry:

“Would the Administration please report back to Council with options for an adaptation strategy that ensures Saskatoon's infrastructure and budget can respond adequately to the challenges of climate change? The City of Toronto's 2008 report, “Ahead of the Storm: Preparing Toronto for Climate Change,” may be used as a guide and the Administration's report should consider options like risk assessment of vulnerable infrastructure, reduction of possible flooding risks, increased parks naturalization and the possible establishment of an extreme weather reserve.”

Report

Climate Change Implications

The City of Toronto report, “Ahead of the Storm: Preparing Toronto for Climate Change” outlines the various projected climate change implications for that region and what they mean for Toronto. Climate change implications are described in more detail, including what is expected for the Saskatoon region, in Attachment 1.

Preparing for Climate Change

The impacts of climate change are largely experienced at the community level and include public health implications, water supply and storm water issues, transportation system disruptions, power disruptions, impacts to public and private properties and landscapes, and increased and/or urgent demand for social and emergency services.

The goal of preparations for climate change is to achieve greater resilience such that people, neighbourhoods, businesses, and organizations are able to cope with current climate variability as well as adapt to future climate change, preserving the quality of life achieved through current development, and minimizing damages.

City of Saskatoon – Mitigating Risks of Climate Change

The City of Saskatoon has been focussing on the mitigation of key risks through an Enterprise Risk Management approach. One risk that has been identified is that the City may be lacking a clearly articulated strategy on how to manage climate change related risks. The following current initiatives respond to this identified risk and are expected to improve the City’s adaptability to climate change impacts:

- Improved alert systems including use of Service Alerts and NotifyNow.
- Creation of an Emergency Measures Organization (EMO) office that works with civic and key community stakeholders on weather response planning.
- Completion of a study of the capacity of storm water sewer system and initiation of storm water management planning based on study results.
- Creation of a new Storm Water Utility to generate sustainable funding for infrastructure required to protect against flooding in the community.
- Increased capacity for the storage of drinking water.
- Increased sewage treatment capacity to ensure the system continues to function in wet weather conditions without spilling to the river.
- Improved weather response plans for the urban forest.
- Introduction of the Wetlands Policy to increase the use and functionality of natural or naturalized areas as ‘green infrastructure’.
- Planning for improved transit and multi-modal transportation systems through Growing Forward.
- Enhanced power backup systems to support critical communications infrastructure.

Other Municipalities

Municipalities are increasingly focussing attention and resources on preparing for climate change to ensure that the services and infrastructure they are responsible for are protected and that prudent planning of future investments considers service resiliency. Attachment 2 provides more information about climate adaptation efforts, including providing a snap-shot of current efforts by the City of Saskatoon to mitigate for the risks created by climate change.

Options for Adaptation Strategy

The inquiry requested options for an adaptation strategy for Saskatoon to ensure our infrastructure and budget can respond adequately to the challenges of climate change. The following are some options for consideration:

1. Continue current efforts, though piece-meal, to develop an understanding of climate change implications for each Service Line and identify initiatives to mitigate or adapt for these impacts through annual business planning efforts;
2. Reach out to the Universities of Saskatchewan and Regina, along with other experts, to determine whether Saskatoon could be used as a case study in comprehensive adaptation planning;
3. Implement a comprehensive planning effort similar to the City of Toronto by establishing the capital funding necessary to complete this work. The scale of the planning effort could be expected to be comparable to the Growing Forward initiative in terms of time and resource commitment.

Public and/or Stakeholder Involvement

A number of plans to address climate change risks are already underway and plans for increasing the awareness civic staff have about resiliency to climate change impacts are being developed by Environmental and Corporate Initiatives.

Most divisions have a role to play in comprehensive climate adaptation planning for Saskatoon, in particular: Facilities and Fleet Management, Finance, Fire and Protective Services Department, Parks, Planning and Development, Public Works, Recreation and Community Development, Saskatoon Land, Saskatoon Light & Power, Saskatoon Transit, Saskatoon Water, and Transportation will be engaged through the business planning process to identify adaptation initiatives.

Expertise from outside the corporation is regularly sought and members of the Administration actively participate in knowledge networks in order to engage and leverage innovation and expertise where available. In particular, a number of Centres of Excellence under the Canada Research Chairs program have been established at the University of Saskatchewan, providing excellent resources to Saskatoon.

Financial Implications

The City of Toronto noted significant budget pressures and over-expenditures of more than \$10 million had already been experienced at the time of their report and the creation of an Extreme Weather Reserve was recommended. Saskatoon has a Major

Natural Event Reserve established to assist in offsetting operational and capital expenditures required due to a major natural event such as blizzards, plough winds/tornado, heat wave, severe rain, river flood event, or extreme cold. This reserve is currently unfunded and has been capped at \$250,000. The City has also created a Snow and Ice Management Contingency Reserve to offset over-expenditures related to winter weather. This reserve has a cap equal to the value of the Snow Clearing/Removal program and has a current balance of \$977,000.

No financial implications have been identified specific to comprehensive climate adaptation planning in Saskatoon at this time. It may be noted; however, that the City of Toronto implemented climate adaptation planning work by engaging a full-time staff person, allocating funds for vulnerability and risk assessments, and mandating five civic divisions to work collaboratively up to one day a week on inter-departmental initiatives. The City also leveraged external program funding assistance for the development of their comprehensive strategy.

Other Considerations/Implications

As an information report, there are no communications, environmental, policy, privacy or CPTED implications or considerations at this time.

Due Date for Follow-up and/or Project Completion

Environmental and Corporate Initiatives developed tools to help report authors in their reporting of Environmental Implications to Committee and Council a number of years ago. These tools will continue to be updated to include advice on climate adaptation considerations and applicable reports to Committee and Council will continue to include information about climate change-related environmental implications.

Public Notice

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

Attachments

1. Climate Change Implications
2. Preparing for Climate Change (Adaptation)

Report Approval

Written by: Brenda Wallace, Director of Environmental & Corporate Initiatives

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

Climate Change Implications

The implications of climate change are becoming better known as a result of the work of the International Panel on Climate Change (IPCC) which in March released a Synthesis Report written by over 800 scientists from 80 countries, and assessing over 30,000 scientific papers. This Report tells policymakers what the scientific community knows about the scientific basis of climate change, its impacts and future risks, and options for adaptation and mitigation.

The key findings of the Synthesis Report are:

- Human influence on the climate system is clear;
- The more we disrupt our climate, the more we risk severe, pervasive and irreversible impacts; and
- We have the means to limit climate change and build a more prosperous, sustainable future.

Climate change is having (and will continue to have) effects on local weather and general climate conditions that vary from place to place. While implications have been studied and modelled globally by the IPCC, specific implications for many communities have also been modelled.

The Government of Canada, through Natural Resources Canada, has also produced a report entitled *Impacts to Adaptation: Canada in a Changing Climate* which highlights the following observed changes to Canada's climate so far:

- Warming of 1.3 degrees Celsius, on average, since 1948. This is twice the global average.
- Assuming Canada employs a moderately aggressive strategy to reduce greenhouse gas emissions, temperatures will continue to rise by 2 degrees Celsius by 2050 and 4 degrees by 2080. Most of this warming is expected in the winter season.
- Average precipitation has increased 12% across the country. The prairies and southern Canada have seen the least change so far.
- Increased rate of evaporation from freshwater bodies of water.
- Sea-level rise with the rate along the Atlantic coastline having doubled.
- Increased frequency and magnitude of extreme events.

Toronto

According to the City of Toronto report, "Ahead of the Storm: Preparing Toronto for Climate Change", the projected climate change implications identified for Toronto include:

- Rising summer temperatures leading to a rise in the number of extreme heat alerts, smog alerts, and heat and smog-related premature deaths.
- Shorter, warmer winters leading to the spread of invasive insect species like the mosquitos that carry West Nile Virus and ticks that carry Lyme disease. The City

of Toronto also predicts insects carrying other infectious diseases affecting humans and tree species are likely to migrate from the south.

- Precipitation patterns are changing. An increasing proportion of moisture is from rainfall as opposed to snowfall. Periods of drought are also more common and more severe.
- Extreme weather is increasing. Environment Canada monitors the number of natural disasters in Canada and has reported increases in tornados, storms, blizzards, ice-storms, hail/thunderstorms, floods, and wildfires.
- Surface water availability and water quality is diminishing. Changes in river flows, lake levels, and increasing concentrations of contaminants accumulating in surface water bodies used for drinking water purposes have been observed.

Saskatoon

Research more specific to the Saskatoon context is available from the Prairie Adaptation Research Centre at the University of Regina suggesting the following:

- The Saskatoon region (as part of the South Saskatchewan River Basin) will experience an increase in both temperature and precipitation.
- More precipitation is expected in winter, in the form of rainfall due to rising temperatures, and less in summer.
- Warmer temperatures imply there will be a longer growing season, but there will also be less precipitation in summer, and therefore less available soil moisture.
- The projected changes in temperature will influence snow accumulation in the mountains, which feeds the South Saskatchewan River (Saskatoon's source of drinking water) resulting in changes to the dominant flow season for the river. Future decreases in average river flows are expected.
- Droughts are expected to become more frequent and prolonged.

Preparing for Climate Change (Adaptation)

The goal of preparing for climate change is to increase community resilience by adapting current services, practices, and infrastructure to with-stand current and future climate-related risks.

Community resilience includes, but is not limited to:

- The ability to provide services and continue municipal operations (business continuance)
- Protection for the built and transportation infrastructure of the community to allow municipal and private activities to continue uninterrupted (asset protection)
- Protection, and improvement of 'green' or natural ecological infrastructure (natural capital)
- The ability for residents, businesses, and stakeholders to support one another in times of need (social capital)

Adaptation Toolkit for Cities

Natural Resources Canada has identified a number of climate adaptation activities that municipalities can undertake to reduce the negative impacts of climate change and/or take advantage of new opportunities that may be presented. They note that proactive planning efforts (including adopting policies that support climate change mitigation and adaptation) can result in lower long-term costs and be more effective than reactive efforts (i.e. adaptations that occur following major storm events drought impacts have already been realized). Adaptation planning themes include business continuity planning, proactive development and planning standards, responsive storm water design standards, new operating practices and service levels for core municipal infrastructure development and maintenance, appropriate adaptation of park operations to meet eco-system pressures resulting from climate change, and enhanced community support to build social capital.

Proactive planning for climate change includes the adoption of supportive policies that ensure adaptive measures are included from the most broad policies (i.e. the Official Community Plan) to the most specific (e.g. identifying how utility and park lands are acquired, developed and managed; including climate change considerations into the planning, design and maintenance of infrastructure projects to avoid placing these systems at a greater risk of being impacted; adjusting budgets to reflect climate change risks; etc.).

Toronto

The City of Toronto identified projects and programs to increase that community's level of preparedness for and resiliency to the implications of climate change.

The comprehensive climate adaptation strategy currently being developed for Toronto involves the following principles:

1. Create the internal mechanisms and processes for the development of a comprehensive, multi-year adaptation process;
2. Engage the public, business and other stakeholder groups;
3. Incorporate climate change adaptation into city policies and high level plans;
4. Use best available science to analyze how climate is changing locally and what the future is likely to bring;
5. Use this analysis to identify Toronto's vulnerabilities to climate change;
6. Conduct a risk assessment to identify priority impacts requiring adaptation action;
7. Identify and assess adaptation options to reduce the risk;
8. Develop and implement climate change adaptation strategies; and
9. Monitor climate change, evaluate the effectiveness of adaptation initiatives in protecting the City from continuing changes, and adjust strategies when necessary.

Initiatives identified through proactive planning efforts in Toronto so far include:

- Improved alert systems and weather response plans.
- Changes to storm water management under a Wet Weather Flow Master Plan and changes to design standards for development that reduce heat and runoff (e.g. green parking lots).
- Changes to sewage treatment systems and protection against basement flooding and spills to receiving water bodies.
- Expanded electrical generating capacity and diversity of supply available from distributed generation.
- Improved electricity transmission and distribution systems including redundancy and moving above-ground distribution lines underground.
- Improved transit and multi-modal transportation systems.
- Waterfront improvements to reduce erosion and improve resilience to flooding.
- Adoption of building policies and incentives to increase the prevalence of green roofs that reduce heat and runoff.
- Increased tree planting to double the size of the urban forest.
- Increased green space protection and enhancement.
- The City's role in housing and homelessness was reviewed with the implications of extreme weather in mind.

Mitigating climate change is also a focus of effort for the City of Toronto and a variety of programs and incentives that set energy efficiency, water consumption, and heat island effect performance targets for the design, construction, and operations of the built environment.

Saskatoon

The City of Saskatoon has been focussing on the mitigation of risks through an Enterprise Risk Management approach, including work on the following initiatives that serve to improve adaptability to climate change impacts:

- Improved alert systems including use of Service Alerts and NotifyNow.

- Creation of an Emergency Measures Organization (EMO) office that works with civic and key community stakeholders on weather response planning.
- Completion of a study of the vulnerabilities storm water sewer system and initiation of storm water management planning based on study results.
- Creation of a new Storm Water Utility to generate sustainable funding for infrastructure required to protect against flooding in the community.
- Increased capacity for the storage of drinking water.
- Increased sewage treatment capacity to ensure the system continues to function in wet weather conditions without spilling to the river.
- Improved weather response plans for the urban forest.
- Introduction of the Wetlands Policy to increase the use and functionality of natural or naturalized areas as 'green infrastructure'.
- Planning for improved transit and multi-modal transportation systems through Growing Forward.

The City of Saskatoon is also working on energy efficiency and green energy initiatives to help mitigate the impact the corporation has on climate change. A new Performance Target has been established to ensure civic operations continue to focus on reducing greenhouse gas emissions, striving to achieve a target of emissions that are 30% below 2006 levels.



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Efficient Waste System Project Update

Recommendation of the Committee

That the report of the General Manager, Corporate Performance Department dated September 14, 2015, be received as information. .

History

At the September 14, 2015 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Corporate Performance Department dated September 14, 2015 was considered.

Attachment

September 14, 2015 Report of the General Manager, Corporate Performance.

Efficient Waste System Project Update

Recommendation

That the report of the General Manager, Corporate Performance Department dated September 14, 2015, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to provide an update on the Efficient Waste System Project that will provide improved service and cost savings in the delivery of garbage (black cart) and leaves and grass (green cart) collections.

Report Highlights

1. New routes and collection days will be in effect January 4, 2016. The routes will be more efficient by being as short and direct as possible with reduced back-tracking for garbage trucks.
2. Installation of all equipment and hardware systems is complete and field testing of systems is nearing completion.
3. Tags on garbage and leaves and grass carts will be scanned when emptied to verify collection in real time. GPS tracking will confirm where and when a truck has provided collections. Garbage carts that are unable to be collected will be logged through photos taken by the truck operators.
4. Some carts still need identification tags installed or replaced. The Administration is currently developing a plan to efficiently complete this work. It may require asking residents to put out their cart on a specific date.
5. Billing and collections for commercial garbage pick-up will be improved through this system.
6. The new system will be capable of monitoring a number of performance metrics that will improve the reliability and efficiency of City of Saskatoon (City) services, reduce fuel use, and reduce emissions from our fleet.

Strategic Goals

This report addresses:

- The strategic goal of Asset and Financial Sustainability where the services we provide are aligned with what our citizens expect and are able to pay, and we are open, accountable and transparent with decisions related to resource allocation.
- The four-year priority to implement energy-efficient practices in City buildings, transportation and operations.

Background

On July 17, 2013, City Council approved a \$1.2 million Productivity Improvement Loan and award of contract for the Garbage Service Verification (Efficient Waste) System.

Report

The following is a summary and status update for the main components of the project.

Efficient Routes

The new Efficient Waste System provides information about carts, trucks and road conditions for Saskatoon. A route efficiency exercise is now underway and will calculate the most efficient driving path and the most effective grouping of neighbourhoods for waste collections. Collection dates for residents will change on January 4, 2016. Recycling collection dates will also change. The new routes are expected to save fuel and time and defer the need for additions to the fleet of garbage trucks.

Cart Collection - Tags Scanned to Verify Pick-Ups

New equipment was installed on each waste collection truck in order to automatically log information such as:

- The system records the location and time every time the truck arm moves up and down (e.g. tipping a cart).
- Tags with unique ID numbers have been put on carts and can be read by scanners on the trucks.
- Time and location of cart collection and truck driving path is recorded on maps.

The system does not measure the weight of the garbage or any information about carts not lifted by the truck. The new equipment is currently operational with the exception of pieces that are down for repairs or being transitioned to new collections vehicles purchased after the project was started. Attachment 1 provides more details about system components and their current status.

Tagging – More Work is Required to Install or Replace Identification Tags

Tagging of carts was done during regular cart collection days in 2014. If a resident did not put their cart out for collection when City staff were in the area, tagging could not occur. Of the 70,000 collection carts in the field, 95% received identification tags in 2014. There were also several issues with tags supplied by the vendor which resulted in project delays. The vendor performed warranty work earlier this year to replace problem tags, successfully replacing 95% of them. The City knows where the untagged and problem tags are located and arrangements will be made to complete the work.

Accurate Commercial Billings and Collection

The new software replaces the outdated database and software previously used to manage commercial collections contracts. It stores the contracts, records service as it is provided, and automatically generates invoices. This component of the project was necessary to comply with the Garbage Collection Revenue Audit of 2011.

Public and/or Stakeholder Involvement

Residents With Carts that Need Further Tagging Work

Previous tag work was based on looking for carts on the date of collection and relied on residents to put out their cart on their collection day. Efficiently finding the remaining

problem tags may require asking residents to put out their cart on specific dates. A communication plan is being developed targeted to these residents.

Customer Service

By integrating real time collections information with a customer database, civic staff are able to provide better service when responding to inquiries. Other customer service improvements include changes to the Waste Stream Management Customer Service Line (306-975-2486). Citizens who call in with any waste-related enquiries or concerns will now be able to reach a customer service representative 24 hours a day, 7 days a week.

Communication Plan

Informing Residents of New Routes

Before collections start on January 4, 2016, every household will receive in the mail a 2016 Waste & Recycling Calendar. The Calendar will feature the garbage, recycling and optional yard waste collection dates specific to that household. The online collection calendar (Saskatoon.ca/CollectionCalendar) will also be updated with the 2016 collection dates. Through the online calendar, residents can search their collections by their home address and sign-up for collection day reminders by email or phone.

Communications will build awareness that waste and recycling collection dates are changing in 2016, why they're changing and where to find your personalized collection schedule (in the mail, online). Communication channels could include news media, social media, Community Association articles to share with their membership, City Page ads and the City's website.

Financial Implications

The Efficient Waste System project began in 2013 and funding included an internally-provided \$1.2 million productivity improvement loan. In addition to installing the necessary technology to provide accurate and verifiable services to residents, productivity and fuel savings of \$200,000 a year were forecasted to be produced in order to repay the loan over 10 years. The project is on track to achieve savings in the following areas:

- Reducing the number of kilometers travelled to collect garbage and leaves and grass. In 2014, approximately 406,000 L of fuel was consumed at a cost of \$457,000 and 547,000 km were travelled by the collection vehicles.
- Improved productivity including reducing reliance on navigators and the elimination of the navigators for the Green Cart program, seamless integration of dispatch, billing and call centre functions, reduced customer complaints, reduced effort to respond to customer complaints, and reduced call outs.
- Improved asset management and billing systems.

Environmental Implications

Emissions savings from reduced driving distances for the collection fleet will be reported after the project metrics have been determined. Collection services for the 2014 Waste

Efficient Waste System Project Update

and Leaves & Grass programs required approximately 406,000 L of diesel fuel which results in emitting approximately 1,100 tonnes of greenhouse gas each year.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Administration will provide a further report before the end of 2015 that includes the new routes and a recommendation to close the capital project.

Going forward, project successes and metrics, including specific areas where savings have been achieved, will be shared through the news media, the City's social media accounts, and the City's website, as well as through future Integrated Waste Management Annual Reports.

Public Notice

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

Attachment

1. How the Efficient Waste System Works and Current Status

Report Approval

Written by: Chris Richards, Energy and Sustainability Engineering Manager,
Environmental & Corporate Initiatives

Reviewed by: Michelle Jelinski, Environmental Operations Manager, Public Works
Pat Hyde, Director of Public Works
Brenda Wallace, Director of Environmental & Corporate Initiatives

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

Administrative Report - Efficient Waste System Project Update.docx

How the Efficient Waste System Works and Current Status

This attachment explains how the Efficient Waste System works and what the status is of some of the major components.

Residential Collections

The following explains how residential collection should work:

1. At the start of the day a collections driver will download a collection route.
2. Once the route is downloaded to the truck, the GPS navigation will direct the driver to their first collection point and show future collection points.
3. As the truck travels the route, the GPS data for the truck is logged.
4. If the driver comes to the first cart on their route and the cart is presented, the driver will lift the cart with the side arm and dump the material into the truck.
 - a. When the arm lifts, the system automatically records a lift event.
 - b. When the cart is above the truck, the antenna on the truck automatically attempts to read the RFID tag on the cart. If all of the equipment is working properly the system will record the unique RFID number for that cart and the exact time and GPS location of the collection.
 - c. If the truck does not read an RFID tag when lifting a cart, the system will still record the time and location of the cart lift.
5. After a cart is collected, the navigation system will direct the driver to the next cart to collect. Missed collections should be reduced because the driver will be able to see their next collection points. As an example, if there are carts in a hard to see location and a driver passes the carts without collecting them the navigation system will show these points on the map and, if enabled, will instruct the driver to turn around and collect the missed carts.
6. If the driver drives to the next cart and there is an issue with the cart, the driver can log this event. For example:
 - a. The driver can manually push the "Bin Not Out" button to record that a cart at a specific address was not out. The system cannot automatically record a "Bin Not Out" scenario because an RFID tag can only be read after a cart is lifted by a truck.
 - b. If the cart is overfilled, is placed too close to a vehicle or fence, or has some other reason why it cannot be collected, the driver can take a photograph of the issue and/or make a note and these will be logged in the system at this address.

Commercial Collections

Commercial collections are similar to residential collections except a large percentage of the bins cannot be tagged because they are not the property of the City of Saskatoon. A reconciliation between services provided and services invoiced should be conducted every billing period as part of standard internal control procedures to protect the interests of contracted customers and the corporation. The verification of services provided can only be realized through a tracking mechanism for all commercial containers regardless of ownership. There is a system set up for operators to log all tips of commercial bins into the on-board computer. If they cannot collect the bin, they

can also log the reason using the system. If a commercial customer calls the office wondering why the bin was not emptied, the office will have the information immediately and can inform the customer. If the customer is able to fix the problem while the trucks are still out, the collection can occur right away rather than waiting to be sent back the next day.

Cart Collection - Driver Logs

In addition to the automatic collection of information, drivers have the ability to manually log events that they witness using the new touchscreen computer. New cameras allow the driver to photograph what is occurring at the street level beside the truck (looking towards a bin from the side of the cart). The driver can also write notes in the touchscreen log.

Logging collection issues allows for improved communication and education with citizens. If a driver passes a house where the cart is not out, the driver must log this in the system or the navigation system will not direct them to their next collection location. This reduces collection efficiency but increases collection verification accuracy. The best balance of these two needs will be determined in 2016.

Cart Collection - Turn by Turn Navigation and Real Time Collections Tracking

The newly installed touch screens in the cab of each garbage truck provides turn by turn directions for the truck operator once a collection route has been optimized. It can also instruct the driver to turn around if a cart was missed. This hardware is installed but is not being used due to a variety of commissioning and training issues. The goal is to have this system operational for 2016.

Central Cart Database

The software provides a single database with sophisticated user access and controls in order to allow multiple users to access or enter collection data. Waste, leaves and grass, and recycling cart data will be stored in the database and accessible to a variety of City staff.

Cart Management

The new software and hardware is being used by Public Works to manage deployment of new carts, replacement of broken carts, cart repairs, and other cart related work orders.

Environmental Protection Officers

Environmental Protection Officers are able to make use of the single integrated database in order to more efficiently perform their work. In the future they will also be able to manage their work orders inside the system using similar tools as the Cart Management staff.

Analysis, Reporting, and Ongoing Optimization and Efficiencies

The software has the ability to generate reports that support evidence based decision making. Examples of metrics that can be tracked and reported on include vehicle kilometers traveled, cart set-out rate, and time it takes to provide collection service to back lanes vs. front street.



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Public Space Recycling RFP Results

Recommendation of the Committee

1. That the RFP for Public Space Recycling issued in July 2015 be canceled; and
2. That the Administration proceed with interim solutions and continue to develop a long-term plan for the program, reporting back with program options by April 2016.

History

At the September 14, 2015 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Corporate Performance Department dated September 14, 2015 was considered.

Attachment

September 14, 2015 Report of the General Manager, Corporate Performance.

Public Space Recycling RFP Results

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the RFP for Public Space Recycling issued in July 2015 be canceled; and
2. That the Administration proceed with interim solutions and continue to develop a long-term plan for the program, reporting back with program options within a year.

Topic and Purpose

The purpose of this report is to summarize the results of the Public Space Recycling RFP and outline interim solutions for a pedestrian recycling service.

Report Highlights

1. A Request for Proposals (RFP) for a Public Space Recycling Service was issued in July 2015 and two proposals were received.
2. The Evaluation Team consisting of the Administration and representatives from the Riversdale, Broadway and Downtown Business Improvement Districts (BIDs) evaluated the proposals. The Evaluation Team was disappointed with the quantity and quality of the proposals received, and had expected a greater degree of interest and more innovative proposals.
3. Based on the fact that there was nothing innovative in the proposals, the Administration is recommending that the RFP simply be canceled and wish to advise what we can do in the interim and offer long-term solutions to this matter.

Strategic Goal

The recommendations in this report support the four-year priority to promote and facilitate city-wide recycling under the Strategic Goal of Environmental Leadership.

Background

At its meeting on May 25, 2015, City Council resolved:

- “1. That a new Public Space Recycling Program be established to replace the current MetroBin program; and
2. That the Administration proceed with a Request for Proposals (RFP) to implement the first component of the Program, a Pedestrian Recycling Program.”

Report

RFP Results

The RFP for a Public Space Recycling Service was issued on July 2, 2015 and closed on July 30, 2015.

The Evaluation Team, consisting of representatives from the Administration and the Riversdale, Broadway and Downtown BIDs, were disappointed with the quantity and quality of the proposals received. Two proposals were received and evaluated by the team. Proposal 1 was over the budget established for the project. Proposal 1 and 2 were both not really very innovative and in the case of the Proposal 2, it was simply a repeat of what exists today in terms of the design of the bins.

Although it was the thought that there would be more business interest in this matter, as presented the RFP did not generate the interest that was expected; therefore, the Administration recommends that the RFP simply be canceled at this time.

Proposed Interim Solution

Public Space Recycling does not currently have funding and therefore relies on advertising revenues to maintain and service recycling containers. An opportunity to maintain the current level of public recycling service exists by continuing the current MetroBin program with Creative Outdoor Advertising until a new pedestrian recycling service can be developed. The Administration will work closely with BIDs to address current bins that are problematic to their streetscape during this interim period.

Recycling pilot projects, including the installation of a solar compactor in President Murray Park and bottle baskets at various other pilot locations, will continue to be implemented within City parks. Through these pilots, the Administration will determine whether recycling could be reasonably brought into other waste servicing activities. At this time it is also unknown whether bottle baskets, which provide a good solution in shopping areas, will work in park settings.

Long-Term Program Plan

The specific funding needs and logistics for a service operated by the City or a private contractor can be determined through further research and the results of pilot projects.

There are a variety of advertising opportunities involving City assets. It is possible that future bundling of these opportunities may provide a source of some funding for a future civic recycling program. Administration will report back on long-term program options within a year, which may include a different RFP approach.

Options to the Recommendation

City Council could direct that the RFP not be canceled, in which case the Administration would proceed to the next step in the RFP process which is negotiation with the leading proponent. It is important to note that such negotiations could not change the key submissions regarding bin design or other already identified items.

City Council may also choose to abandon recycling within BIDs and areas with high pedestrian traffic by not continuing the current MetroBin program.

Public and/or Stakeholder Involvement

The BIDs have been consulted and involved with the RFP and evaluation process. They will continue to be involved as a future program is developed.

Communication Plan

If the opportunity exists, Public Space Recycling messaging and design will be similar to the curbside and multi-unit recycling programs. General awareness for the program will be communicated through the news media, social media, and where applicable, other recycling communications materials.

Policy Implications

Until such time as recycling pilot projects are complete for City parks, and the results reviewed, there is no plan to recommend amendments to Bylaw No. 7767.

Financial Implications

If the RFP is canceled, there are no new financial implications.

Other Considerations/Implications

There are no new environmental, privacy or CPTED considerations at this time.

Due Date for Follow-up and/or Project Completion

The performance of Public Space Recycling will be reported annually as part of the Integrated Waste Management Annual Report. If the recommendations of this report are approved, Administration will report on options for a long-term program plan before the end of 2016.

Public Notice

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

Report Approval

Written by: Daniel Mireault, Environmental Coordinator
Reviewed by: Amber Jones, Education and Environmental Performance Manager
Brenda Wallace, Director of Environmental and Corporate Initiatives
Approved by: Catherine Gryba, General Manager, Corporate Performance Department



City of
Saskatoon

EXECUTIVE COMMITTEE

Second Quarter Results - City of Saskatoon's Corporate Business Plan and Budget - Sustaining the Saskatoon Advantage

Recommendation of the Committee

That the information be received.

History

At its August 19, 2015 meeting, Executive Committee considered a report of the Director of Strategic & Business Planning and Director of Finance, Asset & Financial Management Department regarding the above.

Attachment

1. Report of the Director of Strategic & Business Planning and Director of Finance, Asset & Financial Management Department

Administrative Report - Second Quarter Results - City of Saskatoon's Corporate Business Plan and Budget.docx

Recommendation

That the report of the General Manager, Corporate Performance Department dated August 19, 2015, be forwarded to City Council for information.

Topic and Purpose

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

Report Highlights

1. The 2015 budget projections are indicating a 0.28% unfavourable deviation from budget. The Administration will be taking all reasonable measures to bring in a balanced budget at year-end.
2. The key projects outlined in the 2015 Corporate Business Plan and Budget are on track and initiatives are progressing well.

Strategic Goals

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

Report

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

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

Business Plan Highlights

Attachment 1 provides a summary of the status (as of June 30, 2015) of the key projects outlined in the 2015 Corporate Business Plan and Budget.

Residential construction in Saskatoon remains active. While permits associated with one-unit dwelling housing starts are down; permits associated with apartments and housing (multi-unit dwellings) are on the increase compared to last year at this time. Commercial construction (permits related to commercial, industrial, institutional & assembly and other) is strong. The total number of permits associated with commercial construction is on par with last year. The value of construction associated with commercial construction is 20% higher compared to the end of the second quarter of 2014.

The number of building permits issued to the end of June is approximately 9% lower than the number issued in 2014 for the same time period. Building permits issued for the creation of multi-unit dwellings are approximately 23% higher than at the end of June 2014. This has resulted in the creation of 1,431 residential units compared to 1,579 residential units at the end of June 2014. Value of construction associated with permits issued to the end of June 2015 is slightly lower by approximately 6% from June 2014 (Attachment 2).

As of the end of June, there were five permits issued that had a construction value higher than \$10.0 million. In the first half of 2014 there were two construction permits with a value higher than \$10.0 million.

Year-end Budget Projections

The 2015 budget projections to year-end are indicating a 0.28% unfavourable variance from budget (Attachment 3) after applying transfers from reserves. This projection includes transfers from the Snow and Ice Reserve (\$0.520 million), the Parks Stabilization Reserve (\$0.400 million) and non-transfers to the Landfill Replacement Reserve (\$0.775 million). It is cautioned that this projection relies on only six months of performance and subject to substantial variance as the remainder of the year proceeds.

The Administration will be taking all reasonable measures to mitigate the deficit that is being forecast. These strategies include:

- Reducing the contribution to the Landfill Replacement Reserve of \$0.775 million to offset the variance in the Waste Services Utility due to the delay in Multi Materials Recycling Program and the corresponding loss of revenues.
- A planned 25% reduction in the watering of well-established park areas. Parks will be closely monitored to ensure no damage will occur to the asset. This is estimated to save approximately \$0.275 million assuming a return to normal rainfall from July 15 to August 31.
- Recreation fee changes approved by City Council aimed at increasing patronage at the Leisure Centres. The plan was to affect longer term increases in usage at the Leisure Centres. There is no major change anticipated for 2015.
- Transit is undertaking a major marketing campaign starting in August to increase ridership to help reduce the deficit in the short term but also aimed at increasing long term ridership. Additional cost controls have been implemented for 2015 which are projected to save over \$0.500 million in 2015.

The following is a summary of the items contributing to the projected variance:

Corporate Asset Management (\$0.613 million surplus)

- Fleet Services: Pricing on unleaded fuel has been averaging \$0.95 per litre compared to budget of \$1.05, causing an under-expenditure of \$0.484 million. Additional savings of \$0.213 million have been realized in reduced expenditures on the new Police Head Quarters and Civic Square East as repairs have been covered through warranty.

Transportation (Net \$2.340 million deficit)

- Snow Removal: An estimated \$0.520 million (4.69% variance) deficit is being projected. The Snow and Ice Reserve has a current balance of \$0.977 million and \$0.520 million will be used to offset the projected deficit if realized. Reductions in overtime and increased preventative maintenance inspections will help mitigate the deficit.
- Street Cleaning: Projected to be in a \$0.703 million (21.2% variance) deficit due to overages in costs due to using a more aggressive approach during the spring cleanup. Towing, signage and material trucking costs are pressure points for the sweeping program. Mitigation strategies include reducing overtime and continual refinement of processes to manage contractors and increase production efficiencies.
- Transit: An estimated \$1.3 million (5.3% variance) deficit due to decreased ridership, revenue reductions from transition to discounted passes and reduced cash/ticket sales offset by \$0.923 million in fuel savings. This risk is being mitigated through the development and deployment of the Growing Forward Initiative which is anticipated to redefine the role of Saskatoon Transit in a growing and changing community. For 2015, Saskatoon Transit will continue to mitigate the projected deficit through continued cost control efforts on expenditures and revised short and long term marketing plans.
- Parking: Projected \$0.657 million (20.36% variance) deficit from reduced meter revenue from delayed parking system implementation, partially offset by decreased transfers to reserve.

Taxation and General Revenues (\$1.49 million surplus)

- General Revenue: An estimated \$1.385 million (2.5% variance) surplus due to increased municipal payments from the Provincial Utility Crowns and higher interest earnings than projected due to increases in cash balances held at financial institutions.

Utilities (Net \$0.775 million deficit)

- Saskatoon Light and Power: \$1.23 million unfavourable variance due to energy sales being down 2.95%. This projected deficit will be mitigated through cost control efforts, possible capital project re-scheduling and will be offset by the utility’s stabilization reserve.

- **Waste Services:** An estimated \$0.775 million deficit due to delayed roll out of the Provincial Multi-Material Recycling Program (MMRP). Since this utility does not have a corresponding stabilization reserve, the deficit will be funded through the Environmental Health business line.
- **Saskatoon Water & Wastewater:** Projected \$2.0 million surplus due to revenues expected to exceed budget and operational savings. Billings lag actual consumption, so this projection is subject to significant variance. Any realized surplus would be transferred to the Water and Wastewater stabilization reserve, which will maximize allowable contributions, with the remainder to be transferred to the Wastewater Capital Projects Reserve and Water Capital Projects Reserve.

Environmental Health (\$0.257 million deficit)

- **Waste Handling Service:** A projected \$0.078 million (1.06% variance) deficit due to \$0.558 million reduction in landfill revenue due to increased volumes being taken to private landfills, \$0.185 million in additional costs associated with providing two Compost service facilities and \$0.270 million in additional fleet costs. A \$0.775 million reduction in reserve transfers to the Landfill Replacement Reserve (LRR) is aimed at offsetting the delayed roll out of MMRP and the corresponding utility deficit in the Waste Services Utility.
- **Waste Reduction:** An estimated \$0.203 million (24.93% variance) deficit due to \$0.088 million in increased labour costs associated to recycling depot maintenance/clean up/disposal and \$0.115 million in additional costs in providing eight Household Hazardous Waste day events; this is currently being absorbed through Human Resource staff vacancy savings under Corporate Governance & Finance.

Recreation and Culture (Net \$0.933 million deficit)

- **Parks Maintenance:** A net \$0.563 million (4.46% variance) projected deficit due to \$0.850 million in higher water utility costs due to summer drought conditions, which is offset by \$0.400 million in transfers from the Parks Stabilization Reserve. This forecast includes an adjusted watering schedule for the remainder of 2015 which is expected to save approximately \$0.275 million (assuming a July 15, 2015 return to normal rainfall).
- **Recreation Competitive Facilities:** An estimated \$0.338 million (9.18 % variance) deficit due to reduced revenues in LeisureCard admissions. This risk will be mitigated in the future through the implementation of a new marketing and pricing strategy as presented at the July 20, 2015 Standing Policy Committee on Planning, Development & Community Services which is expected to increase admissions.

Police (\$0.285 million deficit)

- \$0.285 million (0.36% variance) unfavourable variance due to increased staff compensation (\$0.627 million) and net operating costs (\$0.781 million) partially offset by additional revenue from Provincial funding and criminal record checks (\$1.0 million). The Police Service will continue to monitor overtime usage and are

considering deferring non-essential equipment purchases for the remainder of the year.

Corporate Governance & Finance (\$1.19 million surplus)

- An estimated \$1.19 million (2.24% variance) surplus due to \$1.46 million from a WCB refund related to the surplus in the Provincial Fund, offset by \$0.400 million in increased corporate pension costs.

Communication Plan

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

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

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Third Quarter Report for 2015 will be tabled with Executive Committee in November, 2015.

Public Notice

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

Attachments

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

Report Approval

Written by: Kim Matheson, Director of Strategic & Business Planning
Clae Hack, Director of Finance, Asset & Financial Management
Department
Reviewed by: Catherine Gryba, General Manager, Corporate Performance
Department
Approved by: Murray Totland, City Manager

Administrative Report - Second Quarter Results_2015.doc



2015 Corporate Business Plan
Second Quarter Report
April 1 to June 30, 2015

Community Support

Action	Comments
<p>A feasibility study for cemeteries, which involves hiring a Cemetery Consultant to assist with providing: an accurate count of the years remaining in Woodlawn Cemetery; a strategic plan to develop all unallocated areas within Woodlawn Cemetery; and a report to outline the future needs of the City, by providing the number and size of future cemeteries.</p>	<p>The project scope has been identified and we are now beginning to identify the capital funding requirements.</p>
<p>Enhance and develop new partnerships and programs for the Urban Aboriginal Leadership Program. These programs will assist in enhancing economic, employment, and training opportunities.</p>	<p>A coordinator has been hired and the new Wanska program curriculum has been developed. The program targets Aboriginal youth ages 14 to 19 and the curriculum focuses on leadership development for youth based on Dr. Martin Brokenleg's Circle of Courage®. The Circle of Courage is a holistic model of development based on four universal growth needs of all children and youth: Belonging, Mastery, Independence, and Generosity.</p> <p>Applications are out for the summer session of the program.</p>
<p>Collaborate with the Saskatoon Council on the Age Friendly Saskatoon Initiative. Develop an action plan to become a more "age-friendly" city where older adults can lead healthy independent lives and are active and engaged members of the Saskatoon community.</p>	<p>In April, along with the Saskatoon Council on Aging, a workshop for community based organizations primarily in the health care sector was hosted. The workshop was to review the Age Friendly action plan and identify initiatives that organizations could undertake to help move the recommendations forward.</p>
<p>Implement the Immigration Action Plan, through community intersectoral collaboration. Ensure the City's programs and services are changing along with the changes in the community.</p>	<p>A session for the Settlement Support Workers in Schools was coordinated and facilitated. Presentations included information on Paddling Pools and Playgrounds, Community Gardening, and Saskatoon Public Library Summer Programs. Helped to emcee and coordinate Future Forward: Careers by Design" annual conference for Career Practitioners, Educators, School Counsellors and Human Resource Professionals. Over 225 people attended from all around the province. Two City staff assisted on the Coordinating Committee to help connect to diverse speakers and sponsors.</p>

Community Support

Action	Comments
<p>Update and continue implementation of the Corporate Accessibility Action Plan, a collaborative, long-range plan that includes the installation of audible pedestrian signals and curb ramps, barrier free facility assessments, establishing an Accessibility webpage, and formalizing the Universal Design Standards for the City.</p>	<p>Audible pedestrian signal installations are incorporated into the annual work plan; procurement of equipment is underway through a Request for Proposals; no funding has been allocated to curb ramps for 2015. The new website launched in the first quarter and complies with Web Content Accessibility Guidelines (WCAG) 2.0 AA Accessibility Standards.</p>
<p>Promote existing cultural education and awareness programs. Establish an anti-racism, anti-discrimination education strategy aimed at increasing inter-cultural competencies.</p>	<p>The public education anti-racism implementation strategy has been reviewed by the Social Diversity section and includes 12 action items. Marketing is currently working on a communications plan consistent with the action items and includes internal anti-racism awareness sessions and a public education campaign around the theme; I am the Bridge.</p>
<p>Enhance activities for youth to increase positive race relations and civic engagement among the young adult community.</p>	<p>Currently working with Canadian Roots Exchange (CRE) and U of S partners to link previous Unified Minds participants with upcoming CRE programming for the fall school year.</p>
<p>Undertake initiatives to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services on identified gaps.</p>	<p>The City of Saskatoon was one of a number of Aboriginal, community, and faith organizations involved in the Saskatoon closing event for the Truth and Reconciliation Commission.</p> <p>The City of Saskatoon has entered into a partnership with the United Way of Saskatoon and Area to host a conference in the fall for community based organizations to enhance their ability to address the needs of the Aboriginal residents they serve. Initial planning for the conference is underway.</p>
<p>Continued implementation of the Culture Plan recommendations with a focus on a long term strategy to invest in and support the cultural sector in Saskatoon. Specific initiatives are highlighted in the Recreation & Culture business line.</p>	<p>Culture Plan implementation continued, with specific focus on action items connected to the arts sector support and the development of the city centre as a cultural district.</p>

Community Support

Action	Comments
<p>Through our involvement with the Saskatoon Collaborative Funders Partnership an evaluation and reporting tool among local community organizations that have a similar mandate will be piloted. This reporting tool will help community organizations to better report on their collective impact in the community and streamline the reporting.</p>	<p>The consultant for the project on evaluating and reporting on collective community impact has had initial meetings with potential community organizations with respect to their participation in the project. Research on best practices and approaches has been completed.</p>
<p>Support community building through direct investment, community development expertise, and support to volunteers on committees and community associations.</p>	<p>The Neighbourhood Services Section hosted a community association workshop and tradeshow to help build connections between community associations.</p>
<p>The continued implementation of the Animal Services Program Plan is highlighted within the Recreation & Culture business line and includes the following: providing reasonable access to off leash areas within all quadrants of the City, reviewing licensing fees, and ensuring the SPCA and SACA are consulted regarding plans for addressing the growing demand for animal services as the city continues to grow.</p>	<p>New etiquette and the design for user signs have been developed.</p> <p>The City received no Advertising in Dog Parks proposals. A review was completed and it was identified that proponents required more time to respond to the Request for Proposals. The Administration has reissued a new Request for Proposals that will close mid-July.</p> <p>A pound services and animal protection services agreement has been finalized, and it is currently being reviewed by the SPCA.</p>

Corporate Asset Management

Action	Comments
Develop energy management programs and strategies for effective management of water, electrical, and natural gas consumption within civic facilities.	Approval to release the Request for Proposals for the Owner's Consultant for Energy Performance Contracting has been received. A few minor changes are being made before releasing the Request for Proposals.
Construction of a permanent snow storage facility as a part of the new Civic Operations Centre (COC).	Construction remains on schedule for completion in December 2016.
Construction of a new Transit facility in 2015/2016 as a part of the new Civic Operations Centre (COC).	Construction remains on schedule for completion in December 2016.
Continue work on civic accommodation in City Hall to further examine the immediate and long-term space requirements and opportunities within newly acquired office spaces.	Shell space improvements to the 2nd floor space at Civic Square East (CSE) continue. Vacant office/desk space at both City Hall and CSE continue to be extremely limited while demand remains. As office space re-configuration opportunities arise, efforts are placed on utilizing existing space in a more efficient manner.
Develop alternate maintenance and operations service delivery models for maximizing resources.	A Civic Service Review of Fleet Services has been completed, with recommendations for service enhancement being reviewed. Future Remail Modern Art Gallery operations are being reviewed and compared to external agencies for efficiencies.
Establish mutually derived service level agreements with our customers to reflect their requirements and documenting expectations for service levels at civic facilities.	Initial meetings for the development of Recreation and Sport Service Agreements with the Facilities Division have occurred. The framework and principles for the agreements is underway.
Develop infrastructure (asset) management plans for all the City's key assets which will include asset condition, rehabilitation and investment needs, and service levels for each class.	A corporate strategy is currently being developed. Asset classes to be included under the strategy include Facilities, Fleet, Bridges, Land Improvements, and Machinery & Equipment. A Bus Renewal Strategy was approved by City Council in June.

Corporate Governance and Finance

Action	Comments
<p>Continue implementation of an electronic agenda and meeting management system to streamline process, improve access to information from City Council and Standing Policy Committee meetings, increase staff efficiencies, and reduce photocopying and paper costs.</p>	<p>Internet Publishing piece is being tested with implementation expected late in the second quarter or early in the third quarter. Electronic agenda implemented and training for the Administration and City Councilors is 90% complete. Electronic voting options are being reviewed with City Council and software is being tested.</p>
<p>Develop a long-term financial plan which combines financial forecasting with financial strategizing to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability.</p>	<p>The Long-Term Financial Plan was presented at the June 15 Executive Committee meeting and was approved by City Council on June 22. At minimum, annual updates to the Plan will be provided to City Council.</p>
<p>Development of a business plan for a core corporate financial system.</p>	<p>A Request for Proposals for an Enterprise Resource Planning (ERP) Business Case Consultant closed on June 30. A report will be tabled with City Council in August to award the contract to the successful proponent. The business case is to be completed by the end of 2015.</p>
<p>Launch the “Investing in Leaders” staff development program that will provide training and development opportunities for staff at all levels and align leadership development with the Strategic Plan.</p>	<p>Investigated opportunities for new training delivery methods including World Café's, Lunch & Learns, Customized Sessions and On-line. Gap analysis findings were presented to a group of managers and the feedback will be incorporated into the new training framework.</p>
<p>Coordinate the Civic Service Reviews (CSR) and Continuous Improvement initiatives in collaboration with all Divisions across the organization, to improve the effectiveness and efficiency of programs and service delivery to our citizens.</p>	<p>A report providing recommendations for improved efficiencies within Fleet Services was presented to the Director of Facilities & Fleet Management and the General Manager of Asset & Financial Management. An asset management plan will be developed for Fleet Services and included as part of the CSR report that is planned for late 2015.</p>

Corporate Governance and Finance

Action	Comments
<p>Create and encourage a workplace culture of Continuous Improvement (CI) that encourages innovation and forward thinking. Identify targeted opportunities to implement specific Continuous Improvement tools within each division.</p>	<p>Divisions are actively working on their CI Initiatives. Requests to start Internal Process Reviews for several programs started in the second quarter and will continue into the fall. Programs included: Graffiti Removal/Remediation, Special Events, IT, and Truck Permitting.</p>
<p>Develop a formalized corporate fund-raising strategy and/or a philanthropic policy.</p>	<p>Policy is under review by various stakeholders.</p>
<p>Lead the transition from manual meter reading to Advanced Metering Infrastructure (AMI).</p>	<p>The AMI system and network devices have been ordered from Elster and are expected by the end of July. Contract negotiations have been completed with Harris Utilities (Meter Data Management System) and SaskTel (Wide Area Network Services), and equipment has been ordered. Installation of AMI network devices will begin in August.</p>
<p>Develop an Employee Rewards and Recognition Program in consultation with employees.</p>	<p>A first draft of an employee consultation survey has been completed. The purpose of the survey is to understand what employees want in an Employee Rewards and Recognition program. The survey will be reviewed and revisions to survey questions will be made in the third quarter.</p>
<p>Implement a Succession Planning Process that will include a smooth transition of knowledge and skills to successors.</p>	<p>The Competency Framework which will be an integral component of the Succession Planning Framework is currently under development with expected completion in the third quarter. The Succession Planning Framework, Competency Framework and outline of the Investing in Leaders Program will be presented to the Leadership Team and Senior Management Team in the third quarter of 2015.</p>
<p>Begin the process of implementing Service Saskatoon - a coordinated approach to responding to citizen calls and inquiries on programs and services. Develop a detailed project plan and facilitate the implementation process for a 311/ Customer Relationship Management (CRM) system.</p>	<p>Work is continuing on the internal process review for the Public Works Customer Service Centre (CSC). To provide a coordinated response to citizen inquiries, calls regarding garbage and recycling collection, compost depots and the Leaves and Grass program are handled through the Public Works CSC. Construction & Design now provides daily work schedules for water outages and road maintenance to the CSC (in addition to project information available on interactive maps), to ensure that all citizens can access information on projects affecting their community.</p>

Corporate Governance and Finance

Action	Comments
Launch a new website for the City that is more customer and citizen friendly and adopt a Digital Policy and Standards Guide to enhance online services and maintain a consistent user experience.	Some final enhancements to contact forms, contact information, and the content management system have been completed. The capital project is now complete and will transition to our regular business operations.
Develop a plan to increase awareness on levels of service and associated costs.	The key assets have been identified for development of Asset Management Plans in 2015. Plans will be complete by the end of 2015. Work will continue with divisions over the next few months to define Maintenance Service Levels.

Environmental Health

Action	Comments
Report on environmental implications and resiliency to climate change impacts.	This report will go to the Leadership Team in August, and to the Standing Policy Committee on Environmental, Utilities & Corporate Services in September.
Develop an Energy and Greenhouse Gas Reduction Business Plan that identifies key initiatives to achieve emissions reductions targets by 2020.	The corporate emissions reduction goal has been established. The Administration is providing support and advice to SEAC to develop a proposed community reduction goal. Work on the Business Plan has started based on the new target.
Establish an Environmental Sustainability Reserve to fund initiatives that reduce greenhouse gas emissions, save costs, and reduce impacts on the environment.	Discussions with Finance to clarify the proposed use of funds and potential sources of revenue to build the Reserve are underway.
Implement energy-efficient practices within the City fleet of vehicles and equipment including the development of a Green Fleet Strategy that researches the use of bio-fuels, compressed natural gas (CNG), and route optimization using GPS.	Project commissioning for the route optimization for the garbage fleet is still ongoing. Public Works is progressively increasing their use of the various components of the system. No additional meetings have occurred with SaskEnergy regarding CNG.

Environmental Health

Implement energy-efficient practices at the Water and Wastewater Treatment Plants.	No progress to report at this time.
Implement Sustainable Procurement policies to maximize the economic, social, and environmental benefits of the City's purchasing practices.	Representatives from the Procurement Committee met with Priority Saskatchewan. By September, a report will be sent to the Standing Policy Committee on Finance, recommending the award for legal advisor.
Continue to replace conventional energy sources with clean energy technologies at civic facilities and within park irrigation systems.	No new initiatives are being explored at this time. The potential to introduce clean energy will be considered in 2016 as part of the Energy Performance Contracting project.
Implement community waste audits to track the performance of recycling and composting programs.	The Request for Proposals for the 2015/2016 waste audits will be issued later this year. An audit of the Multi-unit Recycling Program was completed to determine the success and challenges with the program.
Implement a comprehensive City of Saskatoon (corporate) recycling program for all civic operations.	Later this year, an engagement plan will be implemented to encourage recycling at civic operations.
Implement the Landfill Optimization Strategy to extend the life of the Landfill indefinitely.	The Alternative Daily Cover (ADC) system is being used on an ongoing basis. This system will help reduce litter and leachate generation as well as extend the life of the Landfill by not filling up valuable airspace with soil.
Continue to expand programs to divert organics from the Landfill.	The compost depots and the home composting education program are both fully operational. Master composter and other composting training will occur as part of Hort Week (University of Saskatchewan) to increase participation. Leaves and Grass registrations closed on June 1 and registrations increased to over 5,700.
Complete Master Plan for Recovery Park, a facility adjacent to the Landfill including a 'Take-It or Leave-It' household item reuse centre, recycling depot, and processing areas for soil, stone, bricks, concrete, asphalt, wood, metal, drywall, and glass.	City Council approved the release of the Request for Proposals for a business case consultant. An internal team is being assembled to assess what work will be internal as opposed to being done by a consultant, and the Request for Proposals is being developed.
Communicate the financial benefit of environmental initiatives.	Financial benefits will be included in the soon-to-be-released 2014 Integrated Waste Management Annual Report.

Environmental Health

<p>Participate in the South Saskatchewan River Watershed Stewards as a leader in watershed protection and improvement, including studies of water quality.</p>	<p>A new Watershed Coordinator was hired. Workshops for City staff regarding awareness of aquatic invasive mussels are underway.</p>
<p>Establish a storm water monitoring program.</p>	<p>Met with stakeholders to evaluate potential for moving from a manual to an automated data management system.</p>
<p>Implement soil protection and remediation policies and procedures on City-owned properties.</p>	<p>Five training sessions were delivered and the SharePoint site was launched.</p>
<p>Develop enhanced spill response capabilities to protect the watershed.</p>	<p>The Task Force met to discuss the level of service analysis; what data is available and what can be collected for future spills.</p>
<p>Participate in the newly-established West Yellowhead Air Management Zone to guide air protection efforts within the region.</p>	<p>We are participating in the Air Management Zone and attending all Board and Membership meetings; however, the Regional Air Quality Study is currently on hold, the Province of Saskatchewan has not reached out to stakeholders to participate yet.</p>
<p>Complete the Garbage Service Verification project to improve service and achieve cost savings through efficiencies.</p>	<p>Phase 1 of route optimization has been implemented and Phase 2 optimization is being developed in the third quarter. Once Phase 2 is complete, changes to garbage and recycling schedules will result in further efficiencies and cost savings.</p>
<p>Improve the customer experience at the Saskatoon Regional Waste Management Centre (Landfill) while appropriately managing safety and environmental risk.</p>	<p>Landfill staff continues to participate in ongoing safety and customer service training and spotters are available at multiple locations on-site. Improvements to internal roads, tipping areas, drainage, signs, and litter clean-up have all contributed to a better on-site experience.</p>

Fire

Action	Comments
Construction of Fire Station No.10 in the Northwest sector in 2016/2017.	Land servicing in Elk Point has slowed and the property designated for the fire station will not be ready to continue with construction under the original timeframe. Land servicing will determine when the project resumes.
Develop a coordinated approach to address derelict residential structures.	The Saskatoon Fire Department hosts and chairs the Safe Communities Task Force which meets quarterly to identify problem residential properties and share information with participating agencies. These include the Saskatoon Police Service, the Ministry of Social Services, the Saskatoon Health District, the Ministry of Justice, and the Community Standards Division. When a location is identified as a problem or concern, the agencies with interests or in a position to effect change coordinate a strategy to intervene.
Develop a plan for future upgrades or replacement of the department training/mechanical maintenance shop.	Meetings have taken place with two private partners and discussions are ongoing with other potential partners.
Identify a station location in the South Saskatoon area.	Continue discussions with GIS mapping to determine a suitable location in accordance with NFPA 1710 Standard.
Creation of vacant properties/buildings bylaw.	Nothing further to report at this time.
Continue building partnerships with Provincial Emergency Management and Fire Safety in the areas of disaster response, communications, and departmental certifications.	Finished the Residential Rehabilitation Assistance Program with Police, the Water Treatment Plant, and the Wastewater Treatment Plant. Finished the Active Threat Workshop at City Hall which will be useful in development of the Corporate Security Plan.
Station headquarters upgrade to accommodate accessibility needs and communications upgrades.	No funding is currently available for this project. Internal planning will continue.

Land Development

Action	Comments
<p>Review the funding source for the Urban Design - Business Improvement District program to better meet community expectations and the goals of the City Centre Plan. Revising the current formula for allocating Parking Meter Revenue is a priority.</p>	<p>Consultation with the Business Improvement Districts and internal stakeholders to discuss funding sources has been initiated. No completion date has been established.</p>
<p>Servicing of multi-family land - A total of 53 acres of multi-family land will be serviced in 2015.</p> <ul style="list-style-type: none"> - Evergreen - Kensington - Aspen Ridge 	<p><u>Evergreen</u> - Roadway work on these multifamily parcels is underway. Utility installations are designed and being coordinated to take place over the summer months. Public tenders for these sites and parcels serviced last year will take place this fall pending market demand.</p> <p><u>Kensington</u> - Roadway construction on these parcels has commenced. Pricing approval for three parcels on Kensington Boulevard will be requested from the Standing Policy Committee on Finance in August. The release of further sites is dependent on multi-family parcel absorption throughout 2015.</p> <p><u>Aspen Ridge</u> - Servicing of these lands is well underway. Utility installations are in the design stage. Sale of these parcels will likely be deferred to 2016.</p>

<p>Neighbourhood Concept Plan (NCP) Development</p> <ul style="list-style-type: none"> - Elk Point - Blairmore 3 (B3) - University Heights (UH3) 	<p><u>Elk Point</u> - Comments by the Transportation division related to traffic downstream impacts are currently pending. The NCP will be submitted to Committees and City Council once these comments are reviewed and resolved.</p> <p><u>Blairmore 3</u> – The initial draft plan is complete. Submission of the draft plan will take place once phasing is determined.</p> <p><u>University Heights 3</u> - Background studies and initial design work are currently underway.</p>
<p>Servicing of single- family land and lot sales</p> <ul style="list-style-type: none"> - Kensington - Aspen Ridge - Marquis Industrial - Parkridge - Elk Point 	<p><u>Kensington</u> - Roadway construction for 268 lots is underway. 220 lots remain in inventory for sale over the counter. Further lot draws are on hold pending inventory absorption.</p> <p><u>Aspen Ridge</u> - Servicing work on 378 lots is well underway. Lot draws are planned for the fall, pending pricing and development control approvals from Standing Policy Committee on Finance.</p> <p><u>Marquis Industrial</u> - Servicing of 45 parcels totaling approximately 117 acres is underway. 26 parcels totaling 54 acres remain in inventory.</p> <p><u>Parkridge</u> – The lot draw for 174 lots was held in April. 156 lots remain in inventory.</p> <p><u>Elk Point</u> - Servicing completion is on hold pending concept plan approval and sufficient build out in Kensington. Grading of constructed wetlands and primary waterline installations are proceeding.</p>

Recreation and Culture

Action	Comments
<p>Develop and implement a special event application and event monitoring process to ensure residents neighbouring special use parks are able to enjoy Saskatoon river valley during the special event and festival season.</p>	<p>The Administration is meeting monthly to evaluate special events and to identify potential issues that may impact neighbourhood residents and/or businesses. An Internal Process Review of Special Events including processes pre-event, during the event and post-event will begin in the third quarter.</p>
<p>Continued development of off-leash dog parks on available City-owned land or park space based on the approved program plan.</p>	<p>The Administration is working to finalize the detail design for the new off-leash dog park in Hampton Village and Pierre Radisson District Park. Both off-leash dog parks will be tendered in 2015.</p>

Recreation and Culture

Action	Comments
<p>In recent years, admission volumes at the Leisure Centres have been showing a decline, specifically in the sale and usage of LeisureCards. Based on a market survey conducted in 2014, there is evidence of admission price, quantity of recreation programs, and awareness levels of Leisure Centre facilities are impacting admission volumes. Additional research is being conducted that will identify possible admission price strategies and fee options that will increase attendance at Leisure Centres.</p>	<p>Research has now been completed and a report is being prepared that will identify new admission price strategies to address declining attendance at Leisure Centres. Will be reporting out to City Council in July.</p>
<p>Work with the Meewasin Valley Authority (MVA) to complete the detail design for Chief Whitecap Park (CWP) followed by construction of the north parking lot, installation of parking lot fencing, and off-leash dog park area, and the installation of site amenities (garbage cans, benches, dog waste dispensers).</p>	<p>MVA, as project manager, has begun the detailed design process for CWP. A status report will be provided to Committee and City Council in July.</p>
<p>Complete the construction of the PotashCorp Playland at Kinsmen Park that includes new rides (train, train station, Ferris wheel and carousel) and an adventure playground area.</p>	<p>Construction remains on schedule for completion this summer. The targeted opening date is the first week of August.</p>
<p>Implement a plan targeted at potential markets to increase activity space rentals during low usage periods at indoor Leisure Centres.</p>	<p>Potential stakeholders and their barriers towards increasing rentals were identified. Engagement and communication tools were developed to evaluate stakeholder satisfaction, and a coordinated plan for specific stakeholder engagement was developed.</p>
<p>Complete the construction of a new Zoo Entrance and Gift Shop Building.</p>	<p>All work was completed as of May 29. The Zoo Admission is open to the public. A few deficiencies are being rectified.</p>

Recreation and Culture

Action	Comments
<p>Complete Phase 2 construction of the Saskatoon Minor Football Field at Gordon Howe Park.</p>	<p>The clubhouse structure is near completion, and work is being done on the roof, which should be completed mid to late June, work also continues on the interior.</p>
<p>Development and implement a new service delivery model that includes new satellite maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods.</p>	<p>A new service delivery model has started in Willowgrove. The Hampton Village maintenance compound is complete and beginning to provide parks service with the new service delivery model as well.</p>
<p>Develop a new “Naturalized Park” classification that will reflect the unique nature of the management vision, policies, goals and maintenance strategies associated both with existing naturalized areas and new naturalized parks that will be established in accordance with the Wetlands Policy.</p>	<p>Currently collaborating with Long Range Planning, Environmental Services, and Community Development on a Strategic Action Plan for Natural Areas and Biodiversity. The development of this Action Plan will aid to develop holistic vision, policies, and implementation plans for Naturalized Parks.</p>
<p>City Council identified a recreation facility located in one of the core neighbourhoods as a 4-year priority. The City has since been approached by the YMCA and the Saskatoon Tribal Council about a potential partnership for this city centre recreation facility. The Administration will undertake discussions about a potential partnership of a new recreation facility in a core neighbourhood.</p>	<p>During this quarter, in collaboration with the YMCA and Saskatoon Tribal Council, a series of stakeholder focus group discussions, a public open house, and an on-line survey were hosted. Also provided MNP consultants with a list of programs and services provided at City owned facilities and offered by community associations in the core neighbourhoods. This information will form part of the feasibility analysis report, which will be completed in June.</p>
<p>Establish a process to ensure the City’s major infrastructure projects undergo a cultural assessment to determine opportunities to incorporate cultural expressions in civic spaces and places.</p>	<p>Community Development met with the Heritage Coordinator and the Planning & Development Division, and identified Heritage Education & Awareness as an area where collaboration can occur in order to help implement the Heritage Plan.</p>

Recreation and Culture

Action	Comments
Identify and move forward with necessary amendments to the Official Community Plan (OCP) to align with the Culture Plan.	Work started on preparing a report to City Council to have the OCP amended to reflect applicable recommendations within the Culture Plan.
Continue to develop a database and map of cultural facilities, public art, heritage and civic institutions, and artist studio spaces.	The ongoing partnership with the University of Saskatchewan was renewed for the summer of 2015. A UofS student has been hired to research and map all of the City of Saskatoon memorials and monuments dedicated to the Great War.
Continue to research and report-out on impacts and benefits of cultural investments and cultural spending; includes participation in the Department of Canadian Heritage's Cultural Statistics Strategy as well as in the Saskatchewan Partnership for Arts Research (SPAR) Arts Ecology Project, established by Saskatchewan Arts Alliance to examine how the arts work and how they are funded in Saskatchewan.	A newcomers artists' forum was tentatively scheduled for the fall, and work has begun on the planning of the forum.
Identify new opportunities for ongoing winter recreation programs at the neighbourhood level.	The Division has identified additional winter recreation opportunities and potential community partners for 2016. This will include a variety of 'Learn To' activities (skating, broomball, snow shoeing, etc.) in various neighbourhood parks. Work has also begun on a Winter City Strategy.
Completion of the Recreation and Parks Master Plan.	Final edits are being completed on the Master Plan, and an implementation workshop with key stakeholders was hosted on June 17 to identify short, medium, and long term priorities. The Master Plan will be presented to the Standing Policy Committee on Planning, Development & Community Services on July 20 and City Council on July 23.

Recreation and Culture

Action	Comments
<p>Complete a review of the Park Development Guidelines in relation to new neighbourhood development and existing park upgrades so that the parks continue to meet the needs of citizens while providing ongoing maintenance in a cost effective way.</p>	<p>Internal and external meetings with stakeholders continue to refine the Park Development Guidelines.</p>

Taxation

Action	Comments
<p>Investigate revenue sources to help alleviate pressure on the property tax levy.</p>	<p>As identified in the Hemson Growth Study Report, non-tax revenues are increasing at a decreasing rate compared to property tax. A series of discussion papers will be tabled with City Council on issues and options aimed at increasing non-tax revenues and ensuring the most appropriate method of revenue is applied for services (user-pay vs. taxation).</p>

Transportation

Action	Comments
<p>Establish a long-term Transit Plan with a vision of rapid transit corridors for Saskatoon to guide investment, transportation and urban planning as part of the Growth Plan to 500,000.</p>	<p>A long-term Transit Plan has been developed and 10-year implementation priorities have been identified. The third round of public engagement has been completed with input going towards refining implementation priorities. Final public engagement will occur in the fall and the Transit Plan report will go to City Council in early 2016.</p>

Transportation

<p>Continue to support the Province on the Perimeter Highway project.</p>	<p>Communication with Highways on the current alignment is ongoing.</p>
<p>Implement the 10-year Transportation Network Priorities.</p>	<p>The high-level Transportation Network Priorities will be updated as part of the final phase of the Growing Forward project. A detailed long range transportation master plan will commence in 2016.</p>
<p>Continue to implement a new Neighbourhood Traffic Management Process.</p>	<p>All 2014 plans have been adopted by City Council. Additional public consultation will continue in Varsity View to discuss speeding and traffic volume concerns on Main Street. Implementation of signs and temporary traffic calming for the 2014 plans has begun. The 2015 initial public consultation is underway, and will be completed on June 11.</p>
<p>Build interchanges at Boychuk Drive and Highway 16 and at Highway 5 and McOrmond Drive to improve traffic flows and enhance safety as the areas continue to develop.</p>	<p>The preliminary drainage design is completed and the cost estimate is underway, it will be included in the updated estimate. The sound study for the Boychuk Drive and Highway 16 Interchange is complete. The Amphibian nocturnal surveys have been completed and the preliminary geotechnical report is nearly complete. Once funding is finalized, the Request for Qualifications will go out and the Request for Proposals is currently being prepared. The funding application is also underway.</p>
<p>Build the North Commuter Parkway project and the Traffic Bridge.</p>	<p>The P3 Request for Proposals period remains ongoing. The project is currently on schedule for award of the Project Agreement and start of design and construction in late 2015.</p>
<p>Implementation of the Intelligent Transportation System (ITS) and significant software upgrades to improve transit customer experience.</p>	<p>Wave files for all bus stops have been created and successfully pushed to all buses with functional ITS. The volumes on the various types of buses (artic, conventional, low floor, Flyer and Nova) have been tested and adjusted to ensure the required quality is being delivered. A few bus stop related issues have been identified and are in the process of being addressed. We are planning to provide a status update to Communications and discuss roll out of the finished product.</p> <p>The current goal is to have this product successfully communicating on all ITS equipped buses by the end of August.</p>
<p>Secure funding to meet approved service levels to promote repair and maintenance of our roads, lanes, sidewalks and bridges.</p>	<p>Public Works continues to identify and establish levels of service for roadway operations.</p>

Transportation

Increase transit ridership through education around public transit and provide service that is safe, convenient, reliable, and affordable.	Increased marketing was implemented in May and June to increase ridership during the University Bridge construction. A Fleet Renewal report was also approved, which will result in a target average age of the fleet of seven years, and ten new buses will be purchased.
Continue to evaluate and define the condition of Saskatoon’s Roadway network providing recommended funding levels to achieve the level of service endorsed by City Council.	An annual report will be submitted to Committee and City Council, similar to the report summarizing the 2014 program.

Urban Planning and Development

Action	Comments
Work collaboratively with all Civic Departments and external stakeholders to complete the Mayfair and Kelsey Woodlawn, Meadowgreen and Montgomery Place Local Area Plans (LAP).	The Mayfair and Kelsey Woodlawn LAP will be presented to City Council for approval on June 22. The Meadowgreen LAP is currently in progress and the Montgomery LAP launched on May 25.
Establish a Local Area Plan (LAP) renewal process to review and update the earliest Local Area Plans with community stakeholders.	A renewal program will be established to revisit early LAPs. This is anticipated to begin in 2017.
Complete a community engagement process to revisit the South Caswell Concept Plan in preparation for redevelopment following the move of Saskatoon Transit to the new Civic Operations Centre.	An Expression of Interest will be developed and released in June. A Request for Proposals will follow in the summer or fall based on what is learned from the Expression of Interest process.
Prepare a South West Sector Plan Long Range Plan.	Currently collecting internal comments on the report and aligning work with the Montgomery Place Local Area Plan and the 2015 Boundary Alteration.

Urban Planning and Development

Action	Comments
Holmwood Sector Plan amendment process has begun and is anticipated to be completed in spring 2016.	Sector Plan amendment report development is underway.
Prepare a North Sector Plan Long Range Plan.	Revising the report based on the feedback that was received from all parties and aligning work with the Wanuskewin Heritage Park Master Plan and the 2015 Boundary Alteration.
Complete construction of the 20th Street West Streetscape and the Central Avenue Streetscape Master Plans.	The streetscape construction contract was awarded to ASL Construction; construction is scheduled to start in early July.
Complete the Pleasant Hill Village Project by successfully securing builders for the three remaining development sites in Pleasant Hill Village, and complete the coordination of all remaining project elements.	The Community Review Committee has completed the Request for Proposals evaluations. The top-scoring proposal has strong Committee support, subject to small design changes and provision of more complete drawings. In May, staff met with the prospective developer and provided detailed feedback. The Committee will have further design input over the summer, and this will result in a fully developed design concept. A fall report to City Council on developer selection will immediately follow. Crosswalk re-location and lane paving will take place this summer.
Successfully conclude the Community Support Program (CSP) pilot project and make recommendations to City Council on the future of the program.	The Street Activity Baseline Study Update 2015 was finalized on June 19. The information from this study forms the basis of the final CSP report.
Complete a new Heritage Registry.	Property owners were notified in May of intent to include their property on the Register. The proposed list of properties was discussed in-camera with MHAC on June 2. The report is anticipated to go to Committee and City Council with the final listing in the fall.
Amend Zoning Bylaw to implement the new Neighbourhood Level Infill Development Guidelines.	Amendments for "4-unit dwellings on corner sites" will be brought forward later in 2015.
Active Transportation Plan is currently in progress as part of the Growth Plan to 500,000 and is expected to be completed by the spring of 2016.	Phase I, Taking Stock, has been completed. Urban Systems is moving on to the Visioning and Discovering Possibilities phases of the project.

Urban Planning and Development

Action	Comments
<p>Expand the capacity of the Urban Design City-Wide program with a stable funding source to enable continued construction of streetscape projects aligned with the Growth Plan to 500,000. Capacity in the Urban Design program will be increased to meet the needs of the new Growth Plan.</p>	<p>The Urban Design City-Wide program will become an integral component of the new Corridor Redevelopment Program which will be developed upon completion of the Growth Plan. Funding and implementation details will be determined during the development of the Corridor Redevelopment Program.</p>
<p>Establish a new corridor redevelopment program to address the priorities and goals of the Growth Plan to 500,000. Land use, design, streetscaping, and transition to adjacent neighbourhoods will be important considerations.</p>	<p>The Growth Plan to Half a Million has identified prioritized corridors for redevelopment and preliminary implementation options. Final public engagement will occur in the fall and corridor redevelopment, as part of the Growth Plan, will go to City Council in early 2016. A new program to proceed with corridor redevelopment will be established during following approval of the Growth Plan.</p>
<p>Financing Growth Report will be completed with recommendations to explore new funding models to economically implement the new Growth Plan to 500,000.</p>	<p>The Financing Growth Report was presented to Executive Committee on April 20, 2015. It was referred back to the Administration for a report on the implications of the study's findings. New funding options will be explored in the Growth Plan to Half a Million.</p>
<p>Employment Area Plan is currently in development as part of the Growth Plan to 500,000 with completion expected in 2015.</p>	<p>The growth model is complete. Additional baseline data was gathered to inform the policy review work, and a policy analysis is in progress.</p>
<p>Draft Land Use Map and an Interim Development Strategy to guide development in the Regional Plan study area before the Regional Plan is finalized.</p>	<p>The Vision, Guiding Principles, and Strategic Directions for the Regional Plan were approved by the P4G Regional Oversight Committee on April 30, and the Interim Development Strategy was approved by the P4G Regional Oversight Committee on May 26. Open houses were held on June 2 and 3 for the P4G Regional Plan. The P4G Regional Oversight Committee will meet again on September 10 to discuss the draft Land Use Map.</p>

Urban Planning and Development

Action	Comments
<p>Inform and engage First Nations and Metis about Regional Growth Planning through educational materials, events and face-to-face meetings.</p>	<p>On April 27, City Council received the first edition of the First Nation Community Profiles, prepared in partnership with Saskatoon Regional Economic Development Authority (SREDA) and 11 First Nations with Reserves and/or Treaty Land Entitlement holdings in the Saskatoon region. The Profiles highlight key attributes of each First Nation and are intended to enhance relationships and opportunities. Several of the First Nations met on June 2 for a Broader Regional Committee meeting led by SREDA. The group received a project update from O2 Planning + Design, the consultant for the Regional Plan, and was encouraged to meet with the consulting team separately if needed. On June 2, City staff, SREDA staff and O2 Planning + Design attended a meeting with Aboriginal Affairs and Northern Development Canada (AANDC) and First Nations to discuss the Regional Plan. The next Broader Regional Committee meeting will be held in September.</p>
<p>Pursue legislative changes to allow for the collection of development levies in advance of urban development.</p>	<p>At its April 27 meeting, City Council received a report recommending proposed legislative amendments to address funding growth and regional planning. A letter was then written to the Minister of Government Relations requesting the amendments, with copies to the Saskatoon Members of the Legislative Assembly and the Saskatchewan Urban Municipalities Association.</p>
<p>Comprehensive review and re-write of the Building Bylaw to reflect current legislative requirements and to remove or add relevant items.</p>	<p>Project to begin in the third quarter.</p>
<p>Develop and implement an occupancy permit or approval process.</p>	<p>Building Standards has reviewed the existing occupancy permit process, and associated documentation. Written documentation has been updated to provide better communication with customers.</p>
<p>Investigate the feasibility of updating the Plumbing Permits Bylaw to include enforcement tools.</p>	<p>Project to begin in the third quarter.</p>

Utilities

Action	Comments
<p>Conservation education programs will continue in an effort to help ensure citizens understand how they can reduce costs and lower their environmental footprint.</p>	<p>Healthy yards programming continued throughout the second quarter. The City is partnering with the Saskatchewan Environmental Society and is accepting applications for a water audit for hotels to understand their water habits, and look for improvements. The results will help inform other businesses on tips for conserving water. A partnership with the food bank will showcase a garden using water conservation techniques.</p>
<p>Continue to expand curbside collection of organics through the Green Cart Program.</p>	<p>The green cart survey will be conducted at the end of June or early July. Green cart subscriptions have increased to over 5,700 subscribers (from 3,900 in 2014).</p>
<p>Saskatoon Light & Power will continue to explore options for new green energy generation projects. Potential future projects include a hydropower project at the Saskatoon Weir and a solar project at the Saskatoon Landfill. Comprehensive assessments of these projects will be completed to determine project viability.</p>	<p>A report on the hydropower project was received by City Council on April 27. The Administration will report back with development options and potential next steps in the third quarter.</p> <p>A Request for Proposals for a solar project at the Saskatoon Landfill will be issued in the third quarter, and is expected to be operational in the spring of 2016.</p>
<p>A Capital Development Planning Study was completed in 2012 to review the condition of the City's electrical distribution system against industry standards. A Bulk Power System Planning Study was also completed in 2014 to review the transmission system's ability to meet growth requirements in the future and to identify critical renewal projects involving transmission power lines and major substations. Work will continue in 2015 to develop an appropriate funding strategy to address these infrastructure renewal issues.</p>	<p>A report was submitted to City Council recommending the construction of a new transmission line for bulk power supply from the north side of Saskatoon. Funding for the initial stages of the project will be covered from existing capital reserves.</p>

Utilities

<p>At a cost of \$22.2 million, construction will continue into 2015 to expand the 42nd Street water reservoir and add a new pumping facility to service the industrial and northeast residential areas.</p>	<p>The work is scheduled to be completed and commissioned in July.</p>
<p>Upgrades to the filter infrastructure at the Water Treatment Plant at a cost of \$7.3 million will ensure continued filtration reliability of the plant and automation of controls.</p>	<p>Work involves upgrading of the filter mechanical components (underdrains, piping, valves, actuators, and control system). The project is funded in the 2015 – 2019 budgets.</p>
<p>Transfer pumping and electrical upgrades at the Water Treatment Plant at a cost of \$13.5 million will provide dedicated efficient pumps to transfer water to the Avenue H Reservoir facility.</p>	<p>Preparation of the Terms of Reference for engineering services for the project is in progress. The proposed schedule is: the engineering services contract will be in place by December, the construction contract will be in place by January 2017 (when funding is complete), and the construction period will be three years (completed in two stages). The project is funded in the 2016 – 2017 budgets.</p>
<p>An investment of \$9.0 million will be made to upgrade existing lift stations integral to the wastewater collection system to improve efficiency and reliability.</p>	<p>The contractor has mobilized on site and is continuing to dig the wet well. The hole for the new building is 90% complete.</p>
<p>Due to growth, the Wastewater Treatment Plant will require an additional fourth digester at a total cost of \$20.0 million. Design of the digester will begin in 2017.</p>	<p>Reviewing recent technical innovations that will reduce loading on existing digesters.</p>
<p>The Wastewater Utility is proceeding with a \$10.0 million odor abatement capital project. Construction is scheduled to be complete in 2016. It is estimated that this work will reduce approximately 76% of all odor emissions during normal operation.</p>	<p>Contractor’s mobilization and onsite measurements are in progress. The construction contract schedule is being finalized, and the beginning of the construction work is planned for June.</p>

Utilities

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

A report is going to the Standing Policy Committee on Environment, Utilities & Corporate Services and City Council in July regarding funding options for critical flood zones in Saskatoon.

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

As of June 2, the application has been accepted by the CALA advisory committee and is currently being reviewed by the Canada Accreditation Council.

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

Category	Number of Permits			Construction Value (\$million)		
	YTDJune 30/15	YTDJune 30/14	Change %	YTDJune 30/15	YTDJune 30/14	Change %
Residential	1,713	1,916	-10.6%	\$138.5	\$218.5	-36.6%
Apartments & Housing Projects	121	144	-16.0%	\$133.8	\$108.7	23.1%
Commercial	163	143	14.0%	\$60.8	\$78.5	-22.5%
Industrial	94	108	-13.0%	\$54.5	\$46.4	17.6%
Institutional & Assembly	34	32	6.3%	\$44.3	\$13.8	221.7%
Other (includes demolition permits)	119	126	-5.6%	\$11.9	\$5.3	123.8%
TOTAL	2244	2469	-9.1%	\$443.9	\$471.1	-5.8%

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

New Apartment Condominium - 545 Hassard Close	\$10.0M	(Included in "Apartments & Housing Projects" above)
New Apartment - 241 Willis Crescent	\$22.0M	(Included in "Apartments & Housing Projects" above)
New Apartment - Care Facility (shell/Final) 333 Slimmon Pl	\$29.7M	(Included in "Apartments & Housing Projects" above)
New Warehouse - 570 Valley Rd	\$15.0M	(Included in "Industrial" above)
New Care Facility - 250 Hunter Rd	\$33.7M	(Included in "Institutional" above)



EXECUTIVE COMMITTEE

The 2016 Business Plan and Budget Process - June Public Engagement Results

Recommendation of the Committee

That the information be received.

History

At its August 19, 2015 meeting, Executive Committee considered a report of the Director of Communications regarding the above.

Attachment

1. Report of the Director of Communications dated August 19, 2015.

The 2016 Business Plan and Budget Process – June Public Engagement Results

Recommendation

That the report of the General Manager, Corporate Performance Department dated August 19, 2015, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to outline the results of the June Public Engagement activities and provide comparisons with the 2015 Annual Civic Services Survey.

The purpose of the June engagement was to generate interest and obtain public input early in the budget process. Throughout the year, the budget process will be more integrated, transparent, and accountable so that City Council and the Administration make more informed decisions on how best to allocate resources to the proposed projects, programs, and services in the 2016 Business Plan and Budget.

Report Highlights

1. In June the public was invited to learn more about how the City prepares its budget, and provide input on spending priorities and the City's future investments.
2. Over 250 residents participated in an open house and an online or intercept survey.
3. Most participants in both the 2015 Annual Civic Services Survey and the June Public Engagement activities prefer:
 - o To balance the 2016 budget using a combination of user fees and property taxes increases versus service reductions or eliminations;
 - o Spending increases for the maintenance of major roadways, snow and ice, street crime, and affordable housing; and
 - o Funding decreases for arts and cultural groups.
4. Participants in the June Public Engagement activities identify roads/sidewalks, spending efficiencies, crime/policing, and transit services as the top priorities where City Council should focus its attention for the 2016 Budget.

Strategic Goal

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

Background

At its April 20, 2015, meeting, Executive Committee considered a report from the City Manager outlining a five-phased approach to the 2016 Business Plan and Budget. The report noted that the Administration was proposing to develop extensive communication and public engagement plans to give the public, stakeholders, and City Council ways in which to participate throughout the budget process. More details on the components of

the Business Plan and Budget process are provided on our website under City Hall, Shaping Saskatoon's Financial Future.

At its May 19, 2015, meeting Executive Committee considered a report outlining options for City Council's public engagement session in June. Executive Committee approved that:

“That the Executive Committee hold a special Town Hall, public engagement meeting in Council Chambers, with a social media component on Monday, June 15, 2015 from 7:00 – 9:00 p.m. and;

That the details of the event be finalized by Civic Administration staff.”

Report

Shaping our Financial Future June Public Engagement Activities:

In June 2015, the Administration held various “Shaping our Financial Future” public engagement opportunities with the goal to:

- create public confidence by opening the doors of City Hall and inviting the public to learn more about how the City prepares its annual budget (education); and
- obtain the public's input about spending priorities and the City's future investments so City Council and the Administration can consider what matters most to residents in 2016 (engagement).

A variety of ways to participate were available to allow everyone to have their say depending on an individual's available time and interest.

1. ***Shaping our Financial Future Town Hall:*** Monday, June 15, 2015. Councillor Conversation Corner, Open House, and a Special Executive Committee Meeting.
2. ***Keeping it Digital - Shaping our Financial Future Live Survey:*** June 15 – 30, 2015. Survey was made available on saskatoon.ca and Shaping Saskatoon.
3. ***Taking it on the Road Staff – Shaping our Financial Future - In Person Survey*** Intercept surveys and interactive displays were made available at:
 - City Hall Civic Pancake Breakfast – Thursday, June 18, 2015
 - Saskatoon Farmers' Market – Wednesday, June 24, 2015
 - Frances Morrison Library – Friday, June 26, 2015
 - Saskatoon Field House – Monday, June 29, 2015

June Public Engagement Results:

Generally, the findings from the June Public Engagement activities were similar to the results of the 2015 Annual Civic Services Survey. Although the in person respondents vary slightly, the majority of participants prefer:

- To balance the 2016 budget using a combination of user fees and property taxes increases versus service reductions or eliminations;
- Spending increases for the maintenance of major roadways, snow and ice, street crime, and affordable housing; and
- Funding decreases for arts and cultural groups.

Participants in the June engagement activities identify roads/sidewalks, spending efficiencies, crime/policing, and transit services as the top priorities where City Council should focus its attention for the 2016 Budget.

A total of 83 citizens responded to the Shaping Our Financial Future **Live Survey** between June 15 -30, 2015. Approximately 172 citizens participated in the Shaping our Financial Future **In Person Survey**. Refer to Attachment 1 for a full copy of the report.

The results from the June engagement activities are not statistically reliable and cannot be considered representative of the citizens of Saskatoon due to small sample sizes and a self-selection bias that exists. Furthermore, the In Person Survey results vary between 35 and 172 respondents since participants did not necessarily complete all the questions on the interactive display panels and/or paper surveys. Therefore, caution is advised in interpreting the findings.

Where appropriate, the results of the June engagement activities are compared to the findings from the 2015 Annual Civic Services Survey, specifically the Hot Topic section.

Preferred Methods to Balance the Budget

As shown in Table 1, most participants prefer a combination of user fee and property tax increases over service reductions or eliminations. A greater proportion of those who responded through the In Person Survey supported property tax increases.

TABLE 1 BUDGET BALANCING	Civic Services Survey		Shaping Our Financial Future	
	Telephone	Online	Live	In Person
Combination of increase in property taxes and user fees	41%	29%	27%	30%
Increase Property Taxes	6%	5%	14%	44%
Increase User Fees	15%	14%	17%	6%
Reduce Service Levels	14%	11%	17%	4%
Discontinue a Service	5%	9%	12%	4%
Not Sure/ Prefer not to say	19%	33%	13%	12%

Spending Preferences on Civic Services (Spend more, less or the same)

As shown Table 2, maintenance of major roadways, snow and ice, and street crime had the most support for spending increases amongst all surveys, whereas funding for arts and cultural groups had the most support for spending reductions.

TABLE 2				
SPEND MORE	Maintenance of Major Roadways	Snow & Ice	Street Crime	Affordable Housing
Civic Services Survey – Telephone	69%	61%	61%	61%
Civic Services Survey Online	70%	60%	59%	50%
Shaping Our Financial Future – Live Survey	54%	46%	45%	28%
Shaping Our Financial Future – In Person Survey	66%	57%	55%	72%

2016 Business Plan and Budget – June Public Engagement Results

SPEND LESS	Funding for arts/ cultural groups	Renewing City Centre & North Downtown	Providing Animal Control Services	Parking
Civic Services Survey – Telephone	32%	16%	17%	11%
Civic Services Survey – Online	41%	27%	18%	15%
Shaping Our Financial Future – Live Survey	42%	39%	36%	48%
Shaping Our Financial Future – In Person Survey	22%	16%	22%	43%

2016 Budget Priorities

Participants were asked to list their top three priorities for the 2016 Budget, where City Council should focus most of its/their efforts. The top budget priority areas among Live Survey respondents include roads/sidewalks, reduce/efficient spending, crime/policing and transit service. Although this question was not asked in the 2015 Civic Services Survey, the results are similar to the responses on the most important issue(s) facing the City.

Top Budget Priority	Roads/ Sidewalks	Reduce/ Efficient Spending	Crime/ Policing	Transit Service
Shaping Our Financial Future – Live Survey	42%	35%	27%	23%
Shaping Our Financial Future – In Person Survey	18%	10%	10%	12%

Public and/or Stakeholder Involvement

The 2016 Business Plan and Budget includes a variety of public and stakeholder engagement opportunities in five major project phases. This report focuses on the first two phases which are Education and Engagement. However, more public engagement opportunities will continue as the budget process continues.

Communication Plan

A communication and engagement plan has been prepared for the 2016 Business Plan and Budget. A variety of tools are being used to promote the Shaping our Financial Future, Budget 2016; the tools use plain language, and include imagery and informative videos. The City is taking a digital approach first for communications while still complementing it with traditional tools such as print ads, PSAs, and brochures.

- Saskatoon.ca – the website is regularly updated to include updated information on how citizens can get involved. Any documents related to the Budget 2016 process, including related public reports, articles, and presentation materials are available and listed by month at www.saskatoon.ca/financialfuture.
- Social Media – information is posted to the City’s Facebook and Twitter pages. A Facebook Event page has been created, and will be used to promote upcoming engagement activities.
- Video series to help inform citizens on a variety of budget topics including:
 - How Your City Budget Works

- How Municipal Tax Differs from Federal and Provincial Tax
- What Contributes to Property Tax Increases (to be released in August)
- Print Ads – all events will be advertised in the City Pages in the StarPhoenix and Sunday Phoenix.
- Ongoing Public Service Announcements.
- Budget Conversation Starter Brochure and other supporting print material.

The June Town Hall meetings were promoted through news media, website advertising on saskatoon.ca and Shaping Saskatoon, social media posting on Twitter and Facebook, City Page advertisement, email invitations to various stakeholder organizations and community groups, and posters at the leisure facilities and libraries, etc. Electronic artwork and social media messages were provided to the Mayor and City Councillors to share with their constituents.

Financial Implications

The estimated cost for the June Public Engagement activities and educational materials (excluding video productions) was approximately \$10,000. The project is being funded through the City Manager's Project Reserve Fund.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The results of all future Public Engagement activities for the 2016 Business Plan and Budget will be compiled and shared with the Executive Committee prior to the tabling of the 2016 Business Plan and Budget on October 19, 2015.

Public Notice

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

Attachment

1. Shaping our Financial Future June Engagement Activities: A Supplement to the 2015 Annual Civic Services Survey

Report Approval

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

SHAPING OUR FINANCIAL FUTURE JUNE ENGAGEMENT ACTIVITIES

JULY 2015



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Background & Objectives

The City of Saskatoon has conducted an annual survey on civic services with Saskatoon residents since the early 1990s. The objectives of the survey include determining perceptions of the quality of life in Saskatoon, understanding importance and satisfaction with services provided by the City of Saskatoon and collecting opinions on hot-topic items. In 2015, this hot-topic section focused on questions regarding balancing of the City's budget, in addition to preferred priorities for spending in the future. This survey is conducted using two methods: telephone interviews and online using an online panel of Saskatoon residents. Inshtrix Research conducted this study for the City since 2009.

As part of the City of Saskatoon's efforts to collect additional public input on the 2016 budgeting process, the City contracted Inshtrix to prepare a **Shaping Our Financial Future Online Survey (Live Survey)** to supplement the hot topic questions asked in the 2015 Annual Civic Services Survey. In addition to the Live Survey, the City offered a number of **Shaping Our Financial Future In Person Survey (In Person Survey)** opportunities, to encourage citizens to participate in the 2016 Budget.

Data from the following four sources are included in this report:

1. Annual Civic Services Study – Telephone
2. Annual Civic Services Study – Online
3. Shaping Our Financial Future – Live Survey
4. Shaping Our Financial Future – In Person survey

A full copy of the 2015 Annual Civic Services Survey is available at Saskatoon.ca.

Methodology Summary

The **2015 Annual Civic Services Survey** used both telephone interviews and online panel survey data collection methods. Data was collected between May 11th and June 2nd, 2015. A total of 500 surveys were completed via telephone and 821 surveys were completed online. The margin of error for the telephone research is ± 4.4 percentage points at a 95% confidence interval (19 times out of 20). A margin of error for the online study is not applicable as online research is considered a non-probability proportional sampling technique. For further details on the methodology for this study, please refer to the **2015 Annual Civic Services Survey Report** available at Saskatoon.ca.

The **Shaping Our Financial Future Live Survey** was made available to the public through Saskatoon.ca and on the Shaping Saskatoon webpage from June 15th to June 30th, 2015. A total of 83 citizens responded to the survey. A margin of error is not applied to this as it is an online research methodology.

The **Shaping Our Financial Future In Person Survey** was made available through the following:

- a) Interactive display panels and paper surveys available at an Open House held on Monday, June 15th, 2015 at City Hall.
- b) Intercept surveys and interactive display panels available at:
 - City Hall Civic Pancake Breakfast – Thursday, June 18th, 2015
 - Saskatoon Farmers' Market – Wednesday, June 24th, 2015
 - Frances Morrison Library – Friday, June 26th, 2015
 - Saskatoon Field House – Monday, June 29th, 2015

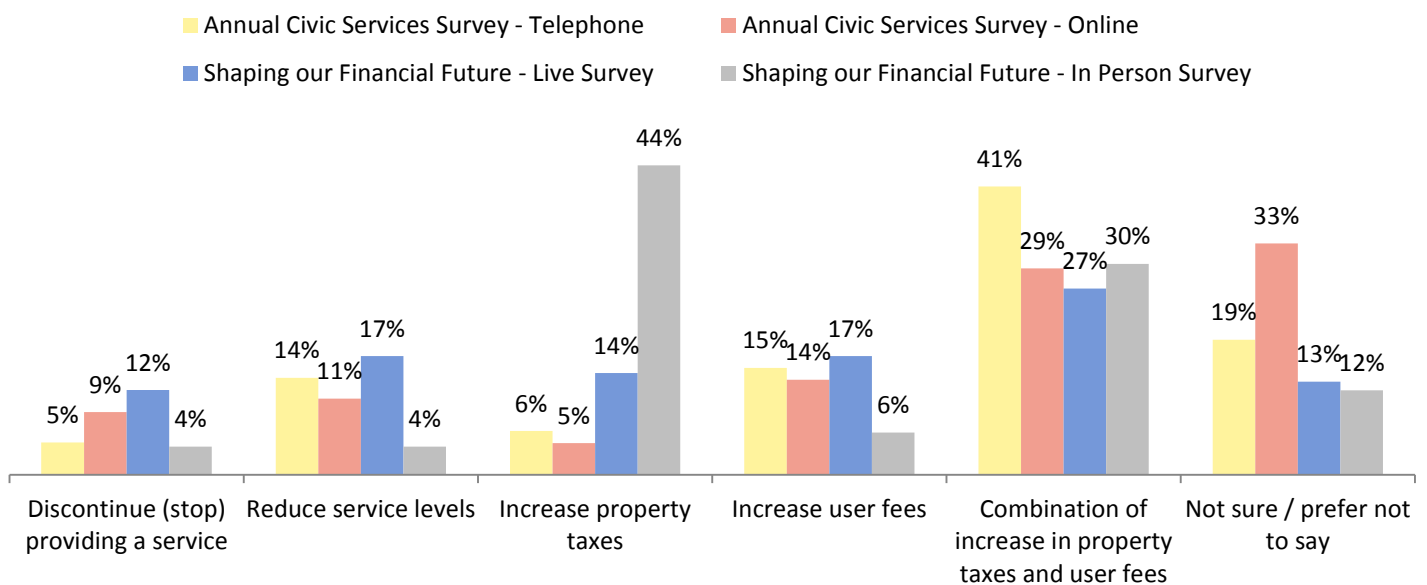
Sample size varies between 35 and 172 respondents since not all participants completed all questions on the interactive display panels and/or paper surveys.

Reporting Notes

- Due to rounding, not all results will add to exactly 100%.
- Results for questions with multiple allowed responses may total more than 100%, as respondents were able to choose more than one option.
- Each question includes a base description detailing the number of respondents who answered each question (n=#).
- Open-ended questions have been themed and coded into categories. The percentages from individual codes could total more than 100%, as comments from each respondent could be relevant to more than one code.
- *Caution is advised in interpreting findings from the Shaping Our Financial Future Live Survey and the In Person Survey as the results cannot be considered representative of the citizens of Saskatoon due to:*
 - a. *Smaller sample sizes*
 - b. *Self-selection biases*

BUDGET BALANCING

- When asked which of the following methods the City could use to balance its budget, most residents prefer a combination of increased user fees and property taxes over reducing services or no longer providing (stopping) a service.
- A greater proportion of those who responded through the Shaping Our Financial Future In Person Survey support increases to property taxes.
- A sizeable portion of those who responded through the Annual Civic Services Online Survey were unsure.



1. Which of the following methods for balancing the City of Saskatoon's budget do you prefer most? (Question 10 in Annual Civic Services Survey) Base: All respondents, n = 500 (Annual Civic Services Telephone Survey), n = 821 (Annual Civic Services Online Survey), n = 83 (Shaping Our Financial Future Live Survey), n = 50 (Shaping Our Financial Future In Person Survey).

SPENDING PREFERENCES ON CIVIC SERVICES

Citizens were next asked to indicate whether they believe the City should spend more, less, or the same amount as currently budgeted on different civic services. Findings from the four studies have been shown for comparative purposes. Remaining percentages are allotted to those who state they believe the City should spend the same amount or are uncertain.

Summary of “Spend More” and “Spend Less”

Overall, there are consistencies in the services that received the highest number of responses for spending level changes amongst all survey respondents, although the order varies slightly between different survey methods. Generally, “maintenance of major roadways” has the most support for increased spending amongst all surveys, whereas “funding for arts and cultural groups” has the most support for reducing spending.

SPEND MORE	Maintenance of Major Roadways	Snow & Ice	Street Crime	Affordable Housing
Annual Civic Services Survey – Telephone	69%	61%	61%	61%
Annual Civic Services Survey – Online	70%	60%	59%	50%
Shaping Our Financial Future – Live Survey	54%	46%	45%	28%
Shaping Our Financial Future – In Person Survey	66%	57%	55%	72%

SPEND LESS	Funding for arts and cultural groups and community organizations	Renewing the City Centre and North Downtown	Providing Animal Control Services	Parking
Annual Civic Services Survey – Telephone	32%	16%	17%	11%
Annual Civic Services Survey – Online	41%	27%	18%	15%
Shaping Our Financial Future – Live Survey	42%	39%	36%	48%
Shaping Our Financial Future – In Person Survey	22%	16%	22%	43%

Community Support

Within Community Support, fewer respondents from the Live Survey believe that the City should spend more on accessible infrastructure than respondents from the Annual Civic Services Survey. However, more respondents from the In Person Survey support increased spending in this area. This latter group also supports greater spending on arts and cultural activities, while those surveyed through other methods are far less supportive.

Spend Less				Budget Item	Spend More			
Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey		Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey
2%	4%	13%	4%	Barrier free roads, facilities and sidewalks for those with disabilities	54%	46%	30%	70%
32%	41%	42%	22%	Funding for arts and cultural groups and community organizations	15%	11%	19%	47%
17%	18%	36%	22%	Providing animal control services	9%	5%	6%	8%

Fire and Protection Services

Spending preferences are generally consistent across survey groups, with respect to fire and protection services. However, In Person Survey respondents are more supportive of spending more on fire property maintenance inspections than those surveyed through other methods.

Spend Less				Budget Item	Spend More			
Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping our Financial Future - In Person Survey		Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping our Financial Future - In Person Survey
2%	3%	7%	2%	Emergency response services	30%	31%	25%	26%
5%	6%	16%	3%	Fire and property maintenance inspections	21%	15%	19%	33%

Urban Planning and Development

Support for increased spending on planning for growth and development is generally evenly supported amongst all survey sources. However, Live Survey respondents are more evenly split in all areas on whether to spend more or less. In Person Survey respondents have the highest support to spend more on affordable housing while Live Survey respondents have the lowest support to spend more in this area.

Spend Less				Budget Item	Spend More			
Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey		Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey
12%	10%	33%	10%	Planning for growth and development	39%	45%	37%	39%
16%	27%	39%	16%	Renewing the City Centre and North Downtown	28%	26%	34%	43%
9%	14%	25%	7%	Renewing and revitalizing existing neighbourhoods	38%	28%	33%	53%
5%	10%	35%	9%	Affordable housing	61%	50%	28%	72%

Policing

An increase in spending for street crime prevention is largely supported by respondents from all surveys. However, those who participated in the In Person Survey are more likely to support increased spending on traffic safety enforcement whereas those who participated in the Live Survey are less likely to support increased spending in this area.

Spend Less				Budget Item	Spend More			
Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey		Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey
2%	4%	12%	6%	Street crime prevention	61%	59%	45%	55%
9%	16%	33%	15%	Traffic safety enforcement	29%	31%	13%	40%

Environmental Health

There is minimal support for increased spending amongst all survey respondents for maintenance of City trees, recycling collection or garbage collection. Composting programs received the most consistent support for increased spending amongst all survey respondents, followed by mosquito control. Live Survey respondents were more supportive of spending less in all areas.

Spend Less				Budget Item	Spend More			
Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey		Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey
4%	7%	19%	11%	Mosquito control	39%	32%	24%	16%
14%	18%	34%	19%	Composting programs	24%	21%	24%	43%
5%	12%	22%	7%	Maintenance of City trees	15%	9%	16%	12%
9%	11%	29%	5%	Recycling collection	14%	16%	17%	26%
9%	10%	25%	0%	Garbage collection	13%	10%	7%	18%

Transportation

Generally there is significant support from all survey respondents to spend more on maintenance of major roadways and freeways, and snow and ice. There is moderate support to increase spending on transit, and repair and maintenance of neighbourhood sidewalks among all respondents with the exception of those from the In Person Survey who commonly wish to see more spending in these areas. Traffic management and parking receive greater support for increased spending among Annual Civic Service Survey respondents than those through other methods.

Spend Less				Budget Item	Spend More			
Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey		Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey
1%	1%	6%	0%	Maintenance of major roadways and freeways	69%	70%	54%	66%
3%	3%	8%	4%	Snow and ice road maintenance	61%	60%	46%	57%
6%	14%	27%	18%	Maintenance of back lanes	31%	29%	19%	32%
9%	10%	25%	5%	Transit	40%	39%	43%	63%
5%	5%	8%	4%	Repair and maintain neighbourhood sidewalks	45%	36%	37%	60%
4%	5%	23%	6%	Traffic management such as traffic flow	41%	42%	27%	31%
11%	15%	48%	43%	Parking	38%	32%	11%	12%

Utilities

Increased spending preferences on utility items are generally consistent among all survey respondents, although those who participated in the In Person Survey are more likely to support increased spending on green energy programs.

Spend Less				Budget Item	Spend More			
Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey		Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey
11%	18%	35%	8%	Green energy programs	44%	36%	36%	58%
10%	14%	37%	20%	Flood control program	22%	12%	10%	18%

Corporate Governance and Finance

Minimal variations in increased spending preferences on corporate governance and finance are noted among those surveyed, although four in ten Live Survey respondents advise spending less on customer service initiatives.

Spend Less				Budget Item	Spend More			
Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey		Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey
13%	23%	42%	23%	Customer Service (longer hours of operation, a call centre or one point of contact with 24 / 7 service).	20%	15%	11%	27%
13%	13%	22%	13%	More online customer service options	25%	25%	30%	22%

Recreation and Culture

The majority of those who participated in the Annual Civic Services Survey (telephone and online) support consistent spending on recreation and culture programs. However, those who participated in the In Person Survey are more likely to support increased spending on many of these programs including indoor recreation and leisure facilities and programs, and maintenance of buildings and spaces.

Spend Less				Budget Item	Spend More			
Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey		Annual Civic Services Survey - Telephone	Annual Civic Services Survey - Online	Shaping Our Financial Future - Live Survey	Shaping Our Financial Future - In Person Survey
14%	15%	25%	6%	Maintenance on buildings and spaces for major sport, culture and entertainment events	21%	11%	19%	45%
6%	12%	23%	14%	Outdoor swimming pools	14%	8%	12%	21%
5%	13%	29%	3%	Outdoor sports fields such as soccer, baseball and football	15%	8%	16%	33%
4%	8%	24%	33%	Summer playground programs such as neighbourhood paddling pools, spray pads and youth centres	24%	13%	29%	31%
6%	16%	35%	22%	Indoor ice rinks	19%	9%	13%	16%
7%	11%	25%	3%	Indoor recreation and leisure facilities and programs	19%	11%	24%	47%

2. Keeping in mind that taxes or user fees may increase if the cost of providing services increases, do you think the City of Saskatoon should be spending more, less or about the same as now on each of the following services? Base: (Question 11 in Annual Civic Services Survey) All respondents, n = 500 (Annual Civic Services Telephone Survey), n = 821 (Annual Civic Services Online Survey), n = 83 (Shaping Our Financial Future Live Survey), n = 35 to 64 (Shaping Our Financial Future In Person Survey).

2016 Budget Priorities

Next, participants were asked to list three items they believe should be priority budget items for Council to focus on the most going into 2016 Budget deliberations this fall. This question was not asked of Annual Civic Services Survey respondents. The top budget priority areas among Live Survey respondents include roads/sidewalks, reduce/efficient spending, crime/ policing transit service, and infrastructure in general. In Person Survey respondents tend to list fewer priorities overall, but the order of items suggested are consistent with Live Survey respondents.

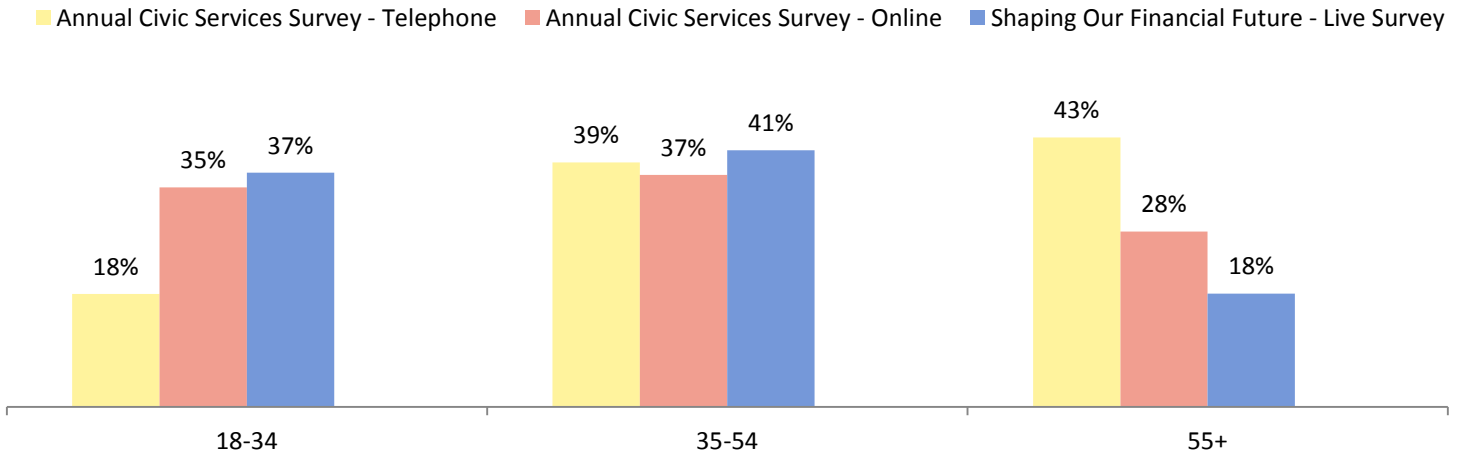
Shaping Our Financial Future Live Survey		Shaping Our Financial Future In Person Survey
42%	Roads/sidewalks	18%
35%	Reduce/efficient spending	10%
27%	Crime/policing	10%
23%	Transit service	12%
23%	Infrastructure – general	2%
20%	City programs and services	9%
18%	Taxation levels	5%
13%	Recreation facilities	7%
13%	Green energy initiatives	3%
11%	Planning for city growth/development	2%
10%	Revitalize core neighbourhoods	2%
10%	Active transportation (bike, walk, etc.)	5%
8%	Park maintenance	4%
8%	Affordable housing	11%
8%	Fire protection	0%
6%	Traffic flow/congestion	2%
16%	Other mentions	15%
0%	Don't know/no comment	0%

3. What are your top three priorities for the 2016 budget, that is, where should City Council focus the most? Base: All respondents, n = 79 (Shaping Our Financial Future Live Survey), n = 172 (Shaping Our Financial Future In Person Survey).

DEMOGRAPHICS

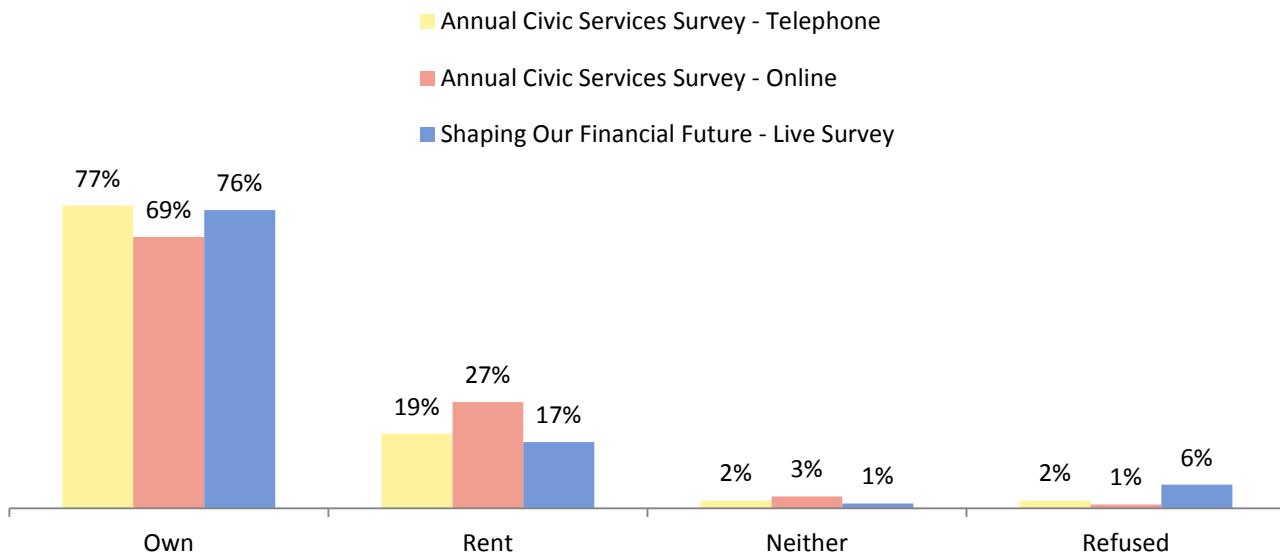
Note that demographic information was not asked of those who participated in the Shaping Our Financial Future In Person Survey.

Age Range



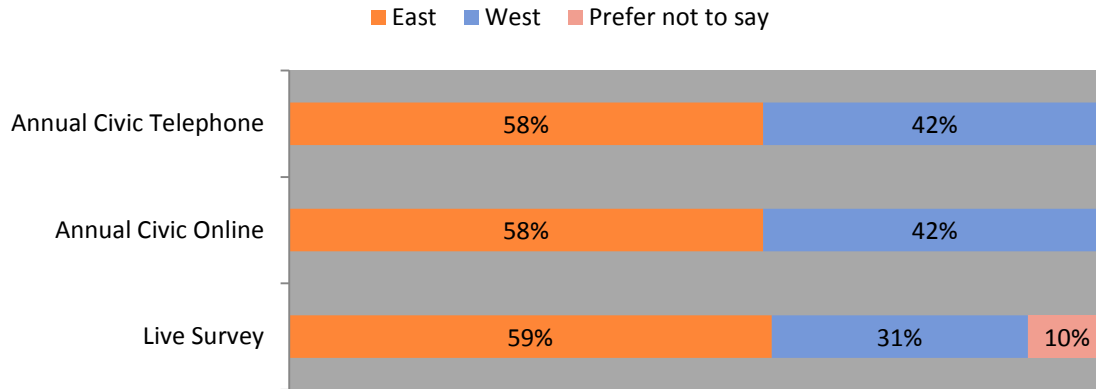
Into which age range do you fall? Base: All respondents, n = 500 (Annual Civic Services Telephone Survey), n = 821 (Annual Civic Services Online Survey), n = 83 (Shaping Our Financial Future Live Survey).

Type of Household



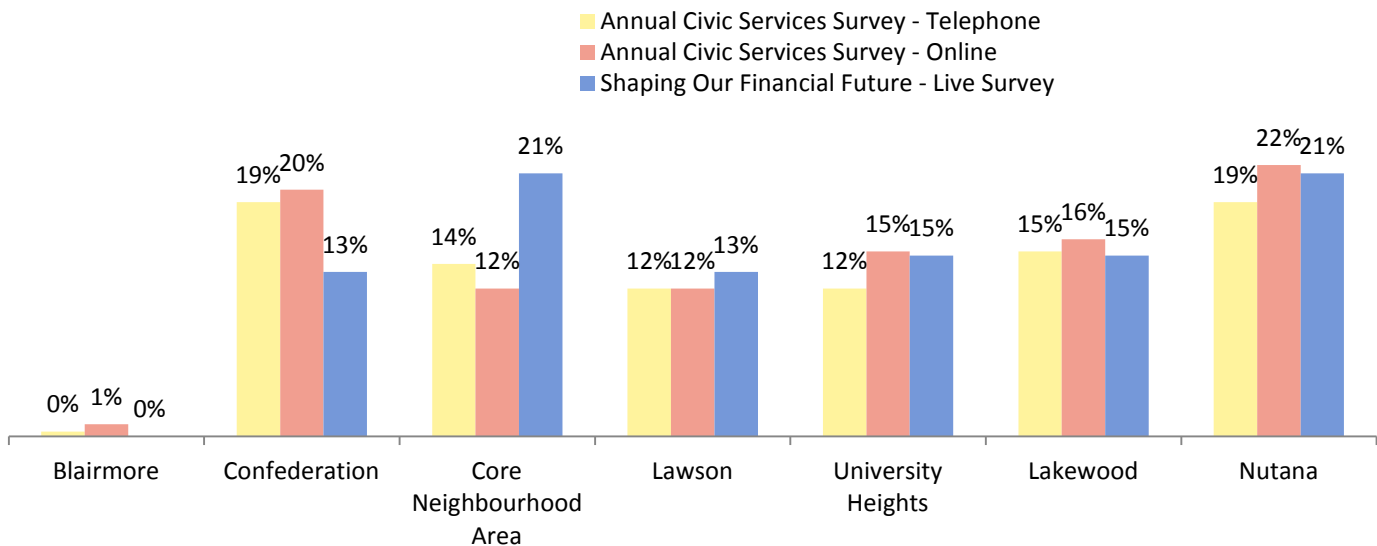
Do you rent or own your accommodations? Base: All respondents, n = 500 (Annual Civic Services Telephone Survey), n = 821 (Annual Civic Services Online Survey), n = 83 (Shaping Our Financial Future Live Survey).

Location of Residence



Do you live on the east side or the west side of the river? Base: respondents, n = 500 (Annual Civic Services Telephone Survey), n = 821 (Annual Civic Services Online Survey), n = 83 (Shaping Our Financial Future Live Survey).

Suburban District Area (SDA)



Into which of the following neighbourhoods in Saskatoon do you live? Base: respondents, n = 500 (Annual Civic Services Telephone Survey), n = 821 (Annual Civic Services Online Survey), n = 75 (Shaping Our Financial Future Live Survey).

Suburban District Areas

Blairmore SDA

Blairmore Development Area

Blairmore S.C.

Kensington

Confederation SDA

Parkridge

Fairhaven

Confederation Park

Pacific Heights

Dundonald

Hampton Village

Massey Place

Montgomery Place

Westview

Mount Royal

Holiday Park

Meadowgreen

Confed S.C.

Hudson Bay Park

West Industrial

Core Neighbourhoods SDA

Nutana

Caswell Hill

City Park

Varsity View

Westmount

Central Business District

Pleasant Hill

King George

Riversdale

Lakewood SDA

Wildwood

Lakeview

Briarwood

College Park

Lakeridge

College Park East

Lakewood S.C.

Rosewood

S.E. Development Area 901

Holmwood SDA

U of S Lands - East Management Area 718

Holmwood Development Area 904

Lawson SDA

Lawson Heights S.C.

Silverwood Heights

Lawson Heights

Mayfair

River Heights

North Park

Kelsey Woodlawn

Richmond Heights

Nutana SDA

The Willows

Nutana S.C.

Buena Vista

Eastview

Nutana Park

Stonebridge

Holliston

Avalon

Haultain

Queen Elizabeth

Greystone Heights

Adelaide Churchill

Exhibition

Brevoort Park

Grosvenor Park

University Heights SDA

Forest Grove

Silverspring

Sutherland

Erindale

Arbor Creek

Willowgrove

University Heights S.C.

University of Saskatchewan Management Area

University Heights Development Area

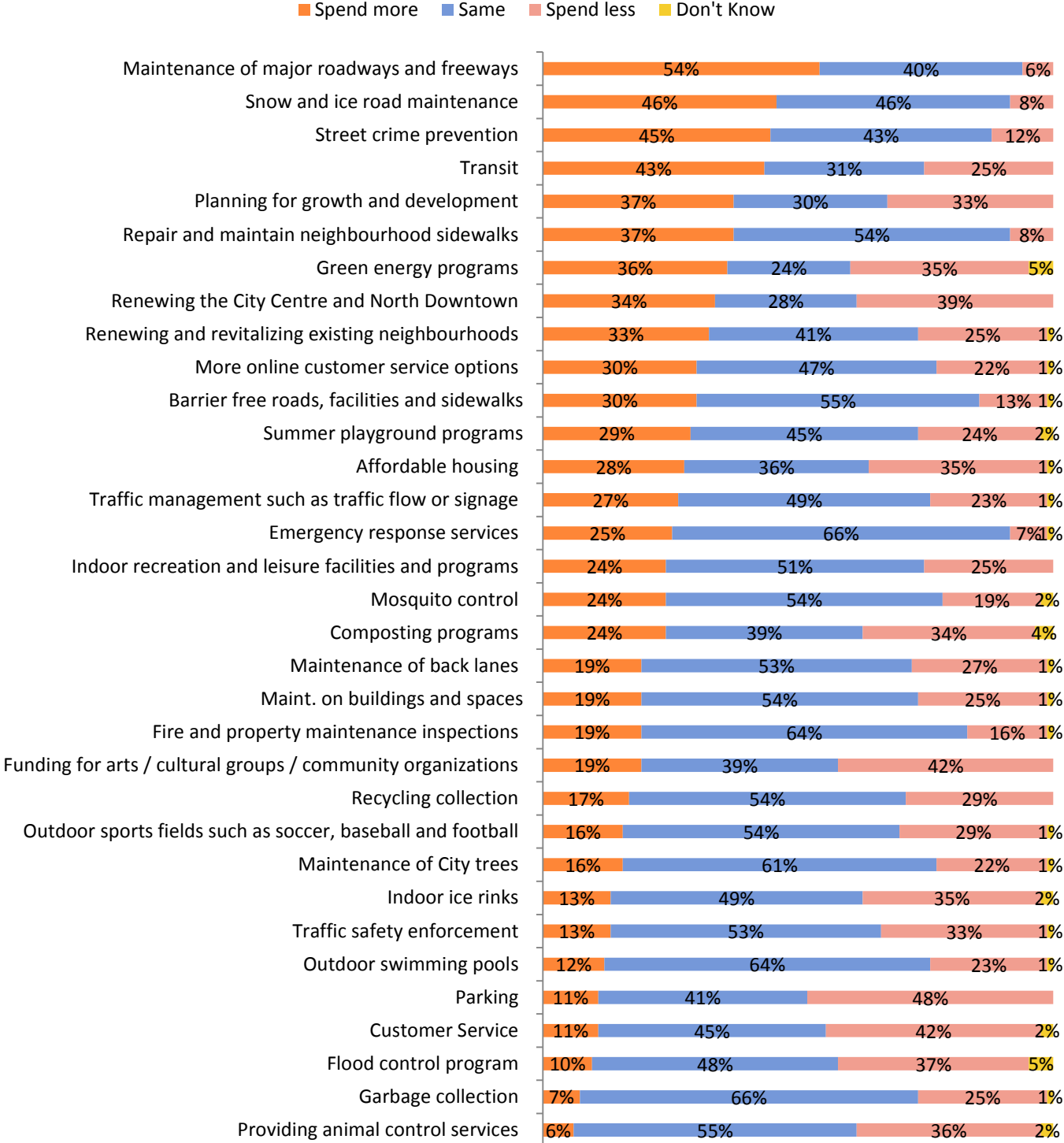
Evergreen

U of S Lands – South Management Area

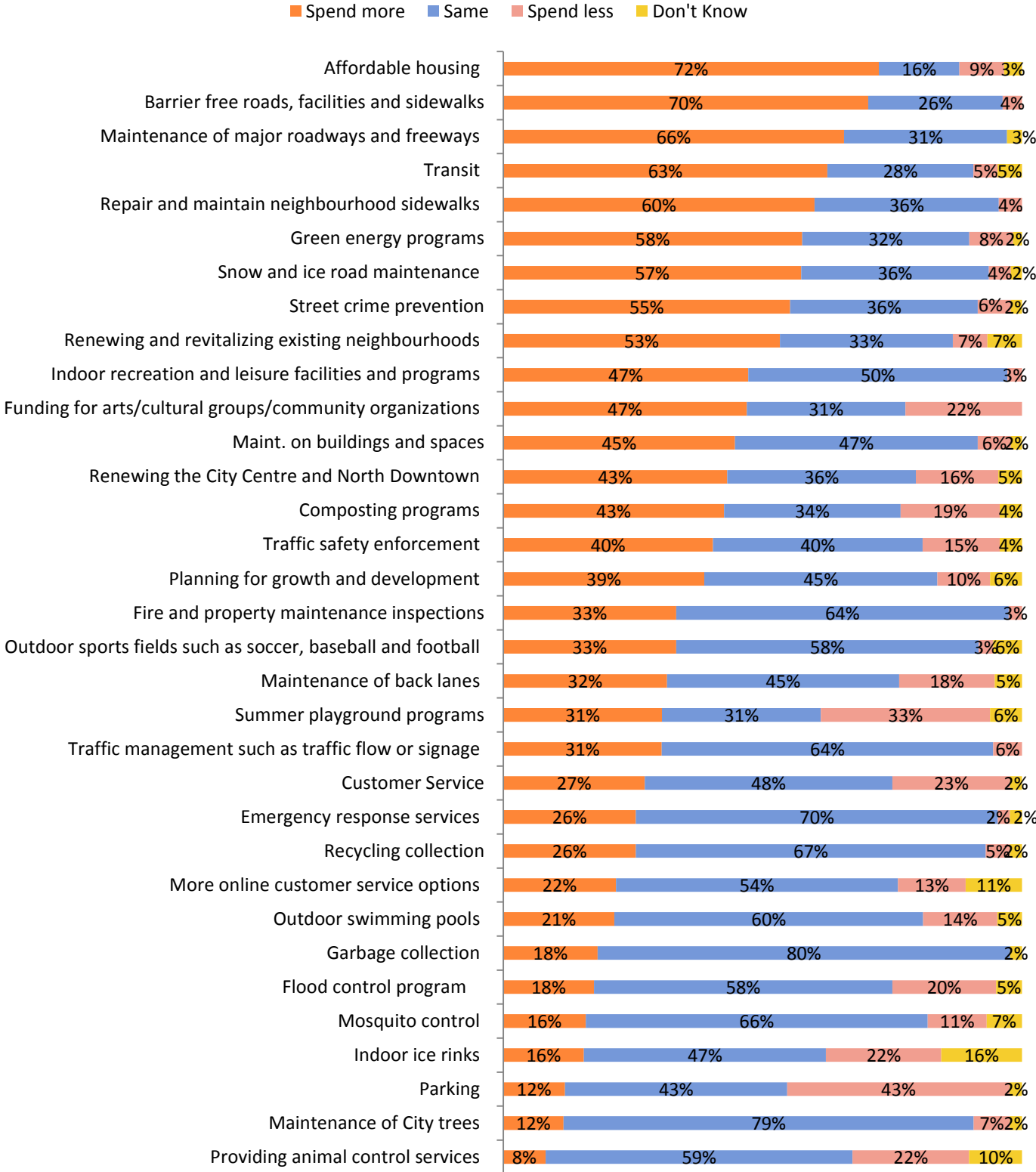
S.E. Development Area 901

APPENDIX

Spending Preferences on Civic Services (Shaping Our Financial Future Live Survey)



Spending Preferences on Civic Services (Shaping Our Financial Future In Person Survey)





July 2015



EXECUTIVE COMMITTEE

Appointment to Development Appeals Board

Recommendation of the Committee

That Fred Sutter be appointed to the Development Appeals Board to the end of 2015 to fill the vacancy on the Board.

History

Your Committee is recommending the appointment of Mr. Fred Sutter to the Development Appeals Board to the end of 2015 to fill a vacancy on the Board.



EXECUTIVE COMMITTEE

Sasktel Centre – Request to change Saskatchewan Place Association’s Bylaw No.1

Recommendation of the Committee

That City Council authorize its representative or representatives to execute a resolution of the members of Saskatchewan Place Association Inc., approving an increase to the size of its board, as drafted by the City Solicitor.

History

At its September 21, 2015 meeting, Executive Committee considered a report of the City Solicitor regarding an increase to the size of the Board from 10 to 12 persons.

Attachment

1. Report of the City Solicitor dated September 21, 2015.

Sasktel Centre – Request to change Saskatchewan Place Association’s Bylaw No. 1

Recommendation

That should Executive Committee agree with Saskatchewan Place Association Inc.’s request for an increase to the size of its Board, City Council authorize its representative or representatives to execute a resolution of the members of Saskatchewan Place Association Inc. approving such change, as drafted by the City Solicitor.

Report Highlights

1. Saskatchewan Place Association Inc. has requested an increase to the size of its Board from 10 to 12 persons.
2. The Board for The Centennial Auditorium & Convention Centre Corp. has 12 persons and the Board for The Art Gallery of Saskatchewan Inc. has 14 persons.
3. Saskatchewan Place Association Inc. indicates increasing the size of the Board would assist in spreading the Board’s heavy workload, deepen the pool of talent and experience, and assist in recruiting persons willing to take on a leadership role on the Board.

Background

At its meeting of July 22, 2015, Executive Committee considered a request by the Board of Saskatchewan Place Association Inc. to increase the size of its Board of Directors from 10 to 12 persons.

Executive Committee resolved:

“That the matter be referred back to Administration to enter into discussions with SaskTel Centre and report back to the Committee at the August or September meeting.”

Report

Discussions have occurred between the Administration and the Board of Saskatchewan Place Association Inc. Attached is a memorandum from the Chair of the Board, Adele Buettner, outlining in more detail the reasons the Board, which operates SaskTel Centre, is requesting the expansion of the Board.

As outlined in the Board’s July 13, 2015 report to Executive Committee, this would require an amendment of the Bylaws of Saskatchewan Place Association Inc., which currently limits the Board to 10 members.

Should this request be approved, we would recommend that City Council authorize its representative or representatives to execute a resolution of Saskatchewan Place Association Inc. approving the change to its Bylaws, as drafted by the City Solicitor.

Public Notice

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

Attachment

1. Memorandum of Saskatchewan Place Association Inc.’s Board dated August 23, 2015.

Report Approval

Written by: Barry Rossmann, Q.C., Director of Municipal Law & Civil Litigation
Approved by: Patricia Warwick, City Solicitor

Admin Report – Change SaskPlace Bylaw.docx
126-0017-bhr-2.docx

MEMORANDUM

TO: Murray Totland
City of Saskatoon, City Manager

TO: Barry Rossmann
City of Saskatoon, Solicitors Office

FROM: Adele Buettner
Chair, SaskPlace Association

DATE: August 23, 2015

RE: Expanding the number of board members at SaskPlace Association
.....

The purpose of this correspondence is to follow up on your request for supplementary support to SaskPlace Association's application for the addition of up to two new board positions (going from our current number of ten, up to a maximum of twelve board members).

SaskTel Centre is a very busy and complicated operation with an annual budget of approximately twenty-five million dollars. SaskTel Centre is an important meeting and gathering place for not only residents of the City, but also the region. Quite often, the City of Saskatoon is showcased on either a national or worldwide basis through television broadcasts that emanate from the venue; making this facility a very important "connection point" to the world. Overseeing an operation of this magnitude is a very significant responsibility and one that my colleagues and I take seriously.

Currently, our board members invest significant time and effort on behalf of SaskPlace Association. This can, at times, be a commitment that extends the volunteers who comprise the board, beyond what would be considered reasonable. There are members of our board who are very qualified and very talented who decline on the chance to serve as a corporate officer which provides the opportunity to eventually sit as Chair of the organization. Recently, we have had a board member nearly resign their responsibilities due to the work load. Had this board member resigned, it would have been to the detriment of our organization.

SaskTel Centre needs leadership. In order for our organization to continue to support the City of Saskatoon in an optimal manner, we must provide an environment that is attractive to prospective and future board members.

The two sister boards to that of SaskPlace Association are TCU Place with a board comprised of twelve people and the Mendel Art Gallery with a board consisting of fourteen members. I present these examples to illustrate that there is precedence within the City of Saskatoon environment to expand the membership of our board beyond that of SaskPlace Association's current number. Additionally, our sister arena, the Brandt Centre, located in Regina is part of a complex known as Evrazplace. Evrazplace is also governed by a twelve member board.

The addition of up to two new members would allow our organization to allocate work in a more efficient and productive manner. We would also be well situated to possess a deeper pool of experience, contacts and talent at the board level. This would position the Board of Directors of SaskPlace Association to better serve SaskTel Centre and the community.

I thank you for considering my request. Should you have any questions, please feel free to contact me at any time.



City of Saskatoon **EXECUTIVE COMMITTEE**

Meewasin Valley Authority – 2014 - 2015 Annual Report

Recommendation of the Committee
--

That the information be received.

History

At its September 21, 2015 meeting, Executive Committee considered a report of the Meewasin Valley Authority regarding the above.

Attachment

1. 2014 - 2015 Meewasin Valley Authority Annual Report.



A World-Class Corridor. Naturally Beautiful, Uniquely Ours.

2014 - 2015 ANNUAL REPORT



Message from the Acting Chair & CEO



Charlie Clark, Acting Chair



Lloyd Isaak, CEO

Front Cover: "Spring Morning on the Meewasin Trail" photo courtesy Karen Edwards

What Is Meewasin: Created in 1979 by an Act of the Province of Saskatchewan, Meewasin is a conservation organization dedicated to conserving the cultural and natural resources of the South Saskatchewan River Valley. It is the means by which the three participating parties (the City of Saskatoon, the Government of Saskatchewan, and the University of Saskatchewan) have chosen to manage their riverbank lands. The creation of Meewasin is based on the concept that the partners working together through a single agency – Meewasin – can accomplish more than they could individually.

Meewasin was created by Founders of great vision who adopted Moriyama's *Meewasin Valley Project 100-Year Conceptual Master Plan*. Meewasin is currently in the 36th year of this plan and is loved by the general public who take great pride in their Meewasin Valley; a collection of links and nodes hosting parks, conservation areas, canoe launches, back shore connections, interpretive centres, paths of history and more than 80 km of Meewasin Trail.

This past fiscal year, Meewasin completed the second year of the Meewasin Matters Trail Campaign for the purpose of raising \$8 million to extend the Meewasin Trail 8 km in the northwest and 7 km in the southeast. By March 31, 2015 Meewasin had reached 96% of its goal.

Meewasin completed its work at River Landing Phase 2 with an adult outdoor fitness centre, and extended the Meewasin Trail to Wanuskewin Heritage Park with the official opening planned for early June 2015. Wayfinding signage was installed at Beaver Creek Conservation Area, and a number of other areas in the Conservation Zone that required attention were upgraded. A major review of existing Meewasin Trail infrastructure was also completed.

Meewasin's Planning and Conservation Department launched Meewasin's Strategic Plan, a vision for the next ten years. Meewasin continued to partner with the City of Saskatoon to develop the Meewasin Northeast Swale Master Plan and continued to work on modifications to the Conservation Zone.

The third aspect to Meewasin's mandate of Conservation and Development is Education. This past year, Public

Programs had contact with more than 72,000 participants. This took place at our two interpretive centres: Beaver Creek Conservation Area and the Meewasin Valley Interpretive Centre, as well as at other locations in the valley, on the Meewasin Trail, in the parks and through outreach programs. Thousands enjoyed Meewasin's new website and interacted with us on social media.

It was a good year for Meewasin but with many changes. Meewasin regrettably saw Chair Jack Vicq retire from the board on June 30, 2014. However, we were fortunate to have Vice Chair Councillor Charlie Clark take on the role in an acting capacity. Charlie is a longtime supporter of Meewasin who "walks the walk". He undertook the role of Meewasin Chair until a new Chair could be appointed. On April 10, 2015, Toddi Steelman was appointed as the 9th Chair of the Meewasin Board.

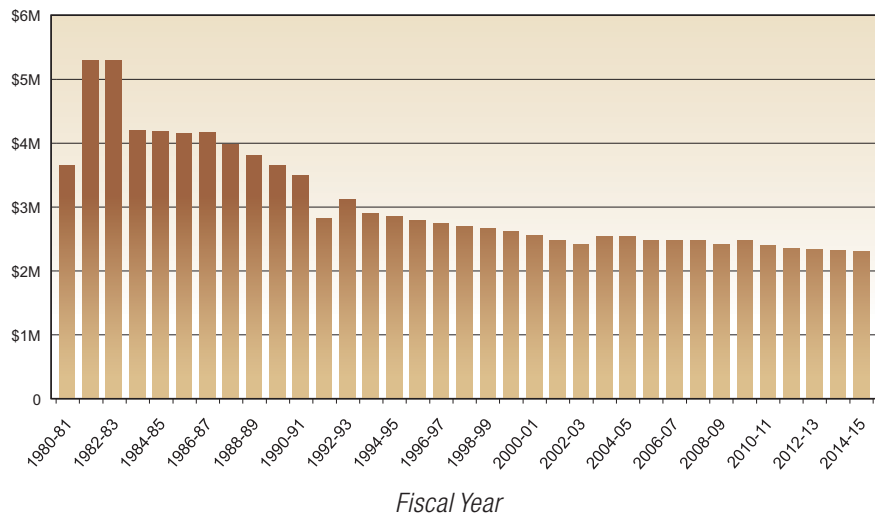
Meewasin had changes to other board positions as well and would like to extend a thank you to retiring board members: Jack Vicq, Ilene Busch-Vishniac, Randy Fernets and Marion Ghiglione. And in their place Meewasin welcomed new board members: Toddi Steelman, Gordon Barnhart, Leanne Nyirfa and Carmen Campbell.

Meewasin Funding Losing Pace

For Meewasin, it was a successful year, but one that continued to be fraught with concern. As has been reported in past annual reports, Meewasin's statutory funding has not kept pace with inflation. Meewasin continues to lose 1-2% of its purchasing power annually which affects Meewasin's ability to leverage outside support in the way of matching grants. Meewasin has

worked hard to communicate our funding dilemma to our participating parties and we were encouraged that the City of Saskatoon recognized our concern by providing a major funding increase for trail work. However, there is still concern that the levels of statutory funding received from the three participating parties have eroded our ability to meet future objectives. ◆

Statutory/Supplementary Funds to Meewasin Adjusted to Real Dollars (Millions) (CPI December)



Meewasin's Jurisdiction

Meewasin is centred in Saskatoon and runs approximately 60 km along the river valley through Saskatoon and Corman Park, from Pike Lake in the southwest to Clarke's Crossing in the northeast. It encompasses conservation areas, parks, museums, interpretive centres, university lands, canoe launches, community links and more than 80 km of Meewasin Trail. Including the South Saskatchewan River, there are more than 65 square km (25 square miles) in the Conservation Zone.

Meewasin Appoints 9th Chair



Toddi Steelman

Toddi Steelman first joined Meewasin in November 2012, as a member of the Meewasin Conservation Advisory Committee. Steelman is the Executive Director of the School of Environment and Sustainability (SENS) at the University of Saskatchewan. She holds a Bachelor of Arts from West Virginia University, a Master of Public Affairs from Princeton, and a Ph.D. from Duke University. She has

taught at both Princeton and Duke, as well as at the Universities of Colorado and North Carolina State. In 2008, Steelman was an associate professor and Fulbright Scholar at Simon Fraser University. She joined the School of Environment and Sustainability at the University of Saskatchewan in August 2012. She was appointed to the Meewasin Board as a University of Saskatchewan representative in July 2014. Steelman becomes the 9th Chair of the Meewasin Valley Authority.

As Meewasin's newly appointed 9th Chair, Steelman commented: "What really inspires me about the Meewasin Valley Authority as an organization is the dedication of many to protecting, maintaining and investing in the river valley – an area that is so integral to the quality of life enjoyed in Saskatoon. I am honoured with this appointment and look forward to working as board chair with the diverse groups that care deeply about Meewasin and its importance as the heart and beauty of our city."

Operations

Meewasin Board of Directors

*retired board members
 **retired committee members

Staff photo: Front Row L-R: Andrea Ziegler, Kenton Lysak, Sarina Gersher, Amber Burton, Lis Mack, Sue Bouchard, Betty Calvert, Eryn Tomlinson, Alan Otterbein, Kathy Thomas, Wayne Stus.
Back Row L-R: Fred Prokusk, Nola Stein, Lloyd Isaak, Andrew Rapin, Doug Porteous, Calvin Young, Teresa Duerr, Brenda Kramarchuk, Renny Grilz, Madelyn Perkins, Mike Velonas, Gillian May, Lauren Achtemichuk, Reed Lewko, Lauren Dyck, Gwen Charman.
Missing: Andrew Whiting, Amanda Bullin, Kat Eliason, Jamie Harder, Lennox Saunders, and Matthew Unruh.



Right: Meewasin Valley Centre Interpretive Staff;
L-R: Amanda Bullin, Kat Eliason, Andrew Whiting.



Chair, Jack Vicq* Vice Chair, Charlie Clark Darwin Anderson Mayor Don Atchison Gordon Barnhart Ilene Busch-Vishniac* Carmen Campbell Randy Fernets*
 Marion Ghiglione* Zach Jeffries Mairin Loewen Brent Martian Leanne Nyirfa Roger Parent Toddi Steelman Colin Tennent

Meewasin Board of Directors

Jack Vicq (Chair), Charlie Clark (Vice Chair), Darwin Anderson, Mayor Don Atchison, Gordon Barnhart, Ilene Busch-Vishniac*, Carmen Campbell, Randy Fernets*, Marion Ghiglione*, Zach Jeffries, Mairin Loewen, Brent Martian, Leanne Nyirfa, Roger Parent, Toddi Steelman, and Colin Tennent.

Meewasin Committees

Public ownership in decision making is one of Meewasin's five guiding principals. To that end Meewasin committees are invaluable to the work undertaken.

Resource Conservation Advisory

The Resource Conservation Advisory Committee advises the Meewasin Board in its work to ensure the health of the Meewasin Valley. Committee members were Darwin Anderson (Chair), Peter Goode, Margaret Hendry, Peggy Sarjeant, Janine Shadick, Toddi Steelman** and Bert Weichel.

Development Review

The Development Review Committee is a statutory committee created under the Meewasin Valley Authority Act to provide professional and unbiased recommendations regarding the acceptability of

proposed improvements within the Meewasin Valley. Committee members were Terry Frank, Moir Haug**, Jim McEwen, Al Mickelson, Elisabeth Miller**, Beatrice Regnier (Vice Chair), Anna Ringstrom, Bill Schaffel, Mitch Strocen (Chair), and Ryan Walker.

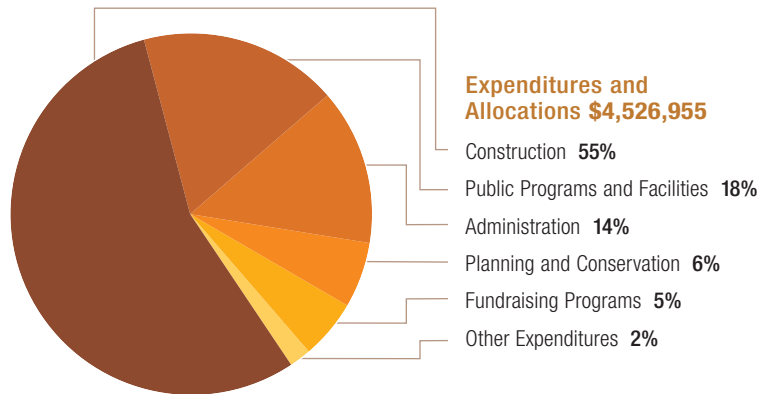
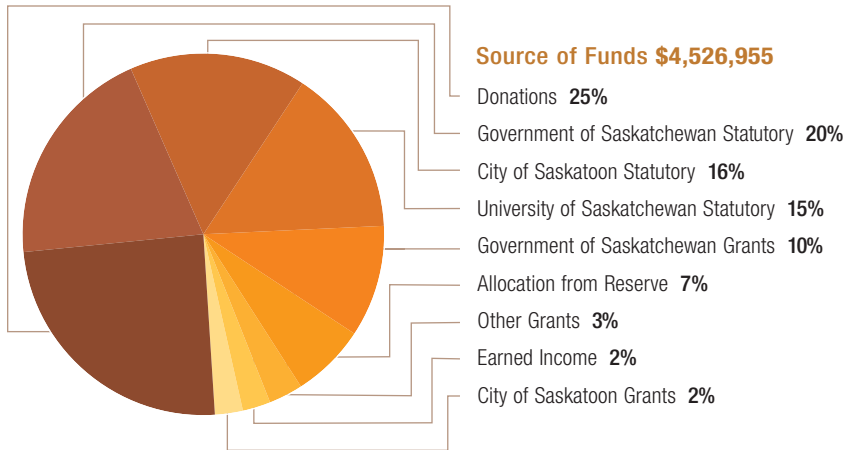
Design Advisory

The Design Advisory Committee assists the Meewasin Board in its work to develop opportunities for human interaction with the natural and cultural heritage resources of the valley by providing sensitive built environments in the context of the natural valley environment. Committee members were Danny Gray, Bianca Hilbert, Brent Martian (Chair), John Penner, Genevieve Russell and Natalie Walliser.

Education Advisory

The Education Advisory Committee advises the Meewasin Board on its policy development in education. Committee members were Max Abraham (Vice Chair), Elan Ballantyne**, Brendan Bitz (Chair), Bruce Bradshaw, Cindy Coffin**, Melanie Elliott, Terri Fradette, Marion Ghiglione**, Mairin Loewen, Maurice Postnikoff, Michael Voralia, and Scott Whiting.

Meewasin Financial Highlights as of March 31, 2015



Endowment Funds

The endowment funds, for the benefit of Meewasin, are owned and managed by the Saskatoon Community Foundation. At December 31, 2014, the endowment fund balances were as follows: Meewasin Naturally Fund \$783,037, Wes Bolstad Fund \$17,989, and Susan Lamb Fund \$20,518. Audited financial statements are available by request.



“Meewasin Founder” Cliff Wright

Considered to be one of Meewasin’s Founders, Cliff Wright, passed away on December 9, 2014. Cliff was the Mayor of the City of Saskatoon from 1976 to 1988 and served on the Meewasin Board for most of that time. Cliff was a respected citizen and contractor who played a key role as Mayor initiating the Meewasin concept to City Council, the business community and Saskatoon as a whole. He was a respected advocate for Meewasin. Among many positive directions, he played a key role in passing a motion that a percentage of Meewasin’s annual budget should go into riverbank, park and trail development for the benefit of the general public. Meewasin honoured founders Cliff Wright, Peggy McKercher and Roy Romanow on Meewasin International Trails Day, June 1, 2013. Meewasin has also developed signage recognizing its Founders from “grass roots” people like the late Joanna Miller, who helped to initiate the concept and recognize the great vision to create the Meewasin Valley Authority. Meewasin will be planting a tree in the valley to commemorate Cliff Wright and his contribution to the valley.

Above, left to right: Attorney General Roy Romanow, University of Saskatchewan Principal (President) Bob Begg, Mayor Cliff Wright, Architect Dr. Raymond Moriyama at a Meewasin planning meeting, late 1970s.

Conservation



Dr. Raymond Moriyama, Architect

2014-2015 Conservation, Development and Education

Meewasin is guided by *The Meewasin Valley Project 100-Year Conceptual Master Plan*, drafted in 1978 by Raymond Moriyama, the foundation document for Meewasin's current Development Plan. Meewasin initiatives strive toward the outcomes of health, fit, balance and vibrancy.

Meewasin's Mandate

Meewasin's mandate is to ensure a healthy and vibrant river valley for the benefit of present and future generations, with a balance between human use and conservation by:

- Providing leadership in the management of its resources;
- Promoting understanding, conservation and beneficial use of the valley; and,
- Undertaking programs and projects in river valley development and conservation.

Meewasin fulfills this mandate by undertaking development review, by securing lands of interest, by leading and participating in short term and long range land use planning, and by nurturing conservation, development and education.

Development Review

The Meewasin Valley Authority Act enables coordination and control over the development, conservation, maintenance and improvement of land within the Meewasin Conservation Zone. It is advised by a statutory committee of professional planners, architects, landscape architects, engineers and geotechnical engineers.

Meewasin's Development Review process is complementary to other environmental or heritage review-permitting processes. It focuses on the following parameters:

- Consistency with the Meewasin Development Plan;

- Conservation and interpretation of significant natural systems, and natural and cultural heritage;
- Slope stability and good drainage practices;
- Designs complementary to the natural setting of the river valley; and,
- Provision for public access.

In the fiscal year ending March 31, 2015, Meewasin reviewed 15 proposed improvements to the river valley Conservation Zone. The applications included the following:

- Traffic Bridge Replacement;
- North Commuter Parkway;
- Beaver Creek Conservation Area Wayfinding Signage;
- Meewasin Trail Northwest Extension and Southeast Donor Plaza;
- River Heights Community Association Sign;
- Shakespeare on the Saskatchewan Extension;
- RUH Generator Plant Proposal;
- 15th Street Storm Outfall Restoration;
- Diefenbaker Park Recreation Facility;
- Shakespeare/Mendel Shoreline Armoring;
- Meewasin Northeast Swale Master Plan Concept;
- Zhongshan Ting – Victoria Park;
- Seasonal Commercial Enterprise in Parks Policy;
- Rotary Park Lift Station Restoration Work; and
- Gordie Howe Bowl Upgrades.



Above: Luc Delanoy, Meewasin Resource Management Officer, and volunteers identify plants at the Meewasin Northeast Swale.



Above: Shepherd Jared Epp at the Saskatoon Natural Grasslands interprets the predator-prey relationship of his Border Collies and sheep, and the importance of sheep grazing in promoting biodiversity in natural areas. Meewasin first used sheep grazing to mimic natural disturbance to the land in 2004.

Conservation continued

Securing Lands of Interest

The original Meewasin concept aims to create a ribbon of green through the city with the river as a spine. Meewasin continues to seek opportunities to secure long term stewardship of land with conservation value. Stewardship may be secured through public ownership, inclusion in Meewasin's jurisdiction or conservation easements. Meewasin will continue to invest in partnerships with the City of Saskatoon to bring new shoreline added to city limits into the Conservation Zone.



Enhancing Biodiversity

Meewasin strives to protect and enhance biodiversity in the Meewasin Valley through grazing, prescribed controlled burning, removing exotic species and noxious weeds, clean-ups, seed collecting and planting of native grasses and wild flowers.

Valley Stewardship

Many volunteer groups including the Saskatoon Nature Society, school students, and corporate volunteers assist with Meewasin's conservation work. These volunteer stewards usually participate as a group with their own supervisor to work under Meewasin staff.



Top: Western Red Lily – Tiger Lily.

Bottom: Fritillary Butterfly.

Meewasin Northeast Swale

The Meewasin Northeast Swale is within the Greater Swale, an ancient river channel that begins at Peturrson's Ravine and carves a 26 km long path parallel to the South Saskatchewan River. It is one of the largest pieces of unbroken prairie and riparian wetland in the Saskatoon region with patches of rare fescue grassland. The Swale is home to several rare, endangered and culturally significant species.

Within Saskatoon city limits and the Municipality of Corman Park, the Greater Swale supports historically significant natural and cultural resources that are managed within Meewasin's Conservation Zone.

Working with the City of Saskatoon, Meewasin is developing a Master Plan for the Meewasin Northeast Swale. It includes the interpretation and education of these resources within the city. The Swalewatchers, a valued volunteer group, have played an important role in advising Meewasin and the City on direction for the Swale.

River Users Meeting

Each spring Meewasin coordinates a meeting of a variety of river users, including representatives from the City, and emergency services who meet to discuss summer river recreation. The River Users Meeting in 2014 was held on May 14.

Strategic Plan 2014-2024

In 2013, Meewasin undertook an extensive process with stakeholders to develop a ten-year strategic plan. The plan enables Meewasin to reflect its core mandate and past work, and to consider emerging opportunities.

The strategic plan is titled: *A World-Class Corridor. Naturally Beautiful, Uniquely Ours. A Vision for the Meewasin Valley 2014-2024.* It defines an overarching vision for the Meewasin Valley and articulates three major themes, and key directions to achieve the vision. The Meewasin Strategic Plan 2014-2024 was approved by the Meewasin Board of Directors and announced publicly in June 2014. ◆



Left: Luc Delaney, Resource Management Officer, supervises a controlled burn in the Peggy McKercher Conservation Area for the purpose of promoting biodiversity.

Below: The Meewasin Valley is recognized as a provincial resource. A visitor pictured below experienced snow for the first time in the Meewasin Valley, ice skating for the first time at the Cameco Meewasin Skating Rink @PotashCorp Plaza and sledding for the first time at Pest Hill. She is pictured here at the Capilano Lookout December 2014.



Left: Volunteer stewards plant trees at the Peggy McKercher Conservation Area – Summer 2014.

Development

Managing Resources in the Valley

The work of the Design & Development Department this past fiscal year was to manage the resources in the river valley. These included the following:

River Landing

- Ongoing construction and landscape restorations in River Landing Phase 2 (west of the Senator Sid Buckwold Bridge) including trail connections directly below Avenue C, down to the Meewasin Trail;
- Completion and opening of the Adult Fitness Area;
- Installation of all site furniture and tree grates; and
- Ongoing monitoring and maintenance of the bioswale at the water play area.

Trail Work

- Completing the majority of work on the Meewasin Trail in the northwest from 71st Street to Wanuskewin Heritage Park with some landscape restoration and drainage work remaining;
- Completing the majority of work on the Meewasin Trail in the southeast from the Circle Drive South Bridge to the SaskPower lands with some landscape restoration remaining;
- Beginning the Southeast Donor Recognition Plaza at Diefenbaker Park including connections to the existing Meewasin Trail at Diefenbaker Park, with stairs and concrete work to be completed in 2015; and
- Collecting and assessing the results of the Trail Study, highlighting trail infrastructure repair, replacement needs and gaps in the network, including estimates of future trail use and capacity.

Horticulture/Construction & Design

- Installation of site furniture (benches, trash units, and trailhead signs);
- Supporting the Meewasin Plant-A-Tree program, installing bricks and plaques;
- Assisting and directing volunteer groups with tree and shrub plantings;
- Providing tree and shrub plantings for City of Saskatoon infrastructure restoration projects in Cosmopolitan Park;
- Construction and installation of new information and wayfinding signage at Beaver Creek Conservation Area;
- Managing the St. Joseph School site through resource work;
- Providing teaching and classroom time for students from Saskatchewan Polytechnic (formerly SIAST);
- Repair and maintenance of the Poplar Bluffs canoe launch site and access trail;
- Construction of new shade structures adjacent to the Meewasin shop and greenhouse to support ongoing greenhouse operations including the removal of a number of unhealthy/hazardous trees;
- Demolition and clean up of abandoned out-buildings at Maple Grove;
- Ongoing clean-up and repair of trailhead and vandalized interpretive signage; and,
- Resource management support at the Meewasin Northeast Swale including the installation of site signage.



Top: River Landing Phase 2.

Bottom: Meewasin summer construction staff install signage at the Meewasin Northeast Swale.



Above: Northern Leopard Frog – Meewasin Northeast Swale – Summer 2014.

Left: Jonathan Behnke, Meewasin intern, tries out the new adult fitness area in Victoria Park - Summer 2014.



Above: White-tailed deer – Beaver Creek Conservation Area.

Below: Cameco Family Day Skating Party – Cameco Meewasin Rink @PotashCorp Plaza – February 2015

Development continued

Meewasin Northeast Swale Master Plan

- Proposed improvements in the Ecological Core, buffer zones and Recreation Zones;
- Greenway and trail design including pathways, site access and connectivity to adjacent land uses, adjacent neighborhoods and crossing features;
- Amenity design for safety and comfort, including site furniture and signage; and
- Site design to support resource management, interpretation and programming.

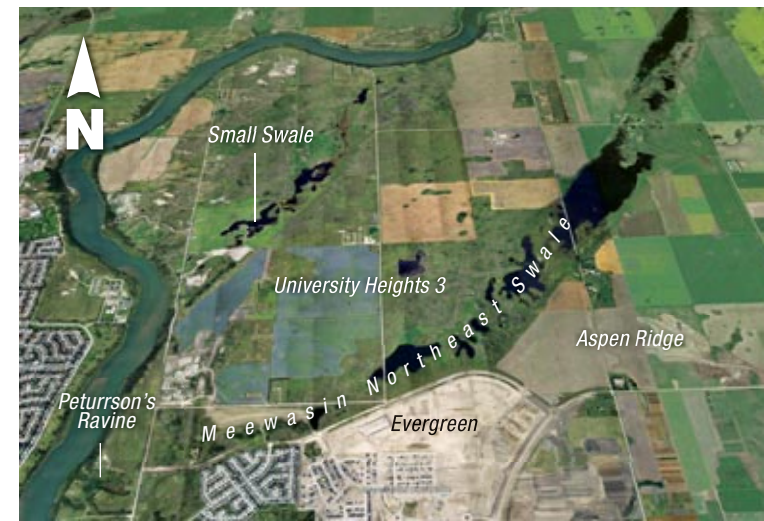
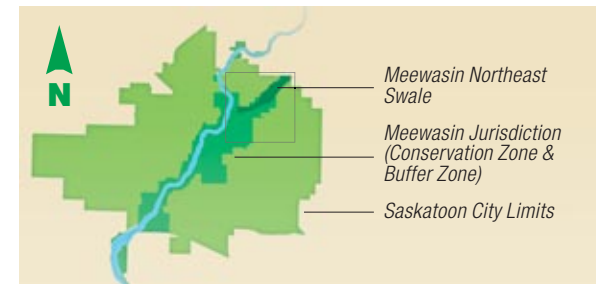
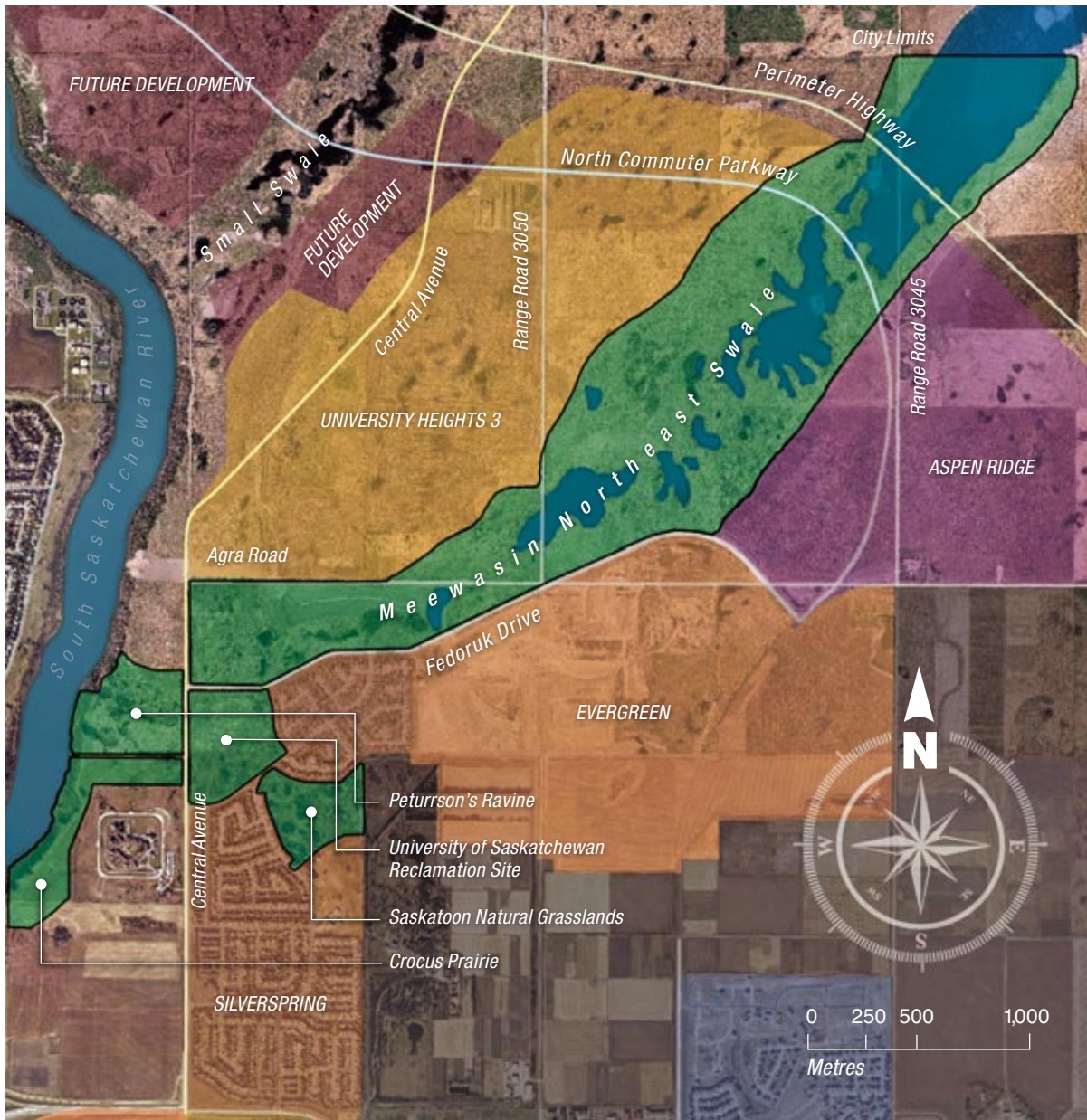
The process to complete the Meewasin Northeast Swale Master Plan included a design charrette, committee work, site data collection, stakeholder consultation, public open house and presentations. The report will be

finalized in 2015 and presented to City Council and Meewasin for board approval.

Cameco Meewasin Skating Rink @PotashCorp Plaza

The Cameco Meewasin Skating Rink @PotashCorp Plaza opened for the season on December 6, 2014 and closed March 8, 2015; a duration of 93 days. It was in operation for 84 days, closing for 7 days due to extreme cold (-31 C), and 2 days due to extreme warm weather. Users for the 84-day skating season totaled 29,410. The rink hosted four skating parties: the Tim Hortons Twinkle Lights party (600 users), the TELUS Skate (700 users), the PotashCorp Wintershines Party (1500 users) and the Cameco Family Day Skating Party (1800 users). ◆





Top right: Context map of Meewasin Northeast Swale.

Left: Location map of Meewasin Northeast Swale and adjacent area plans. Aerial imagery courtesy of the City of Saskatoon and the Saskatchewan Geospatial Imagery Collaborative

Bottom right: In this aerial photo looking north, the Meewasin Northeast Swale runs between Silverspring, Evergreen, Aspen Ridge and the future University Heights 3 neighbourhoods. In Saskatoon, it connects to the South Saskatchewan River at Peturrson's Ravine. It also connects to the river in the Rural Municipality of Corman Park and in the Rural Municipality of Aberdeen. Aerial photo data: Google Earth, Digital Globe

Meewasin Trail

Trail Use

- Enjoy the trail. Be safe.
- Be aware of your surroundings.
- After dark be smart.



It is every trail user's responsibility to ensure the safety of themselves and others.

Pedestrians

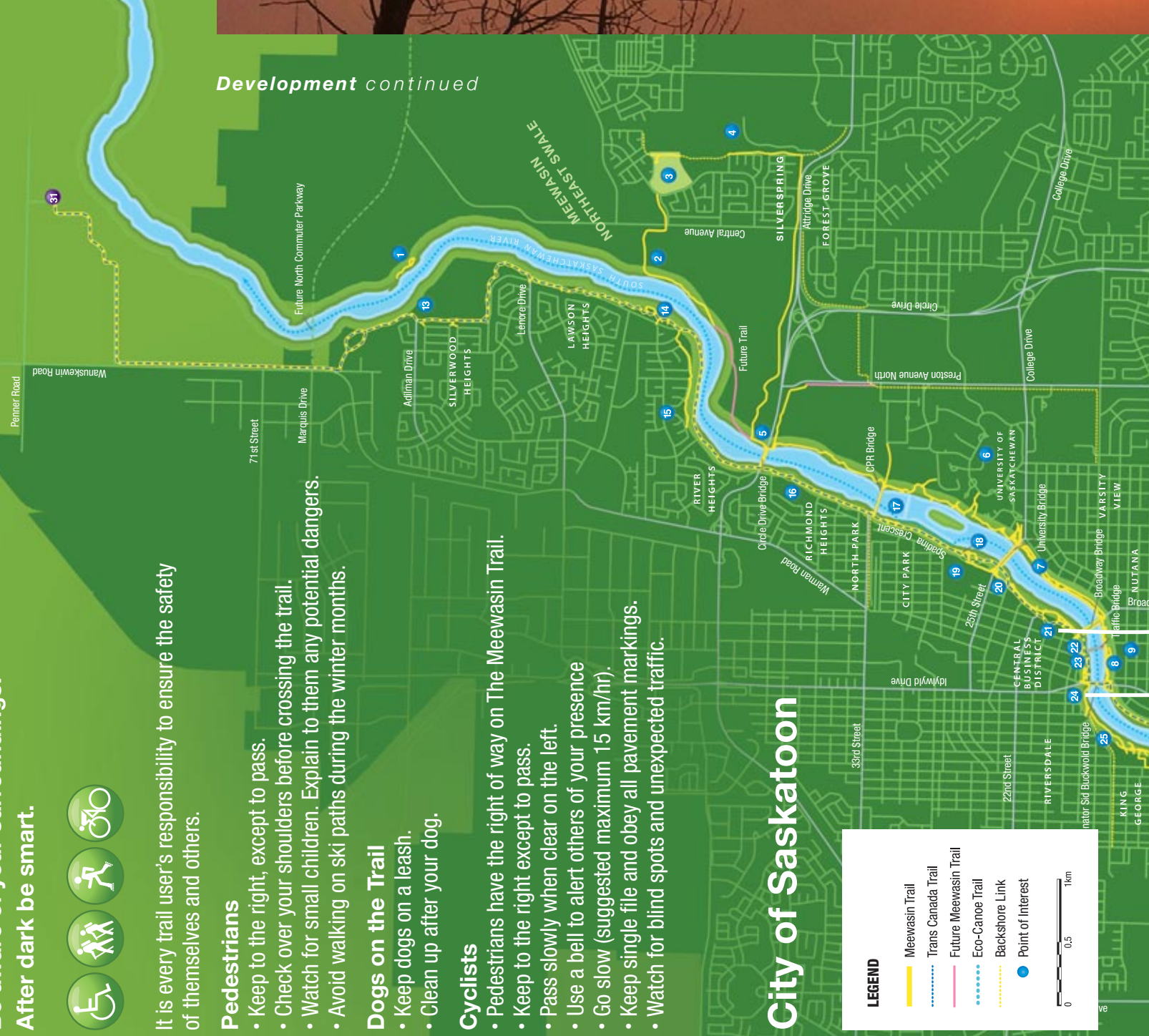
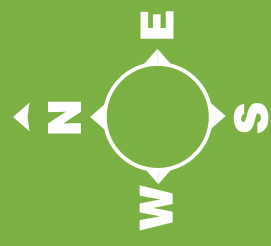
- Keep to the right, except to pass.
- Check over your shoulders before crossing the trail.
- Watch for small children. Explain to them any potential dangers.
- Avoid walking on ski paths during the winter months.

Dogs on the Trail

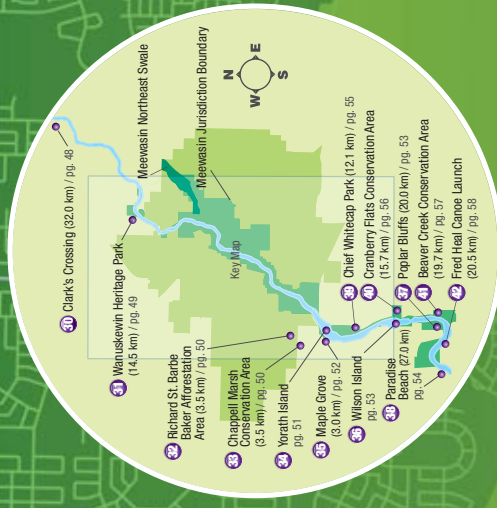
- Keep dogs on a leash.
- Clean up after your dog.

Cyclists

- Pedestrians have the right of way on The Meewasin Trail.
- Keep to the right except to pass.
- Pass slowly when clear on the left.
- Use a bell to alert others of your presence
- Go slow (suggested maximum 15 km/hr).
- Keep single file and obey all pavement markings.
- Watch for blind spots and unexpected traffic.



City of Saskatoon



- 1 Peggy McKercher Conservation Area
- 2 Crocus Prairie
- 3 Saskatoon Natural Grasslands (SNG)
- 4 Saskatoon Forestry Farm Park and Zoo
- 5 Sutherland Beach
- 6 University of Saskatchewan
- 7 Cosmopolitan Park and Lookout
- 8 Rotary Park and Lookout
- 9 The Marr Residence
- 10 Gabriel Dumont Park
- 11 Western Development Museum
- 12 Diefenbaker Park and the Pioneer Cemetery
- 13 Factoria
- 14 Meewasin Park
- 15 Capilano Lookout
- 16 G.D. Archibald Park
- 17 Meewasin Riverworks (Weir)
- 18 Mendel Site and Island Sanctuary
- 19 Kinsmen Park
- 20 The Ukrainian Museum of Canada
- 21 Kiwanis Memorial Park
- 22 Friendship Park
- 23 Meewasin Valley Interpretive Centre
- 24 River Landing and The Farmers' Market
- 25 Victoria Park and The Boathouse
- 26 Bowerman House
- 27 Sanatorium Site
- 28 Saskatoon Landfill
- 29 Queen Elizabeth Power Plant

Walk, Run Or Roll The Meewasin Trail

- 11.0 km Senator Sid Buckwold Bridge to Stew Uzelman Pedway • 9.0 km Broadway Bridge to Stew Uzelman Pedway
- 7.0 km Broadway Bridge to CPR Bridge • 3.0 km Wanuskewin Heritage Park to Chief Whitecap Park
- 25.0 km Wanuskewin Heritage Park to Chief Whitecap Park

Note: All distances are approximate.

Meewasin

Education



Top: Student volunteers participate in the Meewasin & Affinity Credit Union Clean-up Campaign.



Bottom: Meewasin Valley Interpretive Centre staff interpret the history of the river valley using green screen technology and puppetry.

Education/Interpretation

Meewasin offers a number of educational programs that focus on conservation of the heritage resources of the valley, facilitate the appropriate use and enjoyment of those resources and allow the public to experience and learn about them.

These programs include stewardship and celebration, river festivals, in-services, volunteers, interpretive canoe tours, interpretive cross-country skiing and partnering with other organizations that have similar goals. Meewasin accomplishes this through our two interpretive centres, the Meewasin Valley Interpretive Centre and Beaver Creek Conservation Area, off-site programs, publications, audio-visual resources, a website, media commercials, social media, public service announcements and speaking appearances.

The Meewasin Valley Interpretive Centre (MVC)

The Meewasin Valley Interpretive Centre focuses on the original areas of urban development in Saskatoon. It is a place to learn about Meewasin, the Meewasin Trail, Saskatoon history, the South Saskatchewan River and the future of the Meewasin Valley. In 2014-15, MVC recorded 16,500 visitors who toured the facility, sought information or participated in the interpretive programming ranging from the annual Founder's Day celebrations to three evenings of River Cinema.

The MVC was also responsible for the organization and delivery of the annual Meewasin & Affinity Credit Union Clean-up of the river valley, and for the annual Pelican Watch contest.

Meewasin staff supported other organizations and their mandates throughout the city including the Heritage

Festival of Saskatoon, the Marr Residence Management Team, the Saskatoon Heritage Society, Doors Open Saskatoon, the Saskatchewan Marathon and the Saskatoon CERT (Community, Experiences, Resources and Tours) committee.

The MVC continued to provide interpretive programming to Grade 3 students in Saskatoon. Participation totaled 2050 students from the Saskatoon Public, Catholic and regional schools. The Meewasin Art Gallery continued to host bi-monthly shows by local artists and photographers. The Meewasin Gift Shop provided unique items for those looking for something naturally and culturally special. Including visitations to the centre of 16,500, and the Meewasin & Affinity Credit Union Clean-up Campaign of 28,000, the MVC hosted more than 44,500 participants in its 2014-15 programs.

Meewasin & Affinity Credit Union Clean-up Campaign

2014 marked Meewasin's 34th annual Clean-up Campaign. The kick-off for this annual event took place Friday, May 9, 2014 at Wildwood School. It was the 14th year that Affinity Credit Union sponsored the event. The 30 minute school assembly featured greetings from Wildwood School, Affinity Credit Union, Loraas Disposal Services and Meewasin. As a commitment to conservation, participants engaged in a ceremonial signing of the official Meewasin & Affinity Credit Union Clean-up Campaign garbage bag, and then all headed outside for a clean-up of the Wildwood school grounds and neighboring park. This media event kicked off the official month long clean-up of the entire river valley, including city parks and neighbourhoods. Participants included schools, community groups, businesses, and individuals who represented more than 28,000

A Red Squirrel prepares for winter – Beaver Creek Conservation Area – Fall 2014.



volunteers throughout Saskatoon. Thank you to Affinity Credit Union for sponsoring the Clean-up Campaign, to Loraas Disposal Services for placement of garbage and recycle bins throughout the valley, 7-Eleven Stores for permission to use their dumpsters, and the City of Saskatoon who collected garbage bags piled by volunteers at designated locations to be transported to the city landfill.

Beaver Creek Conservation Area (BCCA)

Located 13 km south of Saskatoon off Highway #219, Beaver Creek Conservation Area was established in 1979; the interpretive centre opened in 1984. A microcosm of the Meewasin Valley, BCCA is located where a prairie creek meets a prairie river. It contains one of the few remaining uncultivated short grass prairie sites in Saskatchewan. The beavers that live there play an important role in keeping the creek habitat teeming with wildlife. Beavers build dams that flood waters upstream, creating beaver ponds. Many plants and animals make their homes in these sheltered ponds. The BCCA interpretive centre and staff provide opportunities to



Above: Grade 5 students on an interpretive tour of Beaver Creek Conservation Area; where a prairie creek meets a prairie river.

discover nature during all four seasons along a selection of nature trails.

BCCA continued to provide interpretive programs to Grade 5 students in 2014-15 from Saskatoon and area schools totaling 2750 students. General public visitation totaled 18,900 guests who sought information, explored the site on their own or who participated in public programming that included Canada Day Heritage Hoopla, interpretive canoe tours, come-and-go discovery stations, cross-country skiing and self-guided activities.

Pelican Watch

The first pelican to touch down between the CPR Bridge and the weir did so Sunday, April 20, 2014 at 3:15 pm, as observed by the official spotters from the Saskatoon Nature Society.

Saskatoon residents have special visitors each summer. April through October, pelicans gather by the weir to fish. These birds, once on the endangered species list, have been a beautiful sight on the South Saskatchewan River since the late 1970s. For Saskatoon residents their arrival is a harbinger of spring.

This was the 19th year of the Meewasin Pelican Watch Contest. Previous arrival times have been between April 4, 2012 and April 18, 2003. April 20, 2014 was the latest time recorded in the history of the contest.

The grand prize winner of the contest and mountain bike courtesy of Realty Executives Saskatoon was Tianna Senger of St. Augustine School, with an arrival time guess of April 20, 3:20 pm, five minutes off the official time. More than 2500 entries were received from schools and the general public. Thank you to Realty Executives, Don's Photo Shop, White Pelican Bed & Breakfast

Education continued



Black-capped Chickadee – Beaver Creek Conservation Area.

Saskatoon, Homestead Ice Cream, Wildlife Rehabilitation Society of Saskatchewan, Pelican Market and the Meewasin Gift Shop for donations of prizes.

Interpretive Cross-Country Skiing & Chip's Lodge

Since 1979, cross-country skiing has been encouraged at Beaver Creek Conservation Area, but never actually facilitated with equipment, instruction and groomed trails. In late fall 2011, the old skating rink facility was moved to BCCA for a three-year pilot to provide a warm-up shelter and additional facility space for programming.

During the winters of 2012-13 and 2013-14, a total of 13



Above: Vesper Sparrow – Beaver Creek Conservation Area

Far upper left: Meewasin Pelican Watch Awards - June 2014.

Far lower left: Brodie Zuk of Realty Executives presents a mountain bike to Tianna Senger of St. Augustine School. Tianna was the winner of Meewasin's Pelican Watch 2014.

Left: Interpretive Cross-Country Skiing at Beaver Creek Conservation Area winter 2014/15.

Education continued

cross-country ski pilots were conducted. This past winter (2014-2015) the program saw 17 groups (450 skiers) participate in the program. Another 6 groups (150 registrants) found it necessary to cancel due to six days of extreme winter weather.

Monitoring Avian Productivity and Survivorship (MAPS)

Beaver Creek Conservation Area has participated in MAPS, (Monitoring Avian Productivity and Survivorship), for seven summers. It is a bird-banding program developed by The Institute for Bird Populations in California. Data from monitoring stations including BCCA, are integrated into the North American MAPS database to better understand changes in the abundance, distribution, and ecology of bird populations. Information is collected from six banding sessions which are held annually between June 10 and August 8. To date, 37 different species of birds have been banded at Beaver Creek Conservation Area with a total of 1,013 individual birds. This past summer's sessions recaptured and released one bird originally banded in 2010, three birds banded in 2011, and three from 2012. Protecting nesting destinations and maintaining urban green spaces all help provide birds with important habitat. Volunteers are important to the success of this banding project. If you are interested in volunteering please contact Beaver Creek at 306-374-2474.



Top: MAPS Bird Banding, Beaver Creek Conservation Area - Summer 2014.

Bottom: Meewasin River Cinema, Friendship Park - August 2014.

Upper Right: Meewasin voyageur clipper canoe navigates Beaver Creek paddling to the South Saskatchewan River – Summer 2014



grass, but an ecosystem – a complex association of grasses, flowering and non-flowering plants, birds, animals and insects representing 10,000 years of natural history since the glaciers receded.

Thank you to programs provided by the University of Saskatchewan Centre for Continuing and Distance Education, the Saskatoon Nature Society, the City of Saskatoon, the Greater Saskatoon Catholic School Division, the Saskatoon Public School Division and the stewardship of the Silverspring community which assist the SNG to continue to provide habitat, aesthetic and recreational opportunities, soil protection and a gene pool for future medical and agricultural needs.



Coordinated by Melanie Elliott, the University of Saskatchewan Continuing and Distance Education program conducted Grade 2 hikes at the SNG in May and June, recording 23 public school classes, totaling 581 children and 69 adults. September and October 2014 recorded 24 public school classes, totaling 72 adults and 622 youth.

During July and August 2014, 117 youth enrolled in the U of S Ecology Camp for Kids. These participants toured the SNG, Meewasin Northeast Swale and Beaver Creek Conservation Area. With the support of Meewasin, the young stewards planted vegetation plugs and participated in seed collection.

Through these experiences, 1461 children and adults learned that the disappearance of native prairie means the disappearance of thousands of years of natural history.

River Cinema

2014 marked Meewasin's 20th River Cinema. The family outdoor entertainment took place August 1-3 in Friendship Park. Beginning at dusk, family friendly movies were shown on FreshAirCinema's large screen. Total attendance over the three evenings was more than 2000. Our 2014 River Cinema Scotiabank sponsor handed out promotional items and free popcorn to the first 300 patrons. Meewasin provided a small concession

of popcorn, pop, coffee, hot chocolate, bags of candy and free water from Culligan. Beginning twenty years ago as a small event in Friendship Park, Meewasin's River Cinema has brought many families to the river valley for free outdoor evening entertainment. River Cinema has grown in popularity to the point where it now requires a bigger venue and major sponsor.

Meewasin Interpretive Canoe Tours

Meewasin interpretive canoe tours provide an opportunity for the novice canoeist to learn about the South Saskatchewan River from the river in Meewasin's ten-passenger voyageur clipper canoes. Mid-May through August, tours depart from Beaver Creek Conservation Area paddling out onto the South Saskatchewan River for two to three hour experiences allowing the adventurers to see the river of the early voyageurs. Adult groups usually paddle upriver to the Berry Barn, while youth and family groups canoe both the creek and the river, stopping on a sandbar for interpretive games. Paddles, lifejackets, canoes, and safety training are provided by certified Meewasin interpreter canoe guides. Adult charters cost \$200 per canoe. Non-profit groups may access the program free of charge using sponsorship money from the Association of Urban Parks & Conservation Agencies (ASUPCA), the Saskatoon Community Foundation and Meewasin.

During the summer of 2014, canoe access to the South Saskatchewan River was delayed due to increased river flow from the release of the Gardiner Dam as well as unpleasant weather. However, the heightened water level in the creek allowed for an alternative program giving participants a unique canoe view of the creek ecosystem. 500 novice voyageurs participated in the program for a total of 62 tours.



Top: Montreal based Ocean Television films the predator-prey relationship and the importance of Meewasin sheep grazing to promoting biodiversity.

Bottom: Paul Hanley, Meewasin Conservation Award Recipient 2014, speaks at the St. Barbe Baker signage dedication - Summer 2014.

Education continued

Non profit organizations that received tours at no cost include: school groups, the Ecology Camp for Kids, Radius, Big Sisters, Big Brothers, Youth Resource Centre, Zoo Camp, Learning Disabilities Camp, Open Doors Society, Egadz, and Saskatoon Craft Council.

Conservation Award 2014

Paul Hanley was the recipient of the 2014 Meewasin Conservation Award presented annually to an individual who has made an outstanding contribution to the natural heritage resources of the Meewasin Valley.

Paul has been an advocate for conservation of the natural world since his teens. A longtime advocate for ecological agriculture, he was a founding member of Earthcare, and the editor and co-author of the book *Earthcare, Ecological Agriculture in Saskatchewan*. This regional bestseller was an important tool for the emerging organic farming movement in the 1980s. His work in this area was acknowledged with the receipt of the Organic Connections' Pioneer Organic Communicators Award in 2006.

Paul has published four books and 1500 articles on the environment and related topics. He has consistently raised awareness of conservation through his newspaper column in *The StarPhoenix*, published weekly since 1989. Numerous columns supported the work of the Meewasin Valley Authority, Partners FOR the Saskatchewan River Basin and other local, national and provincial conservation efforts.

Paul also wrote Meewasin's story, *25 Years in the Life of a River Valley*, used extensively by Meewasin to share its story with the world.

Hanley's most recent book, *ELEVEN*, published in the fall of 2014, deals with the social-ecological impacts of peak population and cultural transformation. It has received critical acclaim by leading writers and environmental scientists.

Paul's advocacy for environmental protection was previously recognized by the Royal Canadian Geographical Society, from which he received a Canadian Environment Award in 2006.

To recognize his achievement Paul received a tree planted in the valley through the Meewasin Plant-A-Tree program.

St. Barbe Baker

In 2013, the Baha'i Community of Saskatoon partnered with Meewasin to install signage at Saskatoon's Richard St. Barbe Baker Afforestation Area and on the U of S campus at the site of St. Barbe Baker's last tree planting.

Richard St. Barbe Baker, known as the "Man of the Trees", was a visionary forester devoted to conservation and the environmental health of the earth. Born in Hampshire, England in 1889, he campaigned tirelessly to promote tree planting and desert reclamation in more than 100 countries. St. Barbe Baker launched the Man of the Trees, one of the first environmental organizations, in 1922. Inspired by the Baha'i Faith, of which he was an early adherent, St. Barbe Baker's life exemplified ideals of a world embracing vision and selfless service to humanity and the Earth. In 1978, he was awarded the Order of the British Empire from Queen Elizabeth II.

St. Barbe Baker travelled to Saskatchewan in 1909 to study at Emmanuel College and became a member of

the university class of 1910, the second class in the history of the University of Saskatchewan. In 1912, as a student, he applied for a homestead south of Saskatoon. He abandoned his claim in 1913 to pursue his studies.

St. Barbe Baker returned to the University of Saskatchewan on June 5, 1982 on World Environment Day when he planted his last tree near the Diefenbaker Centre. It was the last of millions he was responsible for planting. He died four days later and is buried in Woodlawn Cemetery. His archives are housed in the University Library.

Yellow Fish Road

Since 1999, thousands of Canadian youth have participated in the Yellow Fish Road program, learning about their water supply. Painting the storm sewers with yellow fish and distributing the fish-shaped yellow brochures is a reminder of the importance of clean water and the proper disposal of hazardous waste. The program reinforces the concept that whatever goes into the storm sewer flows directly into the river.

Meewasin, the Girl Guides of Canada (Saskatoon), Brightwater and Trout Unlimited Canada with the support of the City of Saskatoon have partnered to promote the program in Saskatoon and area since 1994.

The Girl Guides held their annual Yellow Fish Road event in Saskatoon on May 3, 2014. The number of youth who participated totaled 40. There were 50 adults including 12 students from the U of S. 83 storm drains were painted and approximately 300 door hangers distributed. Thank you, Girl Guides of Canada (Saskatoon). ◆



Above: Robert White and Paul Hanley unveil the St. Barbe Baker sign located on the Meewasin Trail close to the Diefenbaker Canada Centre near the last tree (1982) that St. Barbe Baker planted - Summer 2014.

Fund Development



Top: Plant-A-Tree Dedication: L To R: Doug Porteous, Darlene Bessey, Zoe Pontikes, Ken Pontikes, and Jack Vicq (Meewasin Chair) - June 2014.

Above: Craig Campbell of CHOO-IT presents a cheque to Cran and Meewasin's Doug Porteous in support of the Meewasin Matters Trail Campaign - Spring 2015.

Meewasin is a registered charity. Approximately 35% of its revenue for 2014-15 came from non-statutory sources to support conservation, development and education initiatives. Meewasin Matters because:

- If you wanted a pill to cure 70% of ills in today's society, it would be to exercise in a clean, nurturing environment;
- More than 90% of the general public in Saskatoon and area support the work of Meewasin and want it to continue;
- Of the more than \$100 million that Meewasin has spent in conservation, development and education for the past 35 years, only 18% is represented by City of Saskatoon statutory/supplemental funding. The leveraging effect for the Saskatoon tax payer is 82%;
- The Meewasin Valley concept is known and studied around the world as to what a community can do to conserve a river valley for the purposes of health and enjoyment; and
- Meewasin has been recognized locally, regionally and internationally on numerous occasions, three times a finalist for the prestigious Thies Riverprize awarded annually in Brisbane, Australia.

Meewasin Matters Trail Campaign

In October 2013, Meewasin launched an \$8 million capital campaign for the purpose of expanding the Meewasin Trail in the northwest to Wanuskewin Heritage Park, and in the southeast to Chief Whitecap Park. This will add approximately 15 km to the Meewasin Trail system as well as the Trans Canada Trail which runs along the Meewasin Trail through Saskatoon. As of March 31, 2015, \$7,670,690 of the \$8 million or 96% of

the amount needed to complete the project had been committed. Thank you to Darlene Bessey and Ken Pontikes, Co-Chairs of the Meewasin Matters Trail Campaign, and the many donors and sponsors who continue to keep the Meewasin dream alive.

Plant-A-Tree Dedication

The 28th annual Meewasin Plant-A-Tree Dedication was held Saturday, June 21, 2014 in Boomtown at the Saskatoon Western Development Museum.

Meewasin's Plant-A-Tree, Memorial Forest, and bench sponsorship programs are successful fund-raising activities for the purpose of greening the river valley for free public use. Donations are made for weddings, graduations, births, anniversaries and in memory of those who have touched our lives.

The 2014 Plant-A-Tree event recognized that since 1988, Meewasin has planted 3760 trees and shrubs in the valley sponsored by individual donors and groups. Since 2000, there have been 145 donations to the Memorial Forest in Gabriel Dumont Park. The 2014 program included the sponsorship recognition of two "grass roots" donations, nine donations to the Memorial Forest in Gabriel Dumont Park, the sponsorship of 52 trees, 39 shrubs, 19 benches and seating blocks, 11 bricks at the Rotary International Peace Plaza, 7 bricks at River Landing, 78 bricks at the Saskatchewan Road Runners Seating Node (including 70 in recognition of past Saskatchewan Marathon champions) and a bequest of \$10,000 from the estate of the late Carmelle Toner to Meewasin's Beaver Creek Conservation Area.

Bringing greetings from the Meewasin Board was Chair Jack Vicq; guest speakers were Darlene Bessey and Ken Pontikes. The Orpheus 60 Choir performed.



Above: The Saskatoon Road Runners Association at the Saskatoon Road Runners Seating Node are photographed with the \$100,000 cheque they presented to the Meewasin Matters Trail Campaign – May 2014.



Left: The Viceroy Butterfly looks very much like the Monarch Butterfly.



CHOO-IT

In support of the Meewasin Matters Trail Campaign, Craig Campbell of CHOO- IT donated \$.25 from all 125 gram bags and \$.50 from all 225 gram bags of CHOO-IT Bites (Meewasin Edition) sold from retail outlets within Saskatoon and area. Funds received by Meewasin totaled \$1310.

Far Left: Lloyd Isaak (Meewasin CEO) presents Lorrie Dobni (President) and Tom Stack (Treasurer) of the Saskatoon Road Runners Association with an artist's rendition of the river valley fabricated with steel from the decommissioned Traffic Bridge.



Above: Meewasin 80 Ale produced by Prairie Sun Pub & Brewery.



Above: Doug & Anne Porteous sponsor a brick in honour of Nelson Mandela and F.W. de Klerk, Nobel Peace laureates 1993, at the Rotary International Peace Plaza – September 2014.

Photo courtesy Montreal Gazette.

Fund Development continued

Prairie Sun Pub & Brewery Launched 2nd Batch of Meewasin 80 Ale

In 2014, the Young Entrepreneurs, a campaign committee chaired by Clay Sparks, hosted a fundraising event and launched Meewasin 80 Ale with Prairie Sun Pub & Brewery. As a result of sales and a promotional event, Prairie Sun Pub & Brewery raised \$5100 for the Meewasin Matters Trail Campaign. On Friday, April 10, 2015 Prairie Sun Brewery launched a 2nd batch of Meewasin 80 Ale using plant ingredients found along the Meewasin Trail. Proceeds will go to the Meewasin Matters Trail Campaign. Thank you to Heather Williams at Prairie Sun Pub & Brewery and all of her staff for their support of Meewasin.

Rotary International Peace Plaza

The Rotary Club of Saskatoon Nutana, in partnership with Meewasin, offers the opportunity to sponsor a brick in honour of past recipients of the Nobel Peace Prize. Bricks are dedicated annually on or near September 21, at a ceremony in Saskatoon's Rotary Park to mark the International Day of Peace.

The red granite bricks recognize the contribution of the peace laureates and promote the Rotary International Peace Plaza as a Saskatoon destination for citizens and tourists. To date, the Peace Plaza recognizes Mother Teresa, Lester B. Pearson, Desmond Tutu, the Red Cross of 1917, the UN Commission for Refugees and in 2014 a brick sponsored by Anne and Doug Porteous in honour of Nelson Mandela and F.W. de Klerk who were awarded the Nobel Peace Prize in 1993 "for their work for the peaceful termination of the apartheid regime, and for laying the foundations for a new democratic South Africa."

Association of Saskatchewan Urban Parks & Conservation Agencies (ASUPCA)

Meewasin is a member of ASUPCA, a non-profit organization dedicated to sharing expertise and pride in conservation, development and education for the purpose of supporting the work of each member organization. Included are: Battlefords River Valley, Battlefords; Chinook Parkway, Swift Current; Pehonan Parkway, Prince Albert; Tatagwa Parkway, Weyburn; Wakamow Valley, Moose Jaw; Wascana Centre, Regina; and the Meewasin Valley Authority, Saskatoon.

Together, ASUPCA member agencies represent 60% of the population of the province. They have chosen to conserve their parks and conservation zones, educating the public about them and developing them for free public access. They have three things in common: an urban water body, an independent board, and a master plan.

The only voluntary carbon offset program in the province, was created by ASUPCA. Through ASUPCA, an individual or an organization can mitigate their own greenhouse gas emissions by voluntarily purchasing tax-deductible carbon offsets. Visit carboncreditcanada.ca for more information.

Partners FOR the Saskatchewan River Basin (PFSRB)

Founded in 1993 by Meewasin CEO Fred Heal, the national award winning PFSRB is a non-profit organization with a mandate to increase understanding, awareness and stewardship of the Saskatchewan River Basin. Its mission is to promote watershed sustainability through awareness, linkages and stewardship. It is governed by a board of directors with members from the three prairie provinces. For more information on its activities visit: www.saskriverbasin.ca ◆

A special thank you to our many sponsors, donors and supporters

2014/2015 Meewasin Donors (Over \$1000)

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623183 Saskatchewan Ltd.
A.B. Enterprises Inc.
Affinity Credit Union
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Fred Prokuski
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RBC Blue Water Programs
Realty Executives Saskatoon
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Saskatchewan Environmental Society
Saskatchewan Lotteries
The Saskatoon Community Foundation
Saskatoon Nature Society
Saskatoon Region Association of Realtors
Saskatoon Road Runners Association
Thelma Kulrich
Patricia & William Roe
SaskEnergy
SaskTel
Rita Mae & Bob Schwieder Family
SEPW Architecture Inc.
SGEU – Local 1102
Shell Canada Ltd.
Leonard Sopatyk
Stantec Consulting
Dr. David E. Stark
TD Bank Group
TD Friends of the Environment Foundation
Telus
Candi Thompson
Tim Hortons
Tree Canada
Edward & Marilyn Underhill
United Way Community Funds of Saskatoon
VCM Construction Ltd.

Jack & Sylvia Vicq
Christa Walkden
Scott Waters & Carmen Hesje
West Wind Aviation Inc.
Wieggers Financial

Other Notable Donors & Planned Givers

Merle & The Late Douglas Bocking
Brainsport – The Running Store
The Late Dr. Ronald & Muriel Bremner
Canadian Forestry Association
Gwen & Guy Charman
Gladys Hall
Derek & Helen Hill
Susan & Ronald Lamb
Anita & Graham Langford
Loraas Disposal
Terrence McBride
Bill Peterson
J. Frank Roy
Saskatoon Nature Society
Saskatoon Zoo Society
Estate of John Stuart Scharf
Swale Watchers
Trees In Trust
Estate of Carmelle E. Toner

In-Kind Donations

Creative Fire
Greg Fenty
Handy Group of Companies
Maxie's Excavating
MNP LLP
On Purpose Leadership
Wilco Southwest Ltd.

Grants & Funding

Association of Saskatchewan Urban Parks & Conservation Associations
Canadian Museums Association
City of Saskatoon
Environment Canada EcoAction
Gabriel Dumont Institute

NRC & Science Interns
PotashCorp of Saskatchewan
Government of Saskatchewan - Summer Student Works
Recreational Fisheries Conservation, Fisheries and Oceans Canada
Saskatchewan Building Communities Fund
Saskatchewan Community Initiatives Fund
Saskatchewan Parks, Culture & Sport
Saskatoon Tribal Council
Service Canada
Trans Canada Trail
University of Saskatchewan
Young Canada Works in Heritage Institutions

Service Clubs

Hub City Optimist Club
Kinsmen Club of Saskatoon
Kiwanis Club of Saskatoon
Rotary Club of Saskatoon - Nutana
Saskatoon Lions Club

Media

CBC Saskatchewan News
CFCR
Country Press
CTV Saskatoon
CJWW 600
Global Saskatoon
Home Magazine
Planet S Magazine
Saskatoon Express
Saskatoon Media Group
Shaw Media
The StarPhoenix

Meewasin Fund Development Committees

Capital Campaign Committee
Co-Chair Darlene Bessey
Co-Chair Ken Pontikes
Kim Ali

Nowshad Ali
Dale Botting
Robin Chapman
Gwen Charman
Lloyd Isaak
Effie Kutsogiannis
Susan Lamb
Brian Michasiw
Doug Porteous
Patricia Roe
Clay Sparks
Jack Vicq
Cathy Watts

Honourary Campaign Committee

Honourary Co-Chair Janet Postle
Honourary Co-Chair Art Postle
Chief Darcy Bear
Lloyd Beazley
Dr. Ivan Jen
Lionel Labelle
Anita Langford
Graham Langford
Peggy Mc Kercher
Rita Mirwald
Tom Molloy
Glen Penner
Edie Reikman
Tom Stack
Dr. Suzanne Yip

Plant-A-Tree Committee

Chair Wayne Dyck
Max Abraham
Betty Calvert
Julie Janzen
Susanna Keller
Doug Porteous
Karlee Vizer

Meewasin Foundation Inc.

Claire Bullaro
Betty Calvert
Lloyd Isaak
Lise de Moissac
Patricia Roe



Compiled & Written by Doug Porteous.

Layout and Design by Roger Denis.

Photo this page: Dougall Photography.

Other photos by Lennox Saunders, Brenda Kramarchuk, Jamie Harder, Amanda Bullin, Kat Eliason, Gillian May, Betty Calvert, Nola Stein and Doug Porteous.

Meewasin Valley Authority, 402 Third Avenue South, Saskatoon, SK S7K 3G5 • Phone: 306-665-6887 • Email: meewasin@meewasin.com • Web: meewasin.com



2014 Annual Report – The Roads Ahead

Recommendation

That the information be received.

Topic and Purpose

The City of Saskatoon's (City) 2014 Annual Report – *The Roads Ahead* includes a summary of the progress achieved on the 2014 Business Plan, as well as the 2014 Audited Consolidated Financial Statements and Trust Fund Financial Statements.

Report Highlights

1. Several major projects and initiatives as outlined in the 2014 Corporate Business Plan and Budget report were started, continued or completed in 2014 and are highlighted by business line in Attachment 1.
2. The City of Saskatoon's 2014 Annual Report – *The Roads Ahead* contains the audited Consolidated Financial Statements prepared in accordance with the principles and standards established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada.

Strategic Goals

This report highlights initiatives that support the seven Strategic Goals. The Audited Financial Reports support the goal of Asset and Financial Sustainability by demonstrating how the City of Saskatoon invests in what matters to the citizens of Saskatoon. The report demonstrates openness, accountability, and transparency in the allocation of resources.

Background

City Council approved the City of Saskatoon Strategic Plan 2012-2022 in February 2013. In early 2014, the Strategic Plan was updated to reflect the priorities of the newly elected Mayor and Councillors for this City Council's term. The 2013-2023 Strategic Plan includes seven Strategic Goals, 10-year strategies and 4-year priorities that represent how the City will operationalize the vision for each Strategic Goal. The Strategic Goals guide City Council's decision-making and policy-making.

The 2014 Annual Report – *The Roads Ahead* aligns with the goals set forth in the Strategic Plan 2013-2023. It also reports on the progress of the City's investment activities, projects, and services that were implemented, as outlined in the 2014 Corporate Business Plan and Budget.

Report

Highlights from the 2014 Business Plan

- In 2014, \$36.6 million in operating and capital funding was invested in the maintenance of roads; a \$13.7 million increase over 2013. Additionally, the City of Saskatoon invested \$10.7 million in snow and ice management and \$3.1 million in

street sweeping. The City paved approximately 200 lane kilometres of roadway in 2014.

- Saskatoon streets were swept curb-to-curb in 61 residential neighbourhoods, 96 school zones, and 10 industrial and suburban centres.
- To help prevent ruts on major roads, the City adopted a proactive approach to early street grading to reduce snow pack. New procedures for regular clearing to minimize accumulation of snow along guard rails and barriers were also implemented.
- The final phase of construction at River Landing was completed, including an accessible walkway from the Spadina Crescent roundabout to the riverfront and the Adult Fitness Circuit area which opened in August.
- The City hosted the first ever Aboriginal Community Gathering, a community engagement event that gathered input from urban Aboriginal residents on civic/community programs and services.
- A Steering Committee was established to guide the overall approach to the Service Saskatoon 311/CRM system. To enhance customer service and provide a more coordinated approach, a Customer Service Team was created.
- Civic Service Reviews (CSR) were completed for Parks and Roadways. A Waste Handling CSR was initiated to identify savings and increase efficiencies in Collections and Landfill operations. A Fleet Services CSR was started to review procurement and service of civic vehicles and equipment.
- A builder/proponent was selected for a P3 project to construct the Transit Facility at the new Civic Operations Centre and also to construct a Permanent Snow Storage Facility at the same site.
- The Emergency Measures Organization (EMO) launched NotifyNow, a mass notification system that uses texts, voicemail, and email messages to notify citizens of emergency situations.
- The City began implementing the Electronic Agenda Management system and began live video streaming of the Standing Policy Committee meetings, and City Council meetings.

Financial reports

The audited 2014 City of Saskatoon Financial Report has been prepared in accordance with the financial reporting recommendations of the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The Standing Policy Committee on Finance approved the audited financial statements at its meeting on August 17, 2015 at which time the Auditors indicated that the City's significant accounting policies are appropriate and in accordance with PSAB.

The audited 2014 City of Saskatoon Financial Report was approved by City Council at its meeting on August 20, 2015.

The City of Saskatoon 2014 year-end results were finalized with a net \$0.553 million surplus for its tax supported operations relative to the operating budget.

Communication Plan

On September 24, 2015 an electronic copy of the 2014 Annual Report – *The Roads Ahead* will be posted on the City of Saskatoon’s website. Hard copies will be available for distribution and forwarded to stakeholder organizations including the Chamber of Commerce, the North Saskatoon Business Association, and the Business Improvement Districts.

Highlights from major initiatives completed in 2014 will also be communicated on the City’s website in the ‘Latest Strides’ and/or ‘City Spotlight’ sections of the Our Performance page at www.saskatoon.ca/strides.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The 2015 Annual Report – *Sustaining the Saskatoon Advantage* will be tabled in the fall of 2016.

Public Notice

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

Attachment

1. City of Saskatoon 2014 Annual Report – *The Roads Ahead*, Year Ended December 31, 2014.

Report Approval

Written by: Kim Matheson, Director, Strategic and Business Planning
Clay Hack, Director of Finance

Reviewed by: Catherine Gryba, General Manager, Corporate Performance
Department
Kerry Tarasoff, CFO/General Manager, Asset and Financial
Management

Approved by: Murray Totland, City Manager

THE ROADS AHEAD



2014 Annual Report

Saskatoon, Saskatchewan, Canada - Year Ended December 31, 2014

OUR VISION

In 2030, Saskatoon is a world class city with a proud history of self-reliance, innovation, stewardship, and cultural diversity. Saskatoon is known globally as a sustainable city loved for its community spirit, robust economy, cultural experiences, environmental health, safety, and physical beauty. All citizens enjoy a range of opportunities for living, working, learning, and playing. Saskatoon continues to grow and prosper, working with its partners and neighbours for the benefit of all.

“Saskatoon is a great place to live, where sustainable growth enables the community to invest for the benefit of all.”

OUR MISSION

Our Corporation, the City of Saskatoon, exists to provide excellent local government through leadership, teamwork, partnership and dedication to the community.

We will be innovative and creative in the efficient and effective delivery of public services for the economic, environmental, social and cultural well-being of the community.

OUR CORPORATE VALUES

Our Strategic Goals will be achieved through the talent, creativity, and commitment of staff who demonstrate our five workplace values every day:

TRUST - INTEGRITY - RESPECT - HONESTY - COURAGE

OUR LEADERSHIP COMMITMENTS

Our leadership commitments are another critical ingredient for the City of Saskatoon to accomplish the vision and mission. We value and need people who demonstrate our four leadership commitments throughout their daily activities and in a manner that helps to achieve the Strategic Goals:

RELIABLE AND RESPONSIVE SERVICE

STRONG MANAGEMENT AND FISCAL RESPONSIBILITY

EFFECTIVE COMMUNICATION, OPENNESS AND ACCOUNTABILITY

INNOVATION AND CREATIVITY

2014 ANNUAL REPORT - *THE ROADS AHEAD*

City Council approved the City of Saskatoon's Strategic Plan 2013 - 2023 on August 14, 2013. The new plan positions Saskatoon as a *21st Century City*, and will guide the City to take its place among the most progressive and innovative cities in Canada.

The Strategic Plan sets out seven Strategic Goals that will guide City Council's decision-making and administrative policy-making from 2013-2023:

A CULTURE OF CONTINUOUS IMPROVEMENT

ASSET & FINANCIAL SUSTAINABILITY

QUALITY OF LIFE

ENVIRONMENTAL LEADERSHIP

SUSTAINABLE GROWTH

MOVING AROUND

ECONOMIC DIVERSITY & PROSPERITY

Each Strategic Goal has 10-Year Strategies and 4-Year Priorities; these represent the "how-to" component of operationalizing the vision. Implementation strategies have been developed through the annual Corporate Business Plan and Budget process. The City continues to monitor performance as we bring Saskatoon's collective community vision to life. Our 2014 Annual Report - *The Roads Ahead*, aligns with the goals set forth in the Strategic Plan 2013 - 2023.

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City of Saskatoon 2014 Annual Report
 Year Ended December 31, 2014
 Saskatoon, Saskatchewan, Canada

Prepared and Produced by the City of Saskatoon
 Asset & Financial Management and Corporate Performance Departments

Financial Statements Presented to City Council on August 20, 2015
 Annual Report Presented to City Council on September 28, 2015

LETTER OF TRANSMITTAL



August 20, 2015

His Worship the Mayor
and Members of City Council

I am pleased to submit the City of Saskatoon's Annual Financial Report for the year ended December 31, 2014. The Annual Financial Report is submitted pursuant to Section 155 of *The Cities Act*. The financial report includes consolidated financial statements for the City of Saskatoon reporting entity as required by the Public Sector Accounting Standards Board (PSAB).

The purpose of this report is to provide financial, statistical, and other information about the City of Saskatoon and related entities to allow readers to gain an understanding of the City and the resources available to the City.

The Annual Financial Report consists of the following sections:

- › The introduction familiarizes readers with the political and organizational structure of the City, reviews the City's accomplishments over the past year, and describes the nature and scope of the services provided by the City.
- › A Financial Discussion and Analysis section and the Consolidated Financial Statements.
- › The Financial Statement Discussion and the Statistical Section provides additional explanation and trend analysis to provide a broader understanding of the financial statements.

The preparation and presentation of the financial statements and related information contained in this report is the responsibility of the City of Saskatoon's management. The statements have been prepared on a basis consistent with the recommendations of PSAB. Included in the consolidated financial statements are those entities that are accountable to, and owned or controlled by, the City of Saskatoon. These entities include: the Saskatoon Public Library, Saskatoon Police Service, Saskatchewan Place Inc. (operating as SaskTel Centre), Saskatoon Centennial Auditorium (operating as TCU Place), and the Mendel Art Gallery.

City Council appointed the accounting firm of Deloitte LLP to perform an independent audit of the City's 2014 financial statements, and its report is included herein. The accuracy and

reliability of the financial information is ensured by the City's system of internal controls. The Standing Policy Committee on Finance reviews the external auditor's plan and ensures corrective action is taken for weaknesses identified in the City's internal control system. An internal audit function through the services of Garman, Weimer & Associates also report to the Standing Policy Committee on Finance, ensuring internal controls and procedures are in place and adhered to through a series of internal audits and reviews. It should be noted that starting in 2015, PricewaterhouseCoopers LLP will be the internal auditors focusing on risk-based management reviews.

As noted, the consolidated financial statements include information on the City's financial position and operating results, along with those of several related entities. The City's operations are typically segmented (General Operating, General Capital, Utility Operating, and Capital) for budgeting and reporting purposes. For the purpose of the consolidated financial statements, the financial position, and results of all the segments are brought together.

The financial statements included herein reveal that the City ended the year with an operational surplus of \$553,000 (see Schedule 6 within the Consolidated Financial Statements on page 100).

The City's 2014 capital program included planned expenditures of \$381.1 million. These expenditures were financed from reserves, development levies, contributions from developers, Federal and Provincial grants, gas tax revenues from the Federal Government, and borrowing.

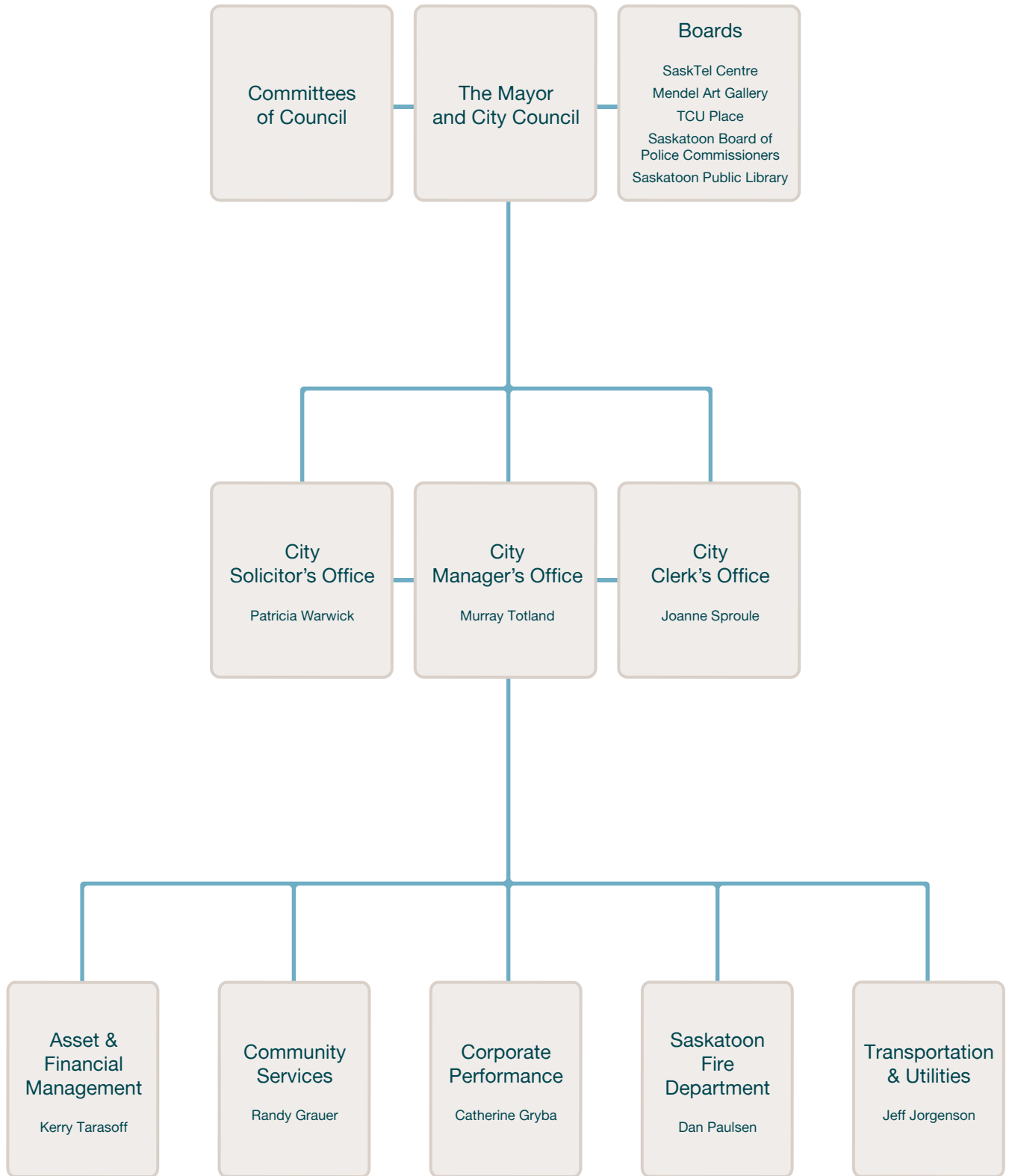
The City continues to receive positive reviews from Standard & Poor's (S&P) which reconfirmed the City's AAA credit rating.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Kerry Tarasoff".

Kerry Tarasoff, FCPA, FCMA
CFO/General Manager,
Asset & Financial Management Department

CITY OF SASKATOON ORGANIZATIONAL CHART 2014



MESSAGE FROM THE MAYOR



Mayor Donald Atchison

Our successful city is built on the fundamentals of a reliable and sound infrastructure. In 2014, the City of Saskatoon continued to focus on the quality of life for our citizens. More and more people from around the world and across Canada are choosing to live and raise their families in our great city. We continue to ensure they are safe and secure, can move around the city, and can enjoy the amenities that come with smart investments in what matters most to our community.

Our focus in 2014 was on “The Roads Ahead”. City Council approved a roadway levy of \$50 million to fund an array of necessary projects. More than 200 lane kilometers of roadway were rehabilitated. Back lanes were graded or paved. Sidewalks were repaired or replaced.

An innovative and creative approach to street sweeping brought cleaner streets to every neighbourhood. This approach included a new communication strategy that informed residents well ahead of time, making sure the fewest number of vehicles obstructed work crews.

Rethinking the strategy of snow clearing and removal ensured priority streets and freeways were clear of snow and ice. New ice melting products were brought to the task which helped keep Saskatoon’s streets clear of ice.

Partnerships with other levels of government are critical to create a strong city and a high quality of life. In certain circumstances the Public Private Partnership (P3) model is the best choice. In 2014, more progress was made on the P3 North Commuter Parkway Bridge/Traffic Bridge project. It is anticipated the preferred proponent will be announced later in 2015.

The P3 contract was announced for the Civic Operations Centre which came in \$25 million under the proposed budget. Construction is underway.

Saskatoon is partnering with the province of Saskatchewan on a P3 that will see the construction of four joint-use schools in Hampton Village, Rosewood, Evergreen, and Stonebridge. More than 360 day care spaces will be created inside the community centres in each of the four developments. Each of these projects is the result of smart planning and fiscal flexibility that comes with a refined approach to governance.

Critical investments were made in two other important infrastructure components; water and waste water. Upgrades to the waste water treatment plant resulted in a major reduction in odour from that facility. The water treatment plant expanded its capacity to meet the future needs of our fast growing city.

Our continued investment in safety and security has returned dividends to the community. More and more of our citizens who are struggling with mental health issues and addictions found help because of the Action Accord, and the Safe Streets Commission. The City of Saskatoon invested in the Housing First model led by the Plan to End Homelessness. Every citizen deserves a safe place to call home. The funding was extended for our Attainable Housing Program in 2014. This provided an additional 500 units bringing our total number of attainable and affordable homes built with the help of the City, to more than 3,700 since 2008.

Good money management also earned the City of Saskatoon another ‘AAA’ Stable Credit rating from Standard & Poor’s. For more than a decade, the credit rating agency has recognized the City of Saskatoon as a city that does business in a responsible and innovative way, providing good value for resident’s tax dollars.

In 2014, we continued to build a great city with smart investments, smart thinking, and innovative approaches to generate the best value for citizens. This is the way a 21st Century City does business; they create a higher quality of life for every citizen.

A handwritten signature in black ink that reads "Donald J. Atchison". The signature is written in a cursive style with a horizontal line underneath the name.

Donald J. Atchison, Mayor

CITY COUNCIL 2014

The City of Saskatoon is governed by an act of legislation of the Province of Saskatchewan known as *The Cities Act*. The Mayor is the Chief Executive Officer of the City.

Administrative powers and duties have been delegated to the City Manager who is appointed by City Council. The Council consists of the Mayor and ten Councillors, elected for a period of four years. Each Councillor represents a specific ward or area of the city.



Mayor Donald Atchison



Councillor Darren Hill
Ward 1



Councillor Pat Lorje
Ward 2



Councillor Ann Iwanchuk
Ward 3



Councillor Troy Davies
Ward 4



Councillor Randy Donauer
Ward 5



Councillor Charlie Clark
Ward 6



Councillor Mairin Loewen
Ward 7



Councillor Eric Olason
Ward 8



Councillor Tiffany Paulsen
Ward 9



Councillor Zach Jefferies
Ward 10

MESSAGE FROM THE CITY MANAGER



Murray Totland
City Manager

On behalf of the Administration, I am pleased to submit the City of Saskatoon's 2014 Annual Report: *The Roads Ahead*. This report contains information on the City's financial and non-financial performance over the year. It also includes a detailed Financial Discussion and Analysis along with the 2014 Consolidated Financial Statements. This report reflects the City's ongoing commitment to accountability, transparency, credibility, and clarity in financial reporting.

As one of the fastest growing cities in Canada, it is critical for Saskatoon to keep pace with growth in a fiscally responsible way, by ensuring a balance between the delivery of important services and building and maintaining our infrastructure. This is not an easy task, especially in a rapidly growing environment. However, the City of Saskatoon is up to the challenge of achieving this objective and is addressing this steady growth through our *Growth Plan to Half a Million*. This will ensure Saskatoon continues to be a great place to live for all!

The City of Saskatoon is building a strong track record of achieving what we set out to do. I am delighted to report that in 2014 we made progress on achieving many of our Strategic Goals, as we advanced several key projects and initiatives forward.

Before I elaborate on some of our accomplishments, I am proud to say that our strong financial planning helps guide our decision-making, and keeps us fiscally responsible. The City's financial stability provides a solid foundation for planning key projects and delivering the services our citizens depend upon each and every day, and it makes Saskatoon a municipal leader in Canada. Because of these attributes, the City was able to maintain our Standard & Poor's AAA Stable credit rating in 2014, and that continued to provide the financial flexibility to explore innovative and alternative ways to fund, finance, and deliver our important public infrastructure projects.

In 2014, City Council approved building the new North Commuter Parkway and replacement of the iconic Traffic Bridge, utilizing a Public Private Partnership (P3) project delivery method. The City was able to secure financial commitments from the federal and provincial governments in 2014, to help us in bringing these projects to life.

One of the major initiatives for the City in 2014, as the theme of this report conveys, was to continue with our work to improve the condition of our transportation network. More specifically, City Council approved an over \$50 million dedicated investment for road construction, repairs, and maintenance through the *Building Better Roads* program. This set another bench mark for investment in our roadway network, representing a 47% increase over 2013.

Our disciplined and focused approach to increase our service levels, address road conditions, and traffic flow, will help ensure our economic growth, prosperity, and competitive business sector are sustained. An improved roadway network leads to more and better transportation options. This will result in an optimal flow of people and goods around the city, and in turn, a good quality of life for citizens.

But we know attaining a good quality of life doesn't end with smoother, better roads. Ensuring a balanced approach to dealing with the needs of a growing city and investing in the infrastructure and amenities that the citizens of Saskatoon rely on, is fundamental to our progress in building a more attractive and modern 21st Century City.

MESSAGE FROM THE CITY MANAGER

That's why in 2014 we also continued to make investments to support the building of complete neighbourhoods by offering diverse housing options including residential units supported by our affordable housing programs, attractive park and recreation spaces, providing active transportation options, and the creation of local employment opportunities. Of course, we remained committed to maintaining our core services like fire halls, water and wastewater service, and recycling.

Being fiscally responsible requires more than simply investing in the right projects and services. It also means finding ways to deliver a more efficient and effective organization. The City of Saskatoon is committed to this principle and in 2014 through our Continuous Improvement initiatives, we realized approximately \$18 million in operational efficiencies and service level enhancements. This is an accomplishment we all can be proud of.

In 2014, City Council, guided by citizen and stakeholder feedback, began to define the specific performance measures that we will use to track and monitor measuring our progress towards achieving our Strategic Goals. From our dedication to improving our service, and growing the city in a sustainable way, to our focus on innovation and exploring new ways of doing business, these performance indicators will measure our successes, and align us with those targets that support our Strategic Goals.

To learn more about the City of Saskatoon's many achievements in 2014 and to review what Saskatoon residents received in 2014, I encourage you to look through the Major Projects and Initiatives highlighted in this report.

We will continue to capitalize on the roads ahead, on new opportunities, and on our continuous improvement. We will continue to invest in what matters most to residents, and we'll remain committed to the environment, sport, recreation, and culture. As we move along our path of growth, prosperity, and sustainability, I am most proud of the dedication of all City employees and teams, as we all work together to achieve our goal of providing a great quality of life for all residents of Saskatoon.

Saskatoon is indeed a city in transition. It remains my honour to serve as City Manager, and to assist City Council in guiding the City of Saskatoon to even greater successes by building our roads ahead into the great community we all desire.



Murray Totland, P.Eng., MBA, City Manager

HOW DO OTHERS SEE THE CITY?

Financially Sound

In 2014, the City received another AAA/Stable credit rating from Standard & Poor's (S&P), the international bond-rating agency. The City has earned S&P's highest rating every year for more than a decade.

Third Fastest in Population Growth

According to Statistics Canada, the Saskatoon Census Metropolitan Area (CMA) recorded the third strongest growth rate among Canadian CMAs (3.2%), just behind Calgary and Edmonton. The population within city limits reached a quarter million, while the CMA population reached 300,000.

Second Highest in Immigration Growth

The Saskatoon CMA recorded the second highest immigration growth rate of 1.8% in Canada, just behind Regina at 1.9%.

Second in Overall Cultural Investment

Saskatoon was one of seven mid-sized Canadian cities to participate in a cultural investment study by Hill Strategies Research, a Canadian company specializing in applying social science research methods to the arts sector. Results show Saskatoon ranked first in operating, second in overall investment, fourth in capital investments, and sixth in grants.

Saskatoon Remains Entrepreneurial Hot Spot

Saskatoon ranks as Canada's third most entrepreneurial major city, just behind Edmonton and Calgary. Saskatoon has made the top five list in the Canadian Federation of Independent Business (CFIB) annual Top Entrepreneurial Cities ranking for seven consecutive years.

One of Canada's Best Diversity Employers

The City of Saskatoon was proud to be named one of Canada's Best Diversity Employers for the third year in a row in 2014. Saskatoon was singled out for its many community partnerships.

One of Saskatchewan's Top Employers

Also, for the third year in a row, the City made the list of Saskatchewan's Top Employers. The City continues to earn high marks for its employee benefits, work/life balance, employee development and training opportunities.

"Fostering diversity and inclusiveness is a must for an organization that aims to successfully serve the rapidly changing demographics of a 21st Century City."

- Murray Totland, City Manager

2014 Highlights... A Year of New Enhancements

Funding Announced for North Commuter Parkway and Traffic Bridge

In June, the provincial government committed \$50 million in funding for the North Commuter Parkway Bridge, while the federal government committed \$66 million for both the Parkway Bridge and the Traffic Bridge. The projects are part of the *Bridging to Tomorrow* initiative.

Accelerated Street Sweeping Program

Saskatoon streets were swept curb-to-curb in 61 residential neighbourhoods, 96 school zones, and 10 industrial and suburban centres in 2014. The "Circle Drive Sweep Train" was especially impressive, with up to 18 vehicles - two Saskatoon Police Service cars, two sign board trucks, two arrow board trucks, one rotary broom truck, three street sweepers, two tandem dump trucks, two skid steers, two water trucks and two field trucks. Moving at just a few kilometers/hour, the sweep train worked nights between 8:00 p.m. and 6:00 a.m.

Accessibility Initiatives

A significant number of curb ramps were installed in priority locations in 2014. The City met its commitment to install at least five new accessible/audible pedestrian signals (APS) in key commercial areas. The new APS signals are standard in new developments.

Business License Applications/Renewals Go Online

As of January 2014, business operators were able to apply for and renew their Business License online. The secure, easy to use tool improves efficiency, adds value for business operators, and enhances Saskatoon's overall business-friendly environment.

City's Launches Five Web-Mapping Apps

The City's Report a Pothole interactive app launched in March and quickly proved popular. Residents were able to report potholes on an interactive city map using their smartphone, tablet, or desktop. Esri Canada presented the City with an award for increasing citizen engagement through a geographic information system.

Following the successful launch of Report a Pothole, the City's Information Technology division developed and introduced four more interactive web-mapping apps: Road Restrictions and Construction Projects, Utility Cuts and Repair Schedules, Saskatoon Services and Schedules, and the Public Art Collection.

2014 HIGHLIGHTS... A YEAR OF NEW ENHANCEMENTS
Improving Emergency Communications

The Emergency Measures Organization (EMO) launched Notifynow, a mass notification system that uses texts, voice mail, and e-mail messages to notify citizens of emergency situations. NotifyNow complements the City's existing Service Alerts, News Releases, Public Service Announcements, and social media posts.

The City also added social media to its arsenal of communication tools, setting up @YXEServiceAlert on Twitter to inform citizens about traffic restrictions, unplanned service disruptions, and more.

Pet License Renewals Go Online

To encourage responsible pet ownership, while also making it easier for pet owner's to license their pets, the City introduced a new system to allow online applications and license renewals. Increased pet licensing has allowed the City to develop and maintain more off-leash dog parks and other pet services.

Proactive Response to Snow on Bridges and Ruts

The City took action to change the way it clears snow from bridges and overpasses following an accident on the Circle Drive North Bridge in late 2013. New procedures for regular clearing minimize accumulation of snow along guard rails and barriers. To help prevent ruts on major roads, the City also adopted a proactive approach to early street grading to reduce snow pack.

Saskatoon Transit Stops Add Benches and Recycling

Saskatoon Transit has installed 150 new benches at transit stops around the city. The modern benches include a recycling station to collect paper, cans, and bottles as well as residual waste.

Video Streaming City Council and Committee Meetings

The City began implementing the Electronic Agenda Management system and began video streaming standing committee meetings, and City Council meetings.

"I just wanted to commend the City on the video streaming of committee meetings (and eventually City Council). ...Especially since we can't send reporters to everything, this is a huge help and saves a lot of time."

- Mitchell Wrishko, Reporter & Anchor, Saskatoon Media Group

HOW DO CITIZENS SEE THE CITY?

“Saskatoon cherishes and builds upon what it values most: its people and their strong sense of community.”

- City of Saskatoon Strategic Plan 2013-2023

Appreciation for our continuous improvement, and for feeling heard!

“Just thought I would mention how much I appreciate the recent changes you have made to the permit form and the overall responsiveness of your permit officers. I was very surprised to have given feedback at a builders’ committee meeting and then a few days later see the comments reflected. This shows how committed you are to continuous improvement and your customers’ feedback.”

- Andrew Wagner, Maison Fine Homes

Recent upgrades to Shaw Centre gather positive comments and appreciation for event organizers

“I dropped by the Shaw Centre yesterday to visit with the organizers of the Swimming Canada Nationals. What a difference in the competition pool. It was amazing. The spectator area was a breath of fresh air, pardon the pun. Congratulations on the upgrades. The positive comments from the organizers and competitors will assist our city in attracting swim competitions on a regular basis to Saskatoon.”

- Randy Fernets, Director of Industry Development & Sport Tourism, Tourism Saskatoon

City residents thrilled with results of back lane repair

“We wish to thank you and your employees so much for having our alley repaired. I’ve spoken to the neighbours involved and they are all thrilled with the results. The work was completed in one day and by the look of it we will not have flooding for the first time in eight years.”

- Scotty & Diane S.

Applause for City crews dealing with residential water main break

“I want to pass on kudos from a resident who lives in my area, but works on Hilliard Street. She said the City crews were fantastic when dealing with a water main break on that street. Please pass this on to your staff.”

- Ann Iwanchuk, City Councillor, Ward 3

Resident pleased with Landfill staff acting as ambassadors for the City

“I’ve attended the Landfill on a few occasions lately and both my wife and I noted how well these folks present themselves as ambassadors for the City, they most certainly focus on courteous and friendly customer service.”

- Nick B.

Building Better Roads & Enhanced Street Sweeping programs impress resident

“Just got a very nice call from a gentleman who said he is very impressed with the streets this year, and the street sweeping program. ... They haven’t looked this good in the 10 years he has been here!”

- Brandyn Schell, Public Works to City staff

A great big thank you to Public Works... Marathoners enjoyed great trails!

“To Public Works: Mayor Atchison asked me to email KUDOS to you and your staff. He has heard nothing but good things about how great it was to have the MVA trails cleared of snow for the half marathon this past weekend. There were runners participating from Alberta and Saskatchewan and they stated how fantastic the trails were.”

- Charlene Schlosser, Mayor’s Office

2014 Civic Services Survey

SAYS...

86% Rate Quality of Life Good

According to the 2014 Civic Services Survey, 86% of Saskatoon citizens are satisfied with the quality of life in Saskatoon, rating it good or very good. Quality of life is influenced by many things, access to jobs, housing and services, opportunities for leisure activities, convenient transportation, and feeling safe.

83% Give Civic Services a Thumbs Up

The Civic Services Survey shows that 83% of Saskatoon citizens are satisfied with the overall level of services provided by the City, an increase over last year.

Most Important Civic Services Residents Voiced in 2014...

The civic services deemed most important include the following: road maintenance, snow & ice maintenance, traffic management, quality of drinking water, fire and police protection, and planning for growth and development in Saskatoon.

Most Important Issues Facing the City According to Residents

Respondents rated roads and infrastructure, crime/policing, traffic flow/congestion, and housing/affordable housing as the top important issues facing the City.

Opportunities Citizens Identified for Improvement

Areas where satisfaction falls short include maintenance of major roadways, traffic management, and neighbourhood street maintenance.

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About the author



INTRODUCTION TO BUSINESS LINES REPORTING

The City of Saskatoon implemented major changes to its planning and budgeting process in 2011 that established a new business plan, and integrated the City's operating and capital budgets. In part, this was done for the following reasons:

- › The City of Saskatoon believes that the resources allocated to the various programs, services, and projects should be tied to clear and achievable plans.
- › Because the City of Saskatoon's capital investments have a direct impact on the day-to-day operations, the City believes that by integrating the operating and capital budgets, it enables more effective management of the City's financial resources.
- › By combining the operating and capital budgets, the full costs of funding the City's business lines are more clearly understood.

The City's approach to business planning and budgeting is intended to:

- › Improve transparency and decision-making by providing City Council and citizens with more information about where City funds are used, linking service costs to service levels and outcomes, and better connecting long-term goals to short-term spending decisions.
- › Increase the City's accountability in delivering services to citizens effectively and efficiently, while maintaining its focus on a sustainable future.
- › Help the City transform its organization by providing for more regular, ongoing, and thorough examination of City services to ensure that services are relevant to citizens' needs and priorities.

BUSINESS LINES
Community Support

Provides support and community investment to help build capacity in sport, recreation, culture, heritage, and social organizations, and enhances neighbourhood- based associations and organizations.

Corporate Asset Management

Provides building operation and maintenance services for the City's buildings and structures, and manages its fleet of vehicles and equipment.

Corporate Governance & Finance

Provides administrative, human resources, information technology, and finance supports for all other business lines.

Environmental Health

Preserves and protects the long-term health of our urban environment.

Fire Services

Provides fire prevention, public fire and life safety education, emergency response, and the direction and coordination of the City's emergency planning and preparedness.

Policing

The Saskatoon Police Service works in partnership with the community to develop collaborative strategies to reduce crime and victimization. The Police Service, in partnership with City Council and the community, continue enforcement with proactive prevention, education, and early intervention strategies.

Recreation & Culture

Provides opportunities for citizens to participate in, and enjoy, the benefits of sport, recreation, culture, and park activities.

Taxation & General Revenues

The property levy is the amount required from property taxes to balance the operating budget. This levy includes growth in the assessment roll over the previous year plus the requirements to fund the current year's budget. Supplementary taxes are levied on properties that were changed in the current taxation year and not a part of the original levy. Other corporate revenues, including the Municipal Operating Grant, are applied to the general fund and are included in this business line.

Transportation

Efficiently moves people, services, and goods while minimizing environmental impact and promoting sustainability.

Urban Planning & Development

A proactive approach to addressing future opportunities and pressures on our community that accommodates growth and change (e.g. population, diversity of public services and amenities, broader scope of education, research, business), while balancing long-term economic, environmental, and social needs, and achieving the desired quality of life expressed by our citizens.

Utilities

Provides cost-effective and high-quality electricity (Saskatoon Light & Power), quality drinking water, treatment of waste water, recycling, and storm water management (Water & Sewer).

Land Development

Operates on a level playing field with the private sector, and ensures adequate levels of serviced inventory for both residential and industrial land are maintained to meet demand.



Provides support and community investment to help build capacity in sport, recreation, culture, heritage, and social organizations, and enhances neighbourhood- based associations and organizations.

COMMUNITY SUPPORT

Saskatoon consistently ranks among the top cities in North America for quality of life. The City of Saskatoon defines quality of life as the sense of well-being achieved when people are physically and emotionally healthy, economically secure, safe, have adequate shelter, a sense of belonging, and share cultural and social connections.

Achieving quality of life for residents of Saskatoon requires the combined commitment of individuals, families, community organizations, service providers, and the City of Saskatoon. The Community Support business line provides both human and financial supports for community groups, as well as a broad range of City-led initiatives. These initiatives are aimed at building capacity in sport, recreation, culture, heritage, and social organizations and enhancing neighbourhood-based associations. The Community Support business line also provides subsidized or no cost programs where cost is a barrier for families or individuals. In addition, within this business line are services respecting dignity and addressing cost as a barrier in the services provided by Cemeteries and the Animal Control program. Further, economic development, tourism, and protection of our river valley are supported through contributions to the Saskatoon Regional Economic Development Authority (SREDA), Tourism Saskatoon, and the Meewasin Valley Authority (MVA).

Community supports often take the form of investments in community-based organizations. This approach ensures a balance between municipal leadership and community involvement in the development and revitalization of facilities, programs, and services, and the protection of Saskatoon's heritage buildings and structures. Partnerships and community collaboration continue to be keys to the success of this service delivery approach. Further, the human and financial leveraging facilitated through this approach is exponential.

2014 At A Glance

- › Provides support and community investments to approximately 65 social agencies; 50 sports organizations; 52 community outdoor rinks; 47 community associations; 17 arts, culture, and heritage organizations; and, 19 community gardens.
- › Provides in excess of \$5.5 million in community support grants.
- › Community support grants leverage both human and financial resources in the community-based organizations in excess of \$48.0 million in self-generated revenue; \$600.0 thousand in grants to the City; approximately 600,000 visits to cultural facilities; approximately 125,000 Community Association volunteer hours; 60,000 sport, culture, and recreation program hours; and, 161,300 program participants.
- › Supports the stewardship of the natural and heritage resources along the river edges through our connection and supports to Meewasin Valley Authority.
- › Supports expanding our economy through tourism by providing grants to Saskatoon Tourism.
- › Supports economic development to ensure Saskatoon is a place to live, work, invest, and prosper through our supports to Saskatoon Regional Economic Development Authority.
- › Coordinates programs designed to enhance the engagement of Aboriginal people, address racism and discrimination, and enhance racial harmony.
- › Facilitates community engagement processes.
- › Maintains Woodlawn Cemetery and Nutana Pioneer Cemetery.
- › Subsidizes approximately 175 spay or neuter surgeries a year.
- › Subsidizes approximately 88,000 Leisure Access visits to leisure facilities a year.

Major Projects and Initiatives 2014

Collaborating on an Age-Friendly City

- › The City continued its collaboration with the Saskatoon Council on Aging (SCOA) as part of its seniors' policy framework and action plan. Phase 2 of the Age-Friendly Saskatoon initiative was presented and SCOA began discussing recommendations with civic staff. Work continues on the final evaluation and outcome measures phase of the Age-Friendly Initiative.

Continued . . .

BUSINESS LINES

Major Projects and Initiatives 2014

Coordinating Community Funding

- › The City is a partner in the Saskatoon Collaborative Funding Partnership (SCFP). The partnership reviewed the efforts of funding partners and presented recommendations for strategic coordination. An implementation plan is currently being developed.

Enhancing Aboriginal Engagement and Leadership Opportunities

- › The City hosted the first ever Aboriginal Community Gathering, a community engagement event that gathered input from urban Aboriginal residents on civic/community programs and services.
- › As part of the Urban Aboriginal Leadership Program, the Atoske Alumni group was established to enhance networking and training opportunities for Aboriginal youth. The City also sponsored the fall networking event of the newly established Saskatoon Aboriginal Professional Association.
- › A new leadership program for Aboriginal Youth was developed in partnership with the Saskatoon Tribal Council Justice Unit.

Mapping Cultural Resources

- › The City continued its partnership with the University of Saskatchewan to update and expand Saskatoon's cultural facilities map and inventory. The inventory recorded 274 spaces where culture is created, performed, taught, or exhibited.

Ongoing Focus on Making Saskatoon More Accessible

- › The Corporate Accessibility Action Plan is a collaborative, long-range, ongoing effort to address the accessibility of civic facilities, programs, services, and infrastructure. As part of the action plan, the City met its annual target of installing five new audible/accessible pedestrian signals and curb ramps in priority locations, and developed a webpage dedicated to accessibility initiatives.
- › The City launched a review of its current building and design standards with the goal of aligning them with National Building Codes and Accessibility Design Standards.

Continued . . .

Major Projects and Initiatives 2014

Shifting Focus to Anti-Racism Awareness and Education

- › As part of a shift in focus from multiculturalism to anti-racism education and awareness, the Cultural Diversity Race Relations (CDRR) office distributed an educational activity kit to school division partners and began developing an “Understanding Racism” curriculum for delivery to civic staff.

Supporting Community Associations

- › Work began on a long-term, cost-effective plan to support Saskatoon's Community Associations, which provide quality, affordable, neighbourhood-based sport, culture, recreation, and parks programs.



Provides building operation and maintenance services for the City's buildings and structures, and manages its fleet of vehicles and equipment.

CORPORATE ASSET MANAGEMENT

The Corporate Asset Management Business Line provides support and services for all civic programs and departments including building operations and maintenance services for City buildings and structures such as leisure facilities, fire halls, transit buildings, civic offices, libraries, galleries, Police Headquarters, and other associated services for TCU Place and SaskTel Centre.

The Fleet Services program within this business line provides equipment management services for the Corporation's vehicles and equipment fleet, including purchasing, leasing, maintenance and repair, fuel distribution, and operator training.

The City employs a comprehensive maintenance program for the preservation of facilities and fleet infrastructure. This program combines preventive maintenance with cyclical infrastructure renewal to ensure facility and fleet assets are optimized for longevity.

2014 At A Glance

- › Building value: \$1.21 billion; Contents value: \$244.2 million.
- › Total building areas: 359,550 square meters.
- › Vehicle parking areas maintained and operated: 92,268 square meters.
- › Total number of play structures maintained: 184.
- › There are a total of 28,670 park furnishings maintained in 233 parks.

BUSINESS LINES

- › Pools maintained and operated: 4 indoor; 4 outdoor; 32 paddling; 16 spray.
- › More than 9,300 assets maintained via the Comprehensive Maintenance Program.
- › 15,120 work requests issued through Facilities (average 126/working day); 11,160 work requests issued through Fleet Services (average 46/working day).
- › There are 1,300 vehicles and equipment in the City’s fleet worth a book value of \$80.0 million.
- › Diesel & gasoline consumption: 3.6 million litres per year from 23 separate fueling stations.
- › Total number of trunked radios on radio system: 1,403 worth a book value of \$15.2 million.

Major Projects and Initiatives 2014

Asset Management System

- › A new system to measure, monitor, and report on how service levels are being met was implemented.

Civic Operations Centre

- › New Snow Storage Facility – A builder/proponent was selected for a P3 project to construct a Permanent Snow Storage Facility at the new Civic Operations Centre (COC). Potential satellite snow storage sites were also identified.
- › New Transit Facility – A builder/proponent was selected for a P3 project to construct the new Transit Facility at the COC to house buses, maintenance, and administration offices.

Civic Square East

- › To address demand for more civic office space, current and long-term, the City purchased the former Canada Post building across from City Hall and renovated the second, third, and fourth floors. “Civic Square East” brings together divisions formerly housed in leased space around the city, including Construction & Design, Neighbourhood Planning, Environmental & Corporate Initiatives, Occupational Health & Safety, Clerks Corporate Records, Labour Relations, and Long Range Planning.

Continued . . .

BUSINESS LINES**Major Projects and Initiatives 2014****Energy Management Program**

- › As part of the Energy Management Program, installation of electricity monitoring equipment was completed for 14 civic buildings, including SaskTel Centre and Civic Square East. Installation of combined heat and power units at Lakewood Civic Centre and Shaw Centre are nearing completion.

Remote Trunked Radio System

- › The City added a remote radio communications site on the city's west side to alleviate radio coverage issues. Radio frequency coverage testing and mapping on the city's west side is ongoing.

Reserve for Replacement of Assets

- › The City is developing a reserve to address the replacement of assets in areas directly adjacent to civic facilities. Details and a capital project were developed and initial project funding has been established in the 2015 Capital Budget.



CITY HALL

Provides administrative, human resources, information technology, and finance supports for all other business lines.

CORPORATE GOVERNANCE & FINANCE

The Corporate Governance & Finance business line provides essential direction and support for the City of Saskatoon in three main areas:

- › Governance
- › Finance
- › Performance

The leadership and expertise that City staff provides in these important areas help ensure the smooth, seamless delivery of programs and services to residents, businesses, organizations, and stakeholders.

Corporate governance oversees legislative and legal compliance, and implements strategic corporate programs to support City Council and the Administration. Corporate governance includes the Offices of the City Manager, the City Solicitor and the City Clerk and carries out the legislated duties of the Corporation, as defined in the Saskatchewan Cities Act. The City Manager's office also administers the corporate Risk Based Management System, which is intended to ensure that significant risks facing the City are addressed in a positive, systematic, and productive way.

The Chief Financial Officer (CFO) provides corporate financial leadership to City Council and the Administration. The CFO reports to the City Manager and partners with the General Managers on the overall development and deployment of financial plans and strategies to enable effective program and service delivery. The CFO is also the General Manager of Asset & Financial Management.

A key function of the Corporate Governance & Finance business line is to operationalize the City of Saskatoon's mission and vision by aligning organizational performance with the Strategic Plan. Through sound management and

BUSINESS LINES

strong governance, the business line supports other divisions within the organization in achieving the seven Strategic Goals.

By focusing on continuous improvement and performance measurement, the organization strives to provide the best possible services being innovative and creative. Enhancing effectiveness and improving efficiency allows for the delivery of affordable and sustainable programs to citizens. This ensures the Administration continues to focus on its long-term goal of managing the Corporation in a smart, sustainable way.

The Corporate Governance & Finance business line contains several additional employee and organizational services that ensure corporate support functions work together to help front-line staff deliver quality services to the citizens of Saskatoon. Keeping citizens informed through community engagement and corporate communications are two important functions of the Corporate Governance & Finance business line.

Employee and organizational services include:

- › human resources;
- › strategic & business planning;
- › government relations;
- › aboriginal affairs;
- › corporate communications;
- › customer service;
- › information technology; and,
- › billing and collection of revenue.

2014 At A Glance

- › The total Corporate Operating Budget for 2014 was \$411.9 million.
- › The total Corporate Capital Budget for 2014 was \$381.1 million.
- › There are 11 elected officials consisting of the Mayor and 10 Ward Councillors.
- › There are 12 unions and associations within the City's organizational structure.
- › The assessed value of all property in Saskatoon is \$39.4 billion (taxable \$31.4 billion) for 2014.
- › There are 18 Joint Occupational Health & Safety Committees representing employees from every department in the City's organizational structure.
- › In 2014, there were 3,526 full time equivalent (FTE) operating and capital budget positions for 2014. Currently there are 3,936 permanent employees (includes full time, part time, and job share employees).

Major Projects and Initiatives 2014

Continuous Improvement Strategy

- › Civic Service Reviews (CSR) were completed for Parks and Roadways. A Waste Handling CSR was initiated to identify savings and increase efficiencies in Collections and Landfill operations, and a Fleet Services CSR was started to review procurement and service of civic vehicles and equipment. The New Commercial Business License Application process was also reviewed.
- › City employees participated in Innovation Practitioner Training to become Innovation Coaches and learn to use innovation tools to generate ideas and facilitate more effective discussions.
- › The City of Saskatoon's innovation efforts were featured in the October issue of Municipal World Magazine.

Service Saskatoon – Improving Customer Service

- › Service Saskatoon is a coordinated approach to responding to calls and inquiries from citizens. A key component is providing one-stop, personalized access to City services by phone (including mobile), internet, or in person.
- › Extensive public consultation helped define citizen-centered services for the new City of Saskatoon website to improve the online service experience.
- › The Report a Pothole pilot project launched in March allows citizens to report a pothole/make service requests online and allows civic staff to report back when work is complete.
- › A Steering Committee was established to guide the overall approach to the Service Saskatoon 311/CRM system. To enhance customer service and provide a more coordinated approach, a Customer Service Team was created. Partnerships with experts in the delivery of excellent customer service were also explored.
- › As part of Building Better Roads, additional online maps were launched, including Road Restrictions and Construction Projects, Utility Cuts and Repair Schedules, and Snow Grading - Progress, Schedules, and Parking Bans. A Customer Service Manager was hired in Building Standards as a key point of contact.

Continued . . .

BUSINESS LINES

Major Projects and Initiatives 2014

Saskatoon.ca – Redesigned Website Engages Citizens

- › The redesign of the City of Saskatoon website began with a kick-off meeting between the Project Steering Committee and zu, the local firm engaged on the project. An Internal Project Team was established to develop content, and internal workshops were held to map out current and potential future services.
- › In May, an online project engagement site was launched to inform and involve residents in discussions and testing. The site had over 5,000 visits from 4,000 users in 2014. Residents completed over 1,000 surveys and online exercises, and voted 1,400 times on polls about the new site.
- › A preview of the new website was launched on November 27, and a representative sample of residents and businesses participated in user testing in December prior to the official launch in early 2015.

Taking Care of City Business

- › Staged implementation of an Electronic Agenda Management system and video streaming for standing Committee meetings began in the fall, beginning with City Council, Executive Committee, and Standing Policy Committee agendas, minutes, and meetings.
- › As a first step in developing a formalized corporate strategy philanthropic policy, a student intern was assigned to research information relating to policies and practices used in other cities.
- › Development of a Long-Term Financial plan began which combines financial forecasting with financial strategizing to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability. A draft of the Long-Term Financial Plan will be tabled in early 2015.
- › The succession planning framework and a guide to succession planning were developed and the framework was presented to the Leadership Team to assess internal readiness for General Manager and Director positions. The succession planning framework and guide to succession planning will be presented to the Senior Management Team in 2015.



Preserves and protects the long-term health of our urban environment.

ENVIRONMENTAL HEALTH

A healthy environment is essential to a healthy population, now and in the future. The City of Saskatoon demonstrates Environmental Leadership through a number of programs, services, and activities under the Environmental Health business line. These initiatives enable the city to grow in harmony with nature and effectively preserve and protect the long-term health of the environment in which Saskatoon is built.

Saskatoon's Waste Handling Services form the core of this business line. Air, water, and land protection are the critical motivators behind the services provided under this business line, and the particular focus of Environmental Programs. Guided by plans, strategies, and environmental regulations, the impact of our activities is reduced for the benefit of citizens today and tomorrow.

Initiatives include: collection and management of solid waste; recycling and composting program development and management; implementation of environmental programs to reduce energy use and the emission of greenhouse gases; stewardship of hazardous waste; responsible management or remediation of contaminated City-owned sites; water and air quality protection; management of Saskatoon's urban forest; prevention of the spread of insect and plant pests; and, environmental policy development. These programs and services are delivered by three divisions: Environmental & Corporate Initiatives, Parks, and Public Works.

The City is expected to be a leader in environmental stewardship. Environmental & Corporate Initiatives supports and facilitates environmentally friendly and sustainable practices for improved environmental performance both by the corporation and the community at large.

BUSINESS LINES

2014 At A Glance

- › Parks division maintains the health and beauty of over 105,000 park and boulevard trees.
- › Landfill receives approximately 117,000 tonnes of garbage annually; 55% is residential garbage.
- › In addition to recycling and composting programs provided by the waste services utility, waste diversion programs collect over 50,000 kilograms of hazardous waste and 2,700 tonnes of recyclable paper and cardboard at public depots.
- › Pest Management monitors and treats 950 kilometers² of land in and around Saskatoon for mosquito larvae, monitors approximately 33,000 American Elm for Dutch elm disease, manages nuisance wildlife, and administers the provincial Noxious Weed Act through Inspection Services.

Major Projects and Initiatives 2014

Air Quality Monitoring

- › In addition to renewing its membership in the West Yellowhead Air Management Zone, the City provided monitoring station locations to support the Saskatchewan Ministry of Environment's air quality monitoring study in Saskatoon and joined 39 organizations in the new Air Management Zone, which will guide air protection efforts in the region.

Clean Energy Project

- › The Landfill Gas Collection project was completed and commissioned, and operation of the Power Generation Facility began in 2014.

GPS Route Optimization for Garbage Service

- › City garbage trucks were outfitted with GPS systems and onboard cameras, computers, and barcode readers, while barcode tags were applied to 66,000 black garbage carts and green yard waste carts. The route optimization initiative seeks to improve service and achieve cost savings through efficiencies.

Continued . . .

Major Projects and Initiatives 2014

Energy Efficient Fleet

- › As part of ongoing efforts to optimize the energy efficiency of civic vehicles and equipment, the City continues to implement the use of biofuels, compressed natural gas, pilot projects, and route optimization using GPS in its vehicle and equipment fleet.
- › New heavy fleet equipment procurement standards, including compliance with Canadian regulations for diesel engine performance and emission standards were implemented to improve fuel economy and achieve a 30% reduction GHG production per engine through its service life.

Greenhouse Gas (GHG) Reduction Plan

- › The City has updated its GHG emissions inventory, developed an Energy and GHG reduction Business Plan, and established an Environmental Sustainability Reserve.
- › GHG emissions from civic operations were estimated for 2013 and projects that would achieve a 30% reduction below 2006 emissions levels were identified. A business plan was presented to City Council in the fall.

Multi-Unit Recycling Program

- › The City worked with Cosmopolitan Industries to finalize the terms and reporting requirements for a contract to collect recycling from multi-unit residential buildings. The program was launched in the fall and will be fully functional by the spring of 2015.

Continued . . .

BUSINESS LINES

Major Projects and Initiatives 2014

Landfill Optimization

- › Implementation of the Landfill Optimization master plan continued. The Leaves & Grass (Green Cart) Collection Program was expanded to reduce the amount of organic material going to the landfill. Other waste diversion initiatives include the multi-family recycling program, city-wide organics management strategy, and Recovery Park.
- › At the Landfill, efforts to maximize airspace while managing environmental and safety risks and also improving customer service continued. Additional groundwater monitoring points were established, and the Alternative Daily Cover project was fully implemented to help reduce litter and leachate generation and extend the life of the landfill.
- › A new vision for Recovery Park was developed to integrate the long-term needs of the landfill with the needs of existing and future waste management and recycling programs (including household hazardous waste, construction material recycling, composting and construction soil re-use). The business case for engaging the private sector in the proposed vision will be developed in 2015 with construction scheduled for the 2016 season.

Procurement Strategy

- › The City piloted a 10-step action plan as part of its sustainable Procurement Strategy to maximize the economic, social, and environmental benefits of City purchasing practices. A Procurement Committee was created to update Corporate Purchasing Procedure Policy to ensure City purchases meet environmental criteria.

Soil Handling Strategy

- › The Soil Handling Strategy establishes soil protection and remediation policies and procedures for City-owned properties. Contaminated soils have been managed under the strategy for 15 civic projects. Progress in 2014 includes a conceptual design of a temporary storage site, a strategy for responsible encapsulation and re-use of soils, sweepings and other inert materials, staff training on regulatory requirements, and consultations with internal City stakeholders.

Continued . . .

Major Projects and Initiatives 2014

Storm Response Policy

- › The City's Urban Forestry section developed a formal Weather Response Plan to address tree related issues caused by major wind storms. The plan is now included in the Parks Emergency Response Manual.

Watershed Protection

- › The City continued to participate in the South Saskatchewan River Watershed Stewards. Initiatives included partnering with the University of Saskatchewan on a proposal for the creation of a water allocation strategy to ensure a sustainable supply of quality drinking water into the future, and participating in discussions on the development of a province-wide Master Naturalist Program, to be piloted in Saskatoon.



Provides fire prevention, public fire and life safety education, emergency response, and the direction and coordination of the City's emergency planning and preparedness.

FIRE SERVICES

The Saskatoon Fire Department (SFD) is responsible for emergency planning and response to be able to mitigate all incidents of concern within the city of Saskatoon and surrounding RMs that are covered by applicable service agreements. The Department's responsibility to enforce the above initiatives is through both *The Fire Prevention Act 1992* (soon to be *The Fire Safety Act*) and *The Emergency Planning Act*. The responsibilities of the Saskatoon Fire Department are enabled through *The Cities Act* and then Saskatoon Fire and Protective Services Bylaw 7990 within Part II, Section 4, codified June 18, 2012. The SFD combines enforcement with proactive prevention and education to align with the City's Strategic Goal of Quality of Life, wherein public safety is a key success driver.

2014 At A Glance

- › The SFD has 334 staff with 280 in the Operations division and the remainder within the Administration, Prevention, Training, Emergency Measures and Support divisions. The operational staff currently operates 12 front line engines and two aerials out of nine fire stations. In 2014, crews responded to 12,236 emergency and non-emergency calls not including inspection activity or community engagement events.
- › Through the Fire Prevention division and Operations, over 2,300 fire inspections were carried out under Bylaw 7990 including Day Care and Care Homes. Property Maintenance and Nuisance Abatement Bylaw 8175 saw 2,145 complaints which generated 3,298 inspections and re-inspections.
- › SFD continues with the Saskatchewan Rental Housing Supplement Program to improve the overall standard

BUSINESS LINES

of rental properties in the city. The Fire Prevention division will inspect up to 1,040 single family rental properties to assist clients of social services.

- › Through a tiered-response agreement with the Saskatoon Health Region, SFD plays a major role in the delivery of pre-hospital care to the citizens of Saskatoon. Another area of support is through Needle Safe Saskatoon where Fire picks up discarded needles in public spaces.
- › A new initiative for 2014 was the introduction of Notifynow, the City’s mass notification system through the Emergency Measures Organization (EMO). During an emergency affecting the city or a resident’s neighbourhood, the system enables the City to communicate critical safety information to citizens with the push of a button. When residents sign up, they can choose how they wish to be notified via their home, work or cell phone, or email.

Major Projects and Initiatives 2014

Derelict Structures and Vacant Properties

- › The Derelict Structure Program is a coordinated approach to address the issue of derelict buildings. A report was submitted to City Council on vacant properties, and the SFD continues to explore options.
- › Work continues on identifying vacant properties and tools for encouraging improvements or development on these sites. The Planning & Development division submitted a report to City Council with interim recommendations.

Fire Department Office and Training Facilities

- › Ongoing meetings focused on establishing a private/public partnership for a proposed training center to be built in conjunction with the Civic Operations Center. An addition to Fire Hall No. 1 would accommodate an accessible communications center.

Fire Station No. 10

- › After a fire deployment analysis determined that the site of the new North West Sector fire station should be moved to Elk Point (near Latrace Road and Claypool Drive), the City recommended that Saskatoon Land sell the current location and seek a location in Elk Point.



The Saskatoon Police Service works in partnership with the community to develop collaborative strategies to reduce crime and victimization. The Police Service, in partnership with City Council and the community, continue enforcement with proactive prevention, education, and early intervention strategies.

POLICING

Surveys from the public indicate that nine out of ten residents believe Saskatoon provides a good quality of life. Public safety is key to this perception, and is also essential in a healthy, growing community. Individuals, families, community groups, social agencies, businesses, and visitors all benefit from the many programs and services offered through the Policing business line.

The Saskatoon Police Service (SPS) completed a core service review and decided upon its core responsibilities: Emergency Response, Quality Investigations, Traffic, and Community Involvement. The redeployment in 2007 positioned the SPS in a very operational stance, with almost all sworn members directly dealing with the public. In an effort to further increase efficiency the SPS will conduct a service review related to dispatch calls for in the spring of 2015.

The SPS works in partnership with the community to develop collaborative strategies to reduce crime and victimization. The SPS, in partnership with City Council and the community, combine enforcement with proactive prevention, education, and early intervention strategies.

2014 At A Glance

- › SPS has 442.5 police officers, 58.5 special constables, and 132.6 civilians for a total of 633.6 staff members.
- › There were 256,793 calls to the communication centre, and cars were dispatched to 71,790 calls for service.
- › There were 10,733 arrests processed through the detention area.
- › There were 34,845 traffic tickets issued.

Major Projects and Initiatives 2014

New Headquarters for Saskatoon Police Service

- › Official opening of the new headquarters occurred on July 16. The following benefits are now being realized:
 - › The entire police service is located in one building.
 - › Saving \$1.2 million yearly leasing costs for office space.
 - › General training, firearms qualifications, and use of force training is now conducted on-site vs off-site.
 - › Adequate space for current staff now and into the future.

Upgraded Radio System

- › An upgraded P25 compliant trunked radio system for the entire corporation is housed in the new Police Headquarters. The new system contains current technology and a readiness for the next generation of 911, inclusive of texting and video streaming.

Implementation of a joint City Police/RCMP Combined Traffic Service

- › A joint City Police/RCMP regional traffic unit was created. The unit is fully funded by SGI and the Province of Saskatchewan. The unit conducts traffic enforcement within the city and surrounding areas of Saskatoon.



Provides opportunities for citizens to participate in, and enjoy, the benefits of sport, recreation, culture, and park activities.

RECREATION & CULTURE

The Recreation & Culture business line provides a wealth of opportunities for citizens to participate in and enjoy the benefits of sport, recreation, culture, and park activities. Such activities are a core element of Saskatoon's quality of life, and an essential part of individual and community health.

One of the City's over-arching goals is to encourage as many citizens as possible to take advantage of the recreation and cultural activities available. In order to do this, the Recreation & Culture business line operates a number of facilities, provides direct services and programs, and provides support to community-based organizations involved in delivering programs and services. Saskatoon's parks and open spaces provide areas for citizens to play sports, walk, wheel or bike along pathways, and play in playgrounds and paddling pools. In addition, river valley parks are home to many of Saskatoon's festivals and major seasonal special events enjoyed by citizens and visitors to the area.

2014 At A Glance

- › City-operated sport, culture, and recreation facilities attract over 1.5 million visits a year.
- › The business line delivers paid admission programs and services, including swimming, skating, fitness, recreation, golfing, the zoo, and horticulture displays.
- › There were 14,350 registered program hours; 15,500 people registered in swimming lessons; 122,700 rounds of golf played; 68,100 hours available for drop-in programs; and, 35,200 hours rented to community organizations.

- › There were 273,100 visits to the Forestry Farm Park and Zoo, and 12,100 visitor nights at the Gordon Howe Campground.
- › The Business Line supports community associations in providing 11,000 hours of year-round low cost or no cost neighbourhood-based sport, culture, and recreation programs to 12,000 registrants.
- › Approximately 5,200 acres of park/open spaces and 145 kilometers of park pathways are maintained.
- › There are outdoor sport fields for activities such as softball, baseball, soccer, slo-pitch, lacrosse, football, speed skating, rugby, and field hockey.
- › The neighbourhood summer playground programs with visitation reaching 138,500 included the operation of 30 paddling pools, 17 spray pads, 11 youth centres, 2 travelling program vans, and 2 mobile skateboard animators.
- › Provides venues for major sport, culture, and entertainment events, including Mendel Art Gallery, River Landing, SaskTel Centre, and TCU Place.
- › Supporting 17 major culture organizations which attract approximately 600,000 annual visits.
- › \$2.75 million in inventory of public art is owned and maintained by the City.
- › Recently facilitated a major donation of The War of 1812 commemorative art work from Whitecap Dakota First Nation valued at \$500.0 thousand.
- › Supports various community-based boards and agencies which in turn provide programs and services in visual art, performing art, and cultural heritage, including the Marr Residence and Albert Community Centre.
- › On average 1,200 trees are planted annually in reforestation projects and new park development.
- › River Landing is 14.8 hectares (36 acres) of pathways, green space, public art, a seasonal concession, children's water play feature, Farmers' Market, public and private development, with almost 300,000 annual users of the riverfront trail.
- › The public infrastructure for River Landing was completed in the fall (outdoor adult fitness circuit and surrounding green space), and it is the location of many special events and major festivals including WinterShines, Subaru Triathlon, Mogathon, and the PotashCorp Fireworks Festival.

Major Projects and Initiatives 2014

Benchmarking Saskatoon's Cultural Investment

- › As part of a benchmarking process, Saskatoon was one of seven mid-sized Canadian cities to participate in a study to measure cultural investments between 2009 and 2012. Over the four year period, Saskatoon ranked first in operating, second in overall investment, fourth in capital investments and sixth in grants. Report findings are being used to frame future arts and culture policy development.

Implementing Saskatoon's Culture Plan

- › Cultural Assessment: A list of qualifying capital projects was completed as part of ongoing work to develop a process for determining opportunities for cultural expressions in civic places and spaces.
- › Cultural Facilities Map and Inventory: The City continued to partner with the University of Saskatchewan to update the resource, which illustrates the scope of culture in Saskatoon, both city-wide and at the neighbourhood level. The inventory recorded 274 cultural spaces.
- › Culture Grant Program and Cultural Grant Capital Reserve: Changes made as part of a long-term strategy to support the cultural sector were applied to the 2014 grant allocation.
- › New Interdepartmental Culture Team (ICT): Established to support implementation of Saskatoon's Municipal Culture Plan, the ICT supports collaborative relationships among civic departments and provides advice on effective use of resources to achieve Culture Plan objectives.
- › New Public Art Policy: City Council adopted a new public art policy that provides a more contemporary approach to how public art is defined, planned, funded, and adjudicated.

Kinsmen Park Redevelopment

- › Construction began on Phase 1 of the Kinsmen Park and Area redevelopment. By year's end, the ferris wheel, train track loop, Forest Fountain, wooden log climber, and pyramid slide had all been installed, concrete curb and edging work had been completed in the play area/water feature, work was progressing on the buildings (e.g., ticket booth, train tunnel), and repainting of the carousel animals was underway. Remaining work is expected to be complete in 2015.

Continued . . .

Major Projects and Initiatives 2014

New Off-Leash Dog Recreation Areas (OLRA)

- › A new, fully fenced dog park opened in Caswell Hill, while construction of the Hyde Park dog park began and public consultations on a third dog park in Hampton Village got underway. As a result of feedback from public consultation on a proposed dog park in Hampton Village, the City completed an alternate dog park design for presentation to City Council in 2015.

Remai Modern Art Gallery of Saskatchewan

- › Construction on the Remai Modern AGS was approximately 40% complete by year's end. The Art Gallery is scheduled to open in 2016.

River Landing Phase 2

- › The final phase of construction at River Landing was completed, including an accessible walkway from the Spadina Crescent roundabout to the riverfront. The Adult Fitness Circuit area opened in August and most landscaping in the area was completed, with some clean-up planned for spring 2015.

Sport, Culture, and Recreation

- › Representatives from the City, YMCA, and Saskatoon Tribal Council met several times during the year to discuss partnership opportunities for building a sport, culture, and recreation facility in the city centre. A needs assessment and feasibility study is scheduled for 2015.
- › Strategies to attract groups to rent space at Saskatoon's civic leisure centres during low use times were developed and implemented, with a future emphasis on developing partnerships and strategic marketing tools.
- › A consultant was hired to develop a master plan for sport, culture, recreation, and parks. A steering committee and community feedback group were established and preliminary research was completed. The community engagement phase included a telephone survey of 400 Saskatoon residents, a web survey on ShapingSaskatoon.ca, a stakeholder survey, and a student survey. Two public open houses were held in November and Visioning Workshops with steering and community feedback committees were held in December.



The property levy is the amount required from property taxes to balance the operating budget. This levy includes growth in the assessment roll over the previous year plus the requirements to fund the current year's budget. Supplementary taxes are levied on properties that were changed in the current taxation year and not a part of the original levy. Other corporate revenues, including the Municipal Operating Grant, are applied to the general fund and are included in this business line.

TAXATION & GENERAL REVENUES

Grants-in-lieu of taxation are received from Federal and Provincial governments for properties they own but are exempt from taxation. These are equivalent to the property taxes calculated on these properties and application is made to the governments to pay this amount. In addition, the most significant portion of grants-in-lieu of taxation comes from civic utilities such as Saskatoon Light & Power (SL&P), water, wastewater, and storm water. Civic utilities are treated like utility corporations that would pay taxes for using property, both above and below the surface, to conduct its business.

Included in the levy are amounts related to recently annexed properties. The annexation cost is amortized over the agreed upon number of years used to calculate the annexation provision to the RM of Corman Park and is expensed as Tax Loss Compensation.

Also included in this Business Line are General Revenues that are not dedicated for any particular purpose other than to fund general administration and the provision of any and all programs and services.

2014 At A Glance

Preliminary Assessment Roll for 2014:

Total Assessment for Saskatoon	\$39,440,307,700
Total Number of Properties	87,662
Total Number of Taxable Residential Condos	18,919
Total Number of Taxable Residential (less than 4 units)	61,436

Taxable Assessment:

Total Taxable Assessment	\$31,444,251,655
Taxable Portion	\$24,119,798,399 (76.7% of total)
Exempt Portion	\$7,324,453,256 (23.3% of total)

Major Projects and Initiatives 2014

Exploring Alternative Revenue Sources

- › The City continues to investigate alternative revenue sources to help alleviate pressure on the Property Tax Levy. The provincial revenue sharing formula, federal gas tax revenues, and the extended Building Canada Fund all assist with operating and capital funding.



Efficiently moves people, services, and goods while minimizing environmental impact and promoting sustainability.

TRANSPORTATION

Saskatoon is growing in geographic size as well as population. As the city grows, the challenges involved in safely and efficiently moving people, services, and goods around is become increasingly complex. The Transportation business line brings together a wide range of City services and programs, each of which plays an important role in meeting the transportation needs of the city.

Transportation involves planning, design, building, maintenance, operation, and regulation of the City's expanding transportation systems. This includes facilities for all modes of travel - pedestrian, bicycle, vehicle, and public transit. Saskatoon Transit provides fixed route service on designated bus routes as well as service for people with mobility issues. Discounted passes are offered to citizens with low income to assist with their transportation needs.

Transportation also involves traffic signal operation, parking control and enforcement, street lighting, seasonal lighting, sidewalk and back lane maintenance, traffic noise attenuation, street sweeping, and snow and ice management. In addition, it provides services for maintenance and rehabilitation (preservation) of all roadway assets including roads, bridges and overpasses, sidewalks, back lanes, and pathways.

Finally, Transportation is about planning for the future. With some projections calling for Saskatoon's population to surpass the 400,000 mark by mid-century, a main focus of the Transportation business line is to explore innovative ways to efficiently move people, services, and goods, while minimizing environmental impact and promoting sustainability.

2014 At A Glance

- › Bridges and structures: five river crossings; 47 interchanges and overpasses; and, 21 pedestrian overpasses and tunnels.
- › Roads and sidewalks: 4,005 lane kilometers of paved roadways; 200 lane kilometers of gravel roadways; 1,932 kilometers of sidewalks; and, 453 kilometers of back lanes.
- › Public transit fleet is comprised of 39 conventional, 93 low-floor, 12 articulating, eight low-floor diesel/electric hybrid, six mid-sized low-floor and 26 Access Transit buses, for a total of 184 buses (all buses have bicycle racks).
- › Transit operates 365 days a year, and has a passenger load of approximately 13.2 million rides per year (formula based), or 9.4 million rides per year (electronic measurement).
- › 25 bus routes operate on 276 kilometers of streets.
- › Total of 2,800 parking meters.
- › Total of 275 traffic signals.
- › Total of 520 traffic count stations.
- › Total of 1.5 billion annual vehicle kilometers travelled in Saskatoon.
- › Total of 26,764 work requests issued from Public Works Customer Service Center including: Roadways - 15,747; Water and Sewer - 9,944; and, Support Services - 1,073.
- › Proportion of workers in Saskatoon commuting to work by car, truck or van, by public transit, on foot, or by bicycle, census metropolitan areas as provided by Statistics Canada, National Household Survey, 2011: Walking - 5.1%; Bicycle - 2.0%; Public Transit - 4.4%; and, Car, Truck or Van (Driver and Passenger) 86.5%.
- › Total of 29,805 street lights.
- › Total of 483 seasonal decorations on street lights.

Major Projects and Initiatives 2014

Growing Forward! Shaping Saskatoon

- › The City's Growing Forward! Shaping Saskatoon initiative is exploring ways to encourage sustainable growth and provide more attractive transportation options as Saskatoon grows. Several transportation initiatives were ongoing in 2014 (see Urban Planning & Development business line).

Increase Transit Ridership

- › A comprehensive approach to transit market research was incorporated into the Growing Forward! Initiative. It included a transit research study, now complete, and functional design for an updated transit system. In the interim, route enhancements will be made to make sure the existing service adapts to changing transit patterns and city growth.

Intelligent Software to Improve the Transit Experience

- › Implementation of software/Intelligent Transportation System (ITS) upgrades to improve the Transit customer experience was a major focus of 2014. Full fleet installation was complete and the software upgrade was implemented. Issues with real time mapping and "where's my bus" components were resolved and the features will be introduced in early 2015.

Neighbourhood Traffic Management Process

- › The City began implementing the new process with a review of eight neighbourhoods: Hudson Bay Park, City Park, Caswell Hill, Westmont, Varsity View, Haultain, Holliston, and Brevoort Park. The first stage included discussion of traffic issues in each neighbourhood, followed by analysis of comments, data gathering, development of a plan, and follow-up meetings to present the plan completed in each neighbourhoods. After minor changes based on input from the community, the final plans will be presented to the Standing Policy Committee on Transportation in 2015.

Continued . . .

Major Projects and Initiatives 2014

New Parking Meter Infrastructure

- › Replacement of the City's parking meter infrastructure began with implementation of "pay by plate" parking technology. Meter enforcement is by license plate recognition. Installation was complete by the end of the year, with a staged launch beginning in early 2015.

North Commuter Parkway and Traffic Bridge

- › The North Commuter Parkway and the Traffic Bridge Replacement Project is part of the Bridging to Tomorrow initiative. Both will provide significant benefits to the citizens of Saskatoon and the province. Federal and provincial funding for the North Commuter Parkway was announced in June, and work continued on the conceptual design and potential P3 funding documentation.



A proactive approach to addressing future opportunities and pressures on our community that accommodates growth and change (e.g. population, diversity of public services and amenities, broader scope of education, research, business), while balancing long-term economic, environmental, and social needs, and achieving the desired quality of life expressed by our citizens.

URBAN PLANNING & DEVELOPMENT

The primary goal of the Urban Planning & Development business line is to build an increasingly sustainable community over time with an enhanced quality of life, which is consistent with the vision and core strategies of the City's Strategic Plan. This is accomplished through the provision of several interrelated services:

Neighbourhood Sustainability

- › Renewing and sustaining existing areas of the City through local area plans, neighbourhood rejuvenation projects, Crime Prevention Through Environmental Design (CPTED) reviews, incentives for supportive and attainable housing, and effective licensing and civic bylaw enforcement. This includes a renewed focus on improving the City Centre and increasing perceptions of safety by linking people in need with appropriate supports.

Support for Economic Development

- › Encouraging economic development through collaboration with local and regional business organizations, assisting the start-up of new businesses, and providing advice and timely reviews for new development applications. This means working with our regional partners to build capacity and accommodate development in an economically and environmentally sustainable region.

Growing Forward! Shaping Saskatoon

- › Planning for the future growth of the City requires a development plan which links land use, public transit, and

infrastructure in ways that are more effective, efficient, and sustainable. The City's new *Growth Plan to Half a Million* is currently under development and will contain growth strategies for the next 30 years which will guide Saskatoon to a more sustainable future.

Permits, Licensing, and Inspections

- › Providing timely reviews of building permit and development applications, and performing building and plumbing inspections, to ensure the health and safety of owners and occupants. Effective licensing of new and established businesses ensures a healthy and fair marketplace helping people and businesses to thrive.

Quality Design

- › Enhancing the quality of public spaces throughout the City through streetscape master plans and urban design projects in key areas such as the downtown, business improvement districts, and key corridors. This includes development of design guidelines for neighbourhood infill and strategic area development.

Partnerships

- › Working with community partners, Business Improvement Districts, and builders to ensure an adequate supply of attainable housing choices, including support for homelessness initiatives. This includes continually monitoring the quality of life in our community, with our partners at the University of Saskatchewan and the Saskatoon Health Region, to facilitate the ongoing evaluation of our Strategic Plan performance.

In recent years, it has become increasingly apparent that the sustainability of our community, from an economic, environmental, social, and cultural perspective, will require new approaches to the way we plan and build our city.

Clear, concise communication with City Council, excellent customer service for our clients, and meaningful consultation with our stakeholders are foundational principles upon which the Urban Planning & Development business line operates.

2014 At A Glance

- › Saskatoon continues to grow, with an estimated 254,000 people in the city and over 300,000 in the region. It is estimated that Saskatoon has grown by over 8,000 people in the last year.
- › It is projected that 10,500 licensed businesses will exist in Saskatoon by end of 2014 - an increase from approximately 8,455 in 2008.
- › Over 320 property-use complaints are received each year, along with 393 landscaping and parking inspections completed.
- › Over \$16.4 million in funding towards Attainable Housing initiatives which produced over 3,700 new units since 2008.
- › It is estimated that over 5,000 building permits will be issued, with an estimated construction value of over \$1.0 billion dollars.

BUSINESS LINES

- › There are 12 neighbourhoods with approved Local Area Plans (LAP), with one LAP nearing completion, and one underway.
- › There has been \$4.85 million in streetscaping projects completed on 20th Street and Central Avenue since 2012.
- › Over \$2.4 million in funding has been approved for various projects under the Vacant Lot and Adaptive Reuse Incentive Program, which supports and encourages infill development on chronically vacant sites and the adaptive reuse of vacant buildings within Saskatoon's established neighbourhoods.
- › Four major new neighbourhood concept plans and amendments were processed and presented for City Council adoption (Brighton, Rosewood, Aspen Ridge, and Elk Point).
- › The Saskatoon North Partnership for Growth (P4G) is currently developing a new Regional Plan with four regional partners. This is due for completion by June 2016.
- › Since 2007, the Urban Planning & Development business line has added 16 new services and expanded the scope of 20 existing services to meet the demands of one of the fastest growing cities in Canada.

Major Projects and Initiatives 2014

Affordable Housing Plan Approved

- › The City began implementing its new 10-year housing plan with renewed targets, support programs, and funding. The plan is on track to meet the revised 2014 target of 500 units.

Business License Renewals Go Online

- › The City successfully implemented the website application for online business license renewals.

New Heritage Policy

- › City Council approved an updated Heritage Policy to better integrate heritage and urban development. Work on the new Heritage Registry got underway. The registry will be made available on the City's updated website in 2015.

Continued . . .

Major Projects and Initiatives 2014

Enhance Relationships with First Nations

- › As part of its commitment to enhance relationships with those that have land development interests in the Saskatoon region, the City invited municipalities and First Nations to collaborate on broader regional planning issues. The new Broader Regional Committee is being led by the Saskatoon Regional Economic Development Authority (SREDA), with representatives from municipalities and First Nations in the Saskatoon region. The Committee is a forum for exploring joint planning and infrastructure projects, and joint approaches to funding work. Several meetings were held in 2014 to discuss issues such as regional servicing and transportation.

Plans for Growth

- › Phase 3 of the City Centre Plan was adopted and implementation got underway; a detailed work plan for the Phase 4 Civic Plaza Master Plan will begin in 2015.
- › The Local Area Plan (LAP) for Varsity View was endorsed by City Council, work continued on the LAP for Mayfair/Kelsey Woodlawn and the LAP for Meadowgreen was launched.
- › Brighton and Aspen Ridge Neighbourhood Concept Plans were adopted by City Council. Preliminary Plans were completed for Elk Point, with City Council approval expected in 2015. A major amendment to the Rosewood Concept Plan was also approved in 2014.
- › Draft Sector Plans for the North Industrial and South West sectors were prepared and amendments to existing Sector Plans were developed for the North, Blairmore, and Holmwood Sectors. Amendments to the Holmwood Sector Plan are on hold pending developments with the perimeter highway and engineering evaluation of traffic needs.

Continued . . .

BUSINESS LINES

Major Projects and Initiatives 2014

Growing Forward! Shaping Saskatoon

- › **Corridors:** Options for growth and development near major corridors were presented for public consideration. Public input is being used to refine priority corridors and enable public discussions in 2015 about potential land uses and transportation infrastructure improvements along these corridors, as well as priorities for future planning efforts.
- › **Future Employment Areas:** Baseline data collection and policy review was completed to inform a new Employment Area Plan, which is being developed to ensure employment areas are appropriately distributed in the new Growth Plan. A public engagement event generated feedback which is currently being evaluated, along with best practices, policy analysis, and scenario modelling.
- › **Infill Development:** A strategy for infill development is being completed as part of the Corridors project.
- › **Transit:** As part of the *Growth Plan to Half a Million*, the City is developing a long-term plan for transit that will make it a more attractive choice for more people. Public engagement in 2014 informed a number of initiatives. A draft Future Transit Plan was presented for public consideration. Public input is being used to refine the plan and enable public discussions in 2015 about specific service features, stations, and implementation priorities.
- › **Transportation:** As part of the new long range transportation master plan, four long-term strategies to manage the movement of more people on Saskatoon's core bridges were presented for public consideration. Public input is being used to refine the plan and enable public discussions in 2015 about what the preferred strategies may look like and potential priorities for implementation.
- › **University of Saskatchewan 2057 Master Plan:** The University is currently implementing the first phase of its long-term master plan (College Quarter); the second phase is dependent on the outcomes in the Growing Forward process and a development strategy will be included in the new *Growth Plan to Half a Million*.

Streetscaping

- › Streetscaping projects continue to transform some of Saskatoon's busiest areas. Work was completed on the first of two blocks as part of the 20th Street Streetscaping Project, and Phase 2 of the Central Avenue Streetscaping Project was substantially complete by year's end.

Continued . . .

Major Projects and Initiatives 2014

Neighbourhood Level Infill Development Guidelines

- › Work progressed on new Infill Development Guidelines for neighbourhoods. Consultations were held with developers and stakeholders. City Council approved an infill implementation strategy as well as new regulations for garden and garage suites.

New Regional Planning Framework

- › In February, the Saskatoon North Partnership for Growth (P4G) held its kickoff on the new regional planning framework to accommodate development in the Saskatoon region. Partners include the City of Saskatoon, City of Martensville, City of Warman, RM of Corman Park, and Town of Olser, with an advisory representative from SREDA.



Provides cost-effective and high-quality electricity (Saskatoon Light & Power), quality drinking water, treatment of waste water, recycling, and storm water management (Water & Sewer).

UTILITIES

Electricity, quality drinking water, treatment of wastewater, storm water management, and residential recycling are basic amenities provided through the Utilities business line. Utilities is not only responsible for keeping the lights on, taps flowing, and toilets flushing, it is also responsible for the long-term, sustainable management of Saskatoon's water and energy resources.

Saskatoon Light & Power provides safe, reliable, and cost-effective electricity to its customers in an environmentally responsible way. The Water Treatment Plant and water distribution system deliver treated water to households, businesses, institutions, and users outside the city limits on a cost recovery basis. The Wastewater Treatment Plant treats wastewater that is delivered to the Plant by an extensive network of pump stations and underground pipes, and returns high quality water back to the South Saskatchewan River. The storm water management system is a separate network designed to drain storm water away from streets and buildings.

A portion of Saskatoon's waste management system is delivered as a Waste Services Utility. All residents, whether they live in apartments, condominiums, or single-family homes, benefit from convenient no-sort recycling collection services. Green Cart collection for yard waste is also available on a subscription basis through the Utility.

Fees generated by services within the Utilities business line are an important source of revenue for the City. In the 2015 budget, contributions of \$53.5 million are available to the City in order to help offset property taxes and fund various municipal projects.

2014 At A Glance

- › Saskatoon Light & Power's distribution network includes 1,171 kilometers of overhead lines and 615 kilometers of underground power cables.
- › The Water Treatment Plant treats approximately 43.3 million cubic meters of water per year. The water distribution system is comprised of 1,087 kilometers of water mains, 13,165 valves, 6,713 hydrants, and 69,692 service connections.
- › The Wastewater Treatment Plant treats approximately 33 million cubic meters of wastewater per year. The waste water collection system is comprised of 993 kilometers of sanitary mains, 10,963 manholes, 43 force mains, and 69,338 service connections.
- › The storm water management system includes 680 kilometer of storm sewers, 12,000 catch basins, 20 wet ponds, 8 dry ponds, 3 natural ponds, and 2 constructed wetlands.
- › Curbside recycling services are provided bi-weekly to 66,000 homes and multi-unit recycling services are provided to 35,000 apartment and condominium units.
- › Compost depots receive approximately 20,000 tonnes of leaves, grass, and branches annually.

Major Projects and Initiatives 2014

CALA Accreditation

- › The Canadian Association of Laboratory Accreditation (CALA) renewed accreditation of the City's existing Water Lab at the Water Treatment Plant. The application for accreditation of the new Environmental Lab (Wastewater Treatment Plant) was submitted.

Energy Efficiency

- › As capital improvements are made to the Water and Wastewater Treatment Plants, old equipment is replaced where possible with high efficiency options to improve financial and environmental performance. The City also continues to investigate an energy management information system for the Wastewater Treatment Plant.

Continued . . .

BUSINESS LINES**Major Projects and Initiatives 2014****Flood Control with “Superpipes”**

- › The City is implementing a flood control strategy using “superpipes,” which collect and store storm water underground to reduce flooding in residential homes and basements. The strategy was expanded to include installation of superpipes in Confederation Park, Westview, Early Drive, Erindale, Lakeview, and Dundonald, and flood control was installed in Lakeview Park along with a sanitary upgrade in Brevoort Park.

Power Generation Initiatives

- › SaskEnergy is currently seeking alternative proposals from equipment vendors for the Turboexpander Power Generation Facility, west of the Saskatoon Landfill. The facility will produce electricity for up to 600 homes with zero emissions by recovering pressure energy and heat energy.

Reservoir Expansions

- › Expansion of the Avenue H reservoir, addition of an ultraviolet (UV) disinfection system, and installation of a new high lift pump station were mostly complete and various systems reached the commissioning stage by the end of the year. Streets surrounding the new facility were restored and the intersection of Avenue H South and 11th Street re-opened for traffic. The expansion enhances the City’s ability to treat water while meeting evolving regulations.
- › Expansion of the 42nd Street Reservoir will serve the growing needs of the city’s industrial and northeast residential areas. Work on the pump station and new reservoir was mostly completed, and installation of the control system and programming began in December.

Wastewater Operations/Maintenance Facility

- › The upgrade to the Wastewater Treatment Operations/Maintenance facility was substantially complete, with some tasks scheduled for completion in spring 2015. The project included interior building renovations and construction of a new addition.
- › A design review for the odour abatement project was completed and the foul air containment cover construction was installed.



Operates on a level playing field with the private sector, and ensures adequate levels of serviced inventory for both residential and industrial land are maintained to meet demand.

LAND DEVELOPMENT

This document includes the City of Saskatoon’s Land Development Operating and Capital Budgets. The document focuses on three business lines, Saskatoon Land, Corporate Projects, and the Land Development Capital Projects program, each devoted to ensuring an adequate supply of new infrastructure is in place to accommodate new development and core civic services. A healthy land development industry plays an important role within an expanding economy. It provides the base upon which immediate and future growth will thrive.

Saskatoon has witnessed considerable economic growth in recent years - growth that would have been constrained if sufficient land had not been available for development. The Land Development business line responds to the needs of a variety of customers in the housing, commercial, institutional, and industrial sectors. It invests capital dollars in the provision of municipal infrastructure and creates demand for durable products and employment. This adds value to the economy and encourages job growth, positive net migration, and other important multiplier effects.

Over the past five years significant investment has been made to accelerate infrastructure extensions into new developments in the Holmwood, University Heights, Blairmore, and Marquis Industrial Sectors. These new growth areas and various infill developments, like the North Downtown redevelopment plan, will play a vital role in providing the serviced land that will accommodate new housing and commercial investment in our city over the next five to ten years.

Projections for growth in our community remain positive with most economic indicators suggesting continued population and employment growth that will require investment in new infrastructure to satisfy demand for serviced land. The Land Development Budget includes the funding plan required to accommodate a continuation of this

BUSINESS LINES

growth. Should significant changes in demand for serviced land in Saskatoon occur, subsequent annual capital budget submissions will be adjusted accordingly.

The City of Saskatoon is unique in that it is a land developer. Saskatoon Land operates on a level playing field with the private sector. It is mandated to: ensure adequate levels of serviced residential, institutional and industrial lands are available at competitive market values, to provide innovation and leadership in design for new growth, and provide financial returns at competitive rates of return on investment to the City for allocation to civic projects and programs. Saskatoon Land is operated on a for-profit basis, with 100% of the surplus funds allocated for reinvestment in the community.

Another essential element in ensuring success of the Land Development business objectives is performed by Real Estate Services. This Section of Saskatoon Land is responsible for all real estate functions and activities for the Corporation including the acquisition of future development lands and all corporate land requirements, administering of both internal and external leases, farm leases, coordinating and overseeing the maintenance of lands held for future development, and providing valuations and real estate advice to the Corporation as a whole. This section is also responsible for the planning and implementation of the City of Saskatoon's corporate accommodations plan.

The Land Development Capital Program includes the construction of arterial roadways, trunk sewers, primary water mains, roadway interchanges, lift stations, and suburban park development. These projects are funded from the collection of off-site levies collected from all land developers and are necessary for the City to support continuous urban growth.

2014 At A Glance

- › Since 2007, City Council has committed over \$119.3 million from the City's Neighbourhood Land Development Fund towards a variety of projects, including the recent roadway maintenance investments, Pleasant Hill neighbourhood revitalization, Mayfair pool reconstruction, affordable housing incentives, local area road upgrades, operating budget contributions, and designated future land acquisitions.
- › Development levies collected from pre-paid servicing rates are used to fund installations of trunk sewers, arterial roads, storm ponds, lift stations, park development, primary water mains, and a portion of new roadway interchanges.

Major Projects and Initiatives 2014

Area Concept Plans

- › **Blairmore Suburban Area:** Draft concept plans were completed for Blairmore Neighbourhood 3 and Elk Point. Timelines for public consultation will be determined.
- › **University Heights Suburban Area:** The development area includes Aspen Ridge and University Heights Neighbourhood 3. The planning team discussed visioning, long-range transportation planning, the North Commuter Parkway, and the Northeast Swale. Preliminary Stakeholder consultations have started.

New Lot Development

- › **Aspen Ridge:** Significant progress was made on deep services for the 374 lots in Aspen Ridge. Work will continue in 2015, with the sale of 374 serviced lots expected by the fall.
- › **Evergreen:** By year's end, all single family lots in Evergreen had been released, with 103 lots remaining in inventory for sale over the counter.
- › **Kensington:** Servicing for 410 lots was completed in November with shallow utility installation scheduled through the winter. A lot draw for 216 lots in phase 3 was completed in December; 190 lots remain in inventory.
- › **Marquis Industrial Area:** Eight heavy industrial parcels totalling 20.6 acres were serviced by November for offering by public tender in 2015. City Council approved the direct sale of 23 acres to Matrix Equities for a business park development.

North Downtown Area Master Plan

- › Public consultations were completed and external comments were received on the North Downtown Area Master Plan, which proposes a mix of land uses for the City-owned land left vacant by relocation of the City Yards and extension of 25th Street to Idylwyld Drive. Implementation is long-term.

Continued . . .

BUSINESS LINES

Major Projects and Initiatives 2014

New Multi-Family Land Development

- › **Evergreen:** Servicing was completed on 17 parcels totalling 58 acres. Shallow utility installation is scheduled on some sites for 2015. Public tenders for nine parcels totalling 27 acres will take place in early 2015.
- › **Kensington:** There were 16.5 acres of multi-family land planned for completion and sale. Roadway construction for the 16.5 acres around the village square carried over to 2015. Sale by public tender will depend on market demand and land absorption.
- › **Parkridge/Rosewood:** Servicing on 8.5 acres of multi-family land is well underway. Two sites in Parkridge totalling 4.77 acres were completed in November, with utility installation over the winter. Another 3.7 acres of land in Rosewood will be serviced in 2015.

New Park Development

- › **Evergreen:** Construction of Funk linear park and design of the Funk neighbourhood park began, with completion anticipated in 2015.
- › **Kate Waygood Park:** Phase 2 construction was completed, with the park remaining under contractor maintenance until October 2015.
- › **Ed Jordan Park in Kensington:** The preliminary design was completed and construction is scheduled for 2015.
- › **Rosewood:** Construction was completed on Bitz and Adams Parks and they were turned over to the City for ongoing maintenance. Construction is underway on Korpan Park, with completion anticipated in 2015. The final design of Swick Park is underway, with construction scheduled for 2015.
- › **Donald Koyl Park in Stonebridge:** Construction was completed, with the park remaining under contractor maintenance until October 2015.

Continued . . .

Major Projects and Initiatives 2014

Park Upgrades

- › **Chief Darcy Bear Park:** Upgrades were completed and the park was turned over to the City for ongoing maintenance.
- › **Dundonald Neighbourhood Park:** Phase 1 construction was completed early in the year and the area was turned over to the City for ongoing maintenance. Phase 2 construction was completed later in the year, with the park remaining under contractor maintenance until August 2015.
- › **Grace Adams Metawewinihk Park:** Phase 2 construction was completed, with the park remaining under contractor maintenance until August 2015.
- › **Pleasant Hill Park:** Upgrades were completed and the park was turned over to the City for ongoing maintenance.
- › **Rotary Park:** Upgrades began with completion scheduled for 2015.

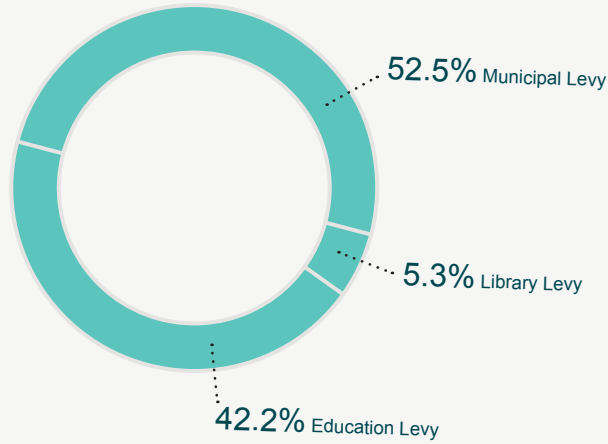
New Arterial Road Construction

- › **Claypool Drive:** Construction is 95% complete, there are several minor items left to complete.
- › **Fedoruk Drive:** Construction of two lanes is complete between Konihowski Road and Zary Road.
- › **McOrmond Drive:** Construction is now complete on the Nelson Road to Fedoruk Road section; a detailed design is underway for the section south of Highway 5.

New Water & Sewer Infrastructure

- › **Aspen Ridge:** The area grading and pipe installation is in progress; construction of new trunk sewer extensions is also in progress; a detail design of Forebay pond is 95% complete.
- › **Elk Point:** Construction of primary water mains and fill mains is underway, new trunk sewer extensions are completed.
- › **Holmwood:** Construction of primary water mains and fill mains was completed, sanitary trunks are complete, and storm trunk construction is in progress.
- › **Marquis Industrial:** Construction of primary water mains and fill mains are underway; construction of two trunk sewer extensions are also underway.

2014 Distribution of Property Taxes



Where the Money to Run the City Comes From

(Based on Revenues in Schedule 6, page 100)



Where Your Municipal Tax Dollars are Spent

(Based on Revenues in Schedule 6, page 100)



FINANCIAL MANAGEMENT AND CONTROL

FINANCIAL MANAGEMENT AND CONTROL

Corporate Planning Process

City Council's current Strategic Plan sets out a vision for the community, a mission statement, and a set of corporate values and strategies.

The Capital Budget process decides, based on City Council's priorities, which projects will precede over which timeframe. Long-term capital planning (through the five-year plan) and reserve policies attempt to match required funds to required projects.

The Operating Budget allocates resources under the principle of continuing to deliver existing services and service levels.

In addition, it recommends service level changes for specific programs based on a number of factors (usage, demand, ability to pay, growth, legislative change, business case, etc.). Choices are put before City Council on issues that have been raised by City Council, raised by the public, and/or identified by the Administration.

Annual Financial Reports

A number of annual financial reports are submitted to City Council for its information and review, including the financial reports, capital project status reports, benchmarking and performance measurement reports, and the public accounts.

The annual Financial Report includes the consolidated financial statements prepared in accordance with generally accepted accounting principles for local governments, as recommended by the Public Sector Accounting Board of the Chartered Professional Accountants of Canada. These statements are audited by the City's appointed external auditor.

Financial Policies

The City of Saskatoon operates under a number of financial policies, some of which have received formal approval by City Council; others are based on fiscal responsibility.

Property Tax Policies

In 2001, City Council resolved that commercial property be taxed at 1.75 times the residential rate (shifted over a ten-year period) and that the effective tax rate between residential, condominium, and multi-family residential classes be equalized.

Investment Policy

City Council has approved a policy on portfolio management, which ensures that City portfolios are invested to primarily achieve the preservation of capital, the maintenance of liquidity sufficient to meet on-going financial requirements, and to maximize return on investment. Specific guidelines are outlined regarding the type of securities approved for purchase, investment limitations, and term structure.

Reserve Policies

City Council has established reserves through bylaws to fund capital projects, and through policy to provide a source of funds to stabilize specific user pay programs and/or general revenue variances.

The majority of capital work undertaken by the City is funded through dedicated reserves. The purpose, funding source, and withdrawal criteria are specifically outlined within bylaws. City Council approval is required for all withdrawals. The remaining reserves are specifically outlined in policy; a majority of these are used to stabilize specific programs either funded through user fees (golf courses), are dependent upon weather (snow and ice management), or are used to fund overall operations against revenue variances (interest earnings).

Debt Management Policies

The City of Saskatoon has operated primarily under a "pay-as-you-go" philosophy whereby its facilities and infrastructure are built based on current and projected reserve balances. The City Council approved policy on borrowing for capital projects specifically outlines borrowing only if sufficient funds are not otherwise available in existing reserves or through external sources, if funds will be recovered from future operating revenues or operating savings, and/or it would be equitable to extend the capital financing through borrowing for major capital initiatives to future users.

SERVICES PROVIDED BY CITY DEPARTMENTS

SERVICES PROVIDED BY CITY DEPARTMENTS

Office of the City Manager

The City Manager is the chief administrative officer of the City of Saskatoon. The position is responsible for planning, directing, supervising, coordinating, and controlling all municipal operations as approved by City Council.

The City Manager's responsibilities include providing assistance and advice on various aspects of municipal operations, investigating and reporting on all matters referred by City Council and its committees, and submitting the capital and operating budgets to City Council for review.

The City Manager chairs the Leadership Team (comprised of the General Managers of Corporate Performance, Asset & Financial Management, Community Services, and Transportation & Utilities, the City Solicitor, and the Director of Government Relations), which is responsible for coordination of all City-wide management and operational matters.

The City Manager is the direct supervisor of all General Managers and through them, all Directors and civic employees (except for those boards and commissions which are responsible to City Council). This includes the appointment, promotion, demotion, and suspension of employees of the City, except those employees appointed directly by City Council.

Government Relations

The Director of Government Relations is primarily responsible for building and maintaining relationships with other municipalities, municipal associations, federal and provincial orders of government. In performing this key function, the Division analyzes key policy decisions, issues, and trends emerging from other orders of government, including Aboriginal governments, public policy institutes, and the media as related to the policies and operations of the City of Saskatoon.

The key functions of this Division include:

- › reviewing and analyzing legislative changes;
- › reviewing and analyzing federal and provincial budgets;
- › reviewing and analyzing changes to government policies and programs with respect to the potential impact on the City;
- › engaging key government officials on behalf of the corporation;
- › interacting with municipal associations on behalf of the corporation; and
- › supporting various advocacy efforts aimed at governments and other key stakeholders on issues related to the corporation.

Risk Based Management

The City Manager also chairs the Corporate Risk Committee (comprised of the General Managers of Corporate Performance, Asset & Financial Management, Community Services, and Transportation & Utilities, the City Solicitor, the Fire Chief, the Police Chief, the Director of Government Relations, and the Director of Corporate Risk), which is responsible for managing and reporting to City Council on corporate risks and the Risk Based Management Program.

The Director of Corporate Risk is responsible to develop and implement corporate risk management systems in accord with Council Policy C02-040, Risk Based Management. The key objectives of this Division are to promote the development of a risk aware and risk smart culture in all areas of the City's strategic and business planning operations, and to administer the City's internal audit function.

The key functions of this Division include:

- › collaborate with Senior Management to develop a positive risk culture within the City;
- › collaborate with senior leadership to develop and implement corporate wide strategic and business risk management policies, systems, and programs to ensure alignment with corporate budget and strategic goals;
- › work with Senior Management to identify, assess, treat, and monitor current and emerging corporate risk exposures;
- › review and analyze risk exposures and mitigation strategies and accountabilities, to control exposures and promote the achievement of corporate goals;
- › review risk management best practices to ensure that the City maintains a high quality risk management program, and to continually improve corporate risk management performance and practice; and
- › determine the type and scope of internal audit projects, and coordinate the activities of the risk management and internal audit programs.

Office of the City Clerk

The primary responsibility of the City Clerk's Office is to administer the City's legislative processes. Responsibilities include: preparing and distributing agendas, minutes, and decisions of City Council and its committees; ensuring that the business of City Council and its committees is conducted in accordance with *The Cities Act* and other relevant legislation; maintaining corporate records and City Archives; conducting municipal elections, administering the provisions of *The Local Authority Freedom of Information and Protection of Privacy Act*, and providing administrative support services to City Councillors.

SERVICES PROVIDED BY CITY DEPARTMENTS

Office of the City Solicitor

The Office of the City Solicitor provides general and specialized legal services for the corporation. While it reports directly to City Council, the Office also provides legal services to all civic departments and boards. The major areas of responsibility include giving legal advice to City Council, Committees of Council, the City Manager, the City Clerk, and other civic departments; representing the City at all levels of court; doing all of the legislative drafting and all bylaw enforcement prosecutions and appeals for the City; and providing a wide variety of legal work such as land transactions, contracts, loans and debentures, expropriations and tax collections, and also arranges for insurance for the City and deals with all claims made by or against the City.

Asset & Financial Management Department

The role of the Asset & Financial Management department is to ensure the management and sustainability of the City's financial transactions (including all aspects of finance, purchasing, and inventory), the Land Bank Program, the City's real estate needs, and the City's facilities and fleet services. These responsibilities and services are delivered through six divisions.

Assessment & Taxation

The Assessment & Taxation division is responsible for the establishment of property assessments for all real property within the City of Saskatoon. This area creates both the property assessment and taxation rolls, and provides for the defense of assessment values before the Board of Revision and the Assessment Appeals Committee of the Saskatchewan Municipal Board.

Corporate Revenue

The Corporate Revenue division is responsible for the collection, control, and disbursement of all corporate funds, including the investment, debt, and banking requirements. Other responsibilities include oversight of accounting controls and cash handling procedures throughout the organization, as well as administration of the General Licensing and Taxi Bylaws regulating, among other things, the taxi service in Saskatoon.

Facilities & Fleet Management

The Facilities & Fleet Management division is responsible for the City's buildings and structures, the City-owned vehicle and equipment fleet, and the City's radio communications system. As such, the Division provides for building operation and maintenance of civic facilities such as leisure facilities, fire halls, transit buildings, City office buildings, and contracted services for the Boards. Project management services for any capital or maintenance projects are provided, including design, contract

tendering and award, and construction management. Energy management, space management, and accommodation planning are also provided for user departments.

Finance & Supply

The Finance division is responsible for providing corporate financial recording, reporting, and control; supplier payments; administration of the City's Operating and Capital Budget process; employee payroll and benefits; and payments to superannuates. In addition, general financial management services are provided to all departments and boards.

The Materials Management section is responsible for providing procurement and inventory management, asset disposal, and mail and printing services to the corporation. This Section also operates a central stores facility and provides inventory management services to the Corporation.

Financial Planning

Financial Planning is responsible for leading the financial component of all large-scale projects using Public Private Partnership (P3) or other alternative procurement methods, developing complex and strategic funding plans for Gas Tax and large-scale future capital projects, and investigating alternative funding scenarios for unfunded large-scale projects. This Division also researches funding opportunities, develops and submits funding applications and claims, and coordinates other contractual obligations such as the audit requirements for other government funding.

Saskatoon Land

The Saskatoon Land division plans, services, and sells residential, commercial, and industrial lots owned by the City of Saskatoon. The Division is also responsible for urban design which provides design services for streetscape projects and programs primarily in Saskatoon Business Improvement Districts.

Community Services Department

The Community Services department provides programs, services, and resources to create a community in which people of all ages and cultural backgrounds want to live, work, play, and visit. Through community consultation and the dedication of City employees, the City continues to strive for excellence.

Business Administration

The Business Administration division provides coordinated support for the following functions: financial accountability; implementation and maintenance of business and information management systems; marketing strategies and communication programs; human resource management; and clerical services.

SERVICES PROVIDED BY CITY DEPARTMENTS

Building Standards

The Building Standards division issues building and plumbing permits, and administers inspection programs related to regulations contained in the Building Bylaw, the Swimming Pool Bylaw, The Uniform Building and Accessibility Standards Act, the National Building Code, and the Plumbing and Drainage Regulations .

Community Development

The Community Development division provides the supportive environment to help build capacity and empower people of the community to organize themselves for planning and action. The mandate of the Division includes supports to community associations, community grants, accessible no-cost, low-cost programming opportunities, Aboriginal leadership initiatives, support for public art and cultural organizations, immigration initiatives, cultural diversity race relations initiatives, and community partnerships and initiatives (i.e. Graffiti Reduction, Collaborative Funders, Age Friendly, White Buffalo Youth Lodge, etc.).

Community Standards

The Community Standards division exists to create a healthy and happy community by effectively upholding, enforcing, and communicating our standards and bylaws. Through business licensing, zoning compliance, general bylaw enforcement, and parking management the Division helps to ensure citizens understand what they need to do to live in harmony with their neighbour and contribute to a healthy society.

Recreation & Sport

The Recreation & Sport division provides a wealth of opportunity for citizens to participate in and enjoy the benefits of recreation, sport, culture, and activities. Such activities are a core element of Saskatoon's quality of life and an essential part of the individual and community health. Programming is offered through leisure centres, rinks, a zoo, golf courses, a campground, a speed skating oval, sport-fields, and various park locations.

Parks

The Parks division is responsible for developing, preserving, and enhancing the City of Saskatoon's investment of its parks system and civic open spaces. This is accomplished through policy development, maintenance standards, public education process, community gardens, educational program development, developing safety standards and policies, conceptual planning, design and construction, consultation with both private and public stakeholders, and project management.

Planning & Development

The Planning & Development division is responsible for overall land use planning and development activity in the City of Saskatoon. The primary goal of the Division is to build an increasingly sustainable community over time, with an enhanced quality of life, consistent with the vision and core strategies of the City's Strategic Plan. The mandate of the Division includes primary responsibilities for district and regional planning, future growth, land use and zoning policy, development review, sector planning, long range transportation and transit plans, revitalizing existing communities, urban design, affordable housing, community safety, community and demographic research, mapping, and heritage management.

Corporate Performance Department

The Corporate Performance department incorporates the private sector best practice of grouping a range of corporate services to ensure support functions work together to help front-line civic staff deliver the services to our citizens.

Aboriginal Relations

Aboriginal Relations is primarily responsible for building and maintaining relationships with the Aboriginal community, municipal associations and Aboriginal governments. In performing this key function, Aboriginal Relations analyzes key policy decisions, issues and trends emerging from other orders of government (including Aboriginal governments), public policy institutes, and the media as related to the policies and operations of the City of Saskatoon.

Communications

The Communications division plans and directs all corporate communication activities for the civic Administration, including the development and implementation of employee and public relations strategies. Inter-related functions within Communications which include Corporate Communications, Customer Service, Community Engagement, and Digital Programs. Communications assists with engaging and informing the public of the City's operations and initiatives through reports to City Council, information campaigns, and on the City's digital platforms including the website. Communications provides support to administrative staff to communicate and engage directly with the public on programs and services. Communications also coordinates its activities with Media Relations and the Emergency Measures Organization (EMO) to oversee the Emergency Public Information Plan and NotifyNOW.

SERVICES PROVIDED BY CITY DEPARTMENTS

Environmental & Corporate Initiatives

The Environmental & Corporate Initiatives division leads initiatives that address City Council's Strategic Goal of Environmental Leadership and major city-building projects that enhance quality of life. Corporate Initiatives include the planning, design, and facilitation of major city-building projects.

The Division develops and implements plans to achieve the waste diversion objectives established by City Council. Programs include recycling, composting, household hazardous waste, and the recycling of construction-related materials.

Human Resources

The Human Resources division provides general and specialized services to the civic departments and boards designed to maximize employee performance. To ensure consistency in human resource practices, primary focus is placed on the following key areas:

- › Administration: Provides support services to the department in the areas of administrative and human resource services.
- › Client Services - Human Resources: Provides support in the areas of recruitment, training, coaching, job evaluation and classifications, conflict resolution, grievance hearings, investigations, contract negotiations, and legal interpretations.
- › Client Services - Occupational Health & Safety: Provides support for employees, supervisors, and managers through the Health Management System for both occupational and non-occupational injuries and illnesses. Promotes a healthy workplace and wellness initiatives supporting work-life balance.
- › Culture & Diversity: Provides support to attaining a workforce representative of the public served and enables inclusive, multi-generational workforce practices through openness and accountability. Offers culture change initiatives and continuous improvement through innovation.
- › Total Rewards: Provides strategies to attract, motivate and retain employees. Delivers in-house expertise and administration related to employee recognition, work-life balance, succession planning, and benefit plans and entitlements.
- › Policy, Strategy, Performance & Quality: Provides strong management and fiscal responsibility through technology and innovation. Develops policies, planning and priorities, performance, data analytics, and metrics.
- › Engagement: Provides direction and support to organization development initiatives. Assists departments to be effective and efficient through support in employee engagement, change management, training and development, conflict management, and respectful workplace.

Information Technology

The City of Saskatoon embraces technology as a means to enhance the quality and responsiveness of its services to residents, increase the efficiency of operations, and position the City nationally as a leading place to incorporate the creative use of technology into personal and professional pursuits.

The Information Technology division consists of Application Delivery Services, Corporate Support Services, Technology Integration Services, and Corporate Geographic Information Services.

Media Relations

Media Relations manages and coordinates the City's interaction with the local, provincial, national and international news media. It guides the distribution of corporate News Releases and Public Service Announcements, as well as City-related information for journalists. Media Relations has also adopted the role of shepherding City messages in social media. A full-time resource is devoted to sharing, monitoring, and responding to public information requests via the City's Facebook, Twitter and YouTube channels. Media Relations periodically consults and co-operates with Saskatoon Police Service Public Affairs officials when certain bylaw initiatives need to be communicated to the public through the news media.

Strategic & Business Planning

The Strategic & Business Planning division is responsible for the implementation of the Strategic Plan, aligning the Annual Business Plan and Budget with the Strategic Plan, and developing a Performance Measurement Program to track the performance of the Corporation relative to the Strategic Goals outlined in the Strategic Plan.

One of the key deliverables from these initiatives is to create a culture of innovation and creativity within the Corporation through the implementation of a Continuous Improvement Strategy.

The Division also provides corporate leadership and development opportunities that enhance an employee's understanding of the Corporation, their work environment, and their role and responsibilities so they can provide the highest quality of service to citizens.

Ongoing learning and development opportunities fall into four categories: General Training, Professional Development Training, Supervisor and Manager Training, and Management Development.

SERVICES PROVIDED BY CITY DEPARTMENTS

Saskatoon Fire Department

The Saskatoon Fire Department (SFD) provides 24-hour emergency response service in conjunction with the Saskatoon Emergency 9-1-1 Telephone System. This gives residents of Saskatoon an emergency protective services delivery system consisting of a wide range of components for the sole purpose of preventing emergencies and reducing the loss of life and property. The SFD responds to, and mitigates, emergencies involving the rescue of persons, incidents of fire, unplanned releases of dangerous goods, and pre-hospital emergency medical incidents. The SFD provides community-based, customer focused service to create a safe and comfortable environment for the residents of Saskatoon and visitors.

The SFD protects the City's tax base and supports economic development through extensive inspection, prevention, and enforcement programs carried out by the Fire Prevention and Investigation Division. In early 2014, fire and bylaw inspection data started being entered into the department's Fire Dispatch Management (FDM) Records Management System, aligning preventative inspection data with incident response data.

The Department's Community Relations division works within the community promoting fire safety and injury prevention. Presentations are offered to students, community groups, parenting resource programs, seniors, and employee groups always focusing on the advancement of public safety. The Division, through Program Firestop, also provides education to parents and children, and referral for juveniles suspected of setting fires. Another main focus of the Community Relations division is partnering with school boards, service clubs, and businesses to enhance the role in the community we serve.

The SFD manages the Saskatoon Emergency Measures Organization (EMO). Saskatoon EMO ensures a coordinated and timely response for complex and/or escalating emergencies for the City of Saskatoon and its external partners through the maintenance of an overarching emergency plan. EMO also trains the appropriate personnel to operate effectively at the incident site or in the Emergency Operations Centre (EOC). EMO personnel respond to a variety of incidents to facilitate the command process and tie site activities into the EOC. The EOC assists the City of Saskatoon to effectively prioritize the response and recovery tasks typically required during and after large scale emergencies or declared disasters.

As the sole administrator for the City of Saskatoon emergency mass notification system, Notifynow, EMO provides training and message mapping to internal and external stakeholders and customer service for the citizens of Saskatoon.

Outside the city limits, the SFD also has agreements to provide support for fire protection. The Department has eight Fire Service Agreements with surrounding RMs, towns, villages, Whitecap Dakota First Nation, and English River.

Transportation & Utilities Department

The Transportation & Utilities department brings together the majority of utilities that generate revenue from fees charged directly to the user, such as electricity, water, or transportation. This Department is also responsible for the planning, operation, and maintenance of many of the City's assets including those involved with water distribution, sanitary sewage collection, storm water collection, roadways, and bridges. The Department is divided into eight divisions.

Business Administration

The Business Administration division provides financial leadership to all Divisions of the Department. This includes providing advice or direction for budget submissions, managing the revenue processing, financial reporting, managing the accounting process for the Department's assets, financial audits in coordination with the auditor, and managing the Department's payroll and accounts payable function.

Construction & Design

The Construction & Design division delivers municipal infrastructure projects, provides regulatory oversight, maintains infrastructure records, and provides expertise, advice, and guidance on municipal infrastructure. These services allow the City of Saskatoon to provide and maintain a high quality of infrastructure in a safe and cost effective manner to its Citizens.

Major Projects

The Major Projects division provides project delivery services for the Corporation for major projects that do not fit into the typical scope of the other divisions. The Asset Management section of Major Projects is responsible for the stewardship of asset condition status, rehabilitation programs, and funding levels for our roadways, bridges, and water and sewer collection and distribution system.

Public Works

The Public Works division is responsible for the operation, maintenance, and preservation of roads, lanes, sidewalks, water mains, sanitary sewer mains, storm sewer mains, and waste handling and disposal services.

SERVICES PROVIDED BY CITY DEPARTMENTS

Saskatoon Light & Power

The City of Saskatoon operates an electric utility providing electrical service to the area of Saskatoon that lies generally within the 1958 city boundary. Bulk electrical power is purchased from the provincial crown utility, SaskPower, and through a system of transmission lines, substations, and distribution lines with associated distribution hardware, this utility distributes electricity to customers on demand at locations and at voltages appropriate to their needs. The utility is also responsible for the street lighting system.

Saskatoon Transit

The Saskatoon Transit division operates and maintains Saskatoon's public transit system. The Division also provides Access Transit for individuals who are unable to use the regular transit system with safety and dignity. Saskatoon Transit operates six terminals spread throughout the city. Saskatoon Transit's service includes DART (Direct Access Rapid Transit) which serves all major quadrants of the city and can best be described as a light-rail system on wheels.

Saskatoon Water

The Saskatoon Water division is responsible for the operation and maintenance of the City's water and wastewater treatment, the handling and disposal of solids resulting from the treatment processes, the water and wastewater pumping facilities, ongoing process optimization and environmental studies, engineering and long-term expansion planning for water distribution, sewer collection systems and treatment plants, related construction project management and capital work, the testing and maintenance of water meters, and the cross connection control program.

Transportation

The Transportation division provides planning, design, regulation, and operation of the City's transportation network. Major activities include planning for the transportation network, traffic management, and operations. The goal of the Division is to provide for the safe and efficient movement of people, goods, and services within and through Saskatoon in a cost-effective manner.

Boards

Mendel Art Gallery and Civic Conservatory

The Mendel Art Gallery and Civic Conservatory opened in 1964 and was named to honour Frederick S. Mendel, industrialist and art connoisseur, who established his business and home in Saskatoon in 1940.

Selections from the Gallery's collection are exhibited regularly, along with regularly scheduled contemporary and historical exhibitions of local, national, and international origin. Each year, approximately 20 exhibitions are presented without charge for the benefit of Saskatonians and visitors to the city. The Mendel Art Gallery and Civic Conservatory is operated as a civic corporation under a board of appointed trustees.

The Mendel Art Gallery will close in June 2015 as Saskatoon readies for the eventual opening of the Remai Modern Art Gallery of Saskatchewan.

Saskatoon Police Service

The operations of the Saskatoon Police Service (SPS) are established under the authority of *The Saskatchewan Police Act, Part III*, Section 25 and 26, and under the City of Saskatoon Bylaw 5728. The Saskatoon Board of Police Commissioners is appointed by City Council to oversee the police operations and consists of the Mayor, two City Council members, and two citizens-at-large.

The Board is subject to the legislative jurisdiction of City Council to the extent only that the amount expended for upkeep of the SPS must not exceed the amount fixed by the current estimates of City Council for that purpose.

The SPS is equipped and trained for the most current needs in the delivery of a police service in partnership with the community. They also offer emergency services, take complaints of crime, conduct follow-up investigations and preventative activities throughout the city on a 24-hour basis.

Saskatoon Public Library

Saskatoon Public Library (SPL) which first opened for circulation in May 1913 in the basement of the Odd Fellow's Hall, is now a city-wide system consisting of the central library and seven branches. A new library branch is scheduled to open in Stonebridge in 2016. SPL is supported by city taxation and provincial government grants, but direct service to each Saskatoon resident is free of charge.

SPL are community centers, offering information in a variety of formats including print, digital, and audio visual. The libraries offer DVDs, CDs, video games, magazines, newspapers, maps, public computers with internet service, pamphlets, government documents, trade directories, indexes, and other materials and programs to meet public informational, educational, and recreational needs. City Council minutes, reports, studies, and other civic material are available and may be consulted in the Library.

All public libraries in Saskatchewan are participating in a One Province, One Library Card network, which connects all public libraries throughout the province.

SERVICES PROVIDED BY CITY DEPARTMENTS

SaskTel Centre (Legal name: Saskatchewan Place Association Inc.)

SaskTel Centre is Saskatchewan's largest sports and entertainment venue, with a total capacity of 14,500 and an average annual attendance of 500,000.

SaskTel Centre, under the direction of its Board of Directors and management, continues to attract many of the world's largest touring acts, major international and national events; as well as, own and operate Taste of Saskatchewan and Rock the River Classic Rock Festival each year. SaskTel Centre is home to the Saskatoon Blades of the Western Hockey League.

In 2014, SaskTel Centre was ranked 85th on the Top Arena Venues for Worldwide Ticket Sales. For additional information on the venue and upcoming events visit sasktelcentre.com.

TCU place (Legal name: Saskatoon Centennial Auditorium and Convention Centre Corporation)

TCU Place was a project to commemorate the centennial of the founding of the Dominion of Canada. It is an imposing and beautiful building in the heart of the city, adjacent to a major shopping complex, steps away from first-class hotels, restaurants, boutiques, and parking facilities for 2,000 vehicles. The facility is equipped with sophisticated aids for audio, visual, stage, or exhibit requirements; maintains an in-house catering/banquet service; and is part of a province-wide box office. TCU Place's 2,000 soft-seat concert theatre has brought heartwarming praise from numerous world class entertainers and artists, touring companies, ballet companies, and local and international performing art groups, and is home of the Saskatoon Symphony.

With 104,000 square feet of high-end convention space, TCU Place is poised for the large-sized national and international convention market, with first-class convention facilities and services.

In addition, the box office is part of the Ticketmaster ticket distribution system that sells tickets not only for TCU Place but also SaskTel Centre, and other venues across Canada. TCU Place is owned by the City of Saskatoon and is operated by the Saskatoon Centennial Auditorium and Convention Centre Corporation. The Corporation, as well as the Saskatoon Centennial Auditorium and Convention Centre Foundation, consists of a Board of Directors with representation from City Council and the general public.

FINANCIAL DISCUSSION AND ANALYSIS

City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2014

FINANCIAL DISCUSSION AND ANALYSIS

The City of Saskatoon's 2014 Annual Financial Report contains the audited Consolidated Financial Statements prepared in accordance with principles and standards established by the Public Section Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. Deloitte LLP has audited the financial statements and provided the accompanying Auditor's Report. The financial statements and auditor's report meet the legislative reporting requirements under *The Cities Act*.

The following financial statement discussion and analysis has been prepared by the City of Saskatoon (City) Management. It should be read in conjunction with the audited Consolidated Financial Statements and Schedules.

2014 Financial Highlights

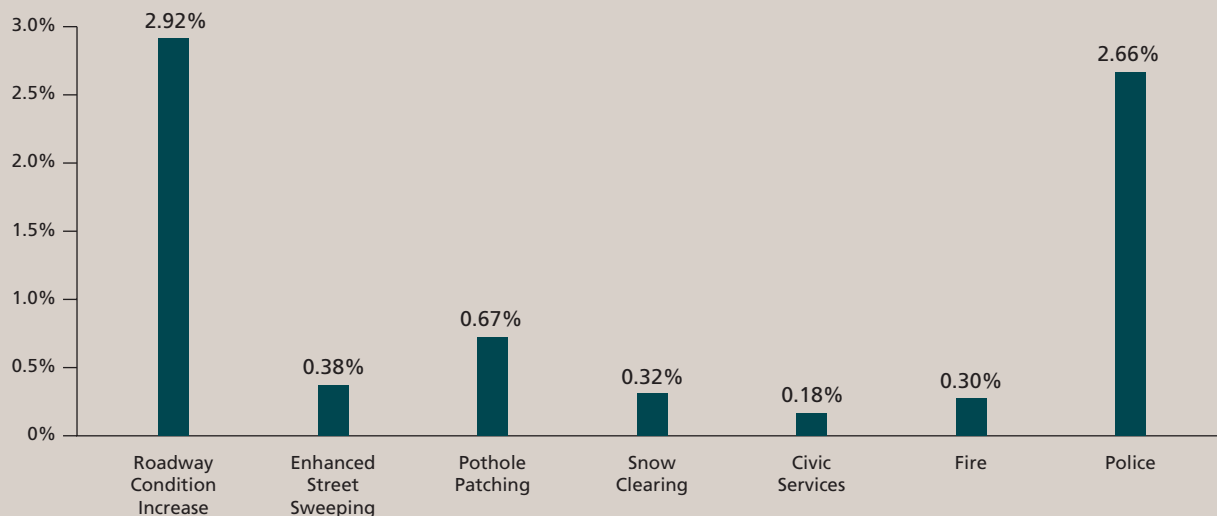
Capital Budget

The City continued to experience population and economic growth in 2014 as seen in both the capital plan and ongoing operational expenditures required to meet the growing needs of the community. Major capital projects continued to be advanced through the completion of the new Police Headquarters and continued construction of the Remai Modern Art Gallery of Saskatchewan (Remai Modern Art Gallery) which were both funded as part of the City's Capital Funding Plans which aim to integrate major capital projects in a financially sustainable manner. The annual capital budget continues to strike a balance between growth and basic infrastructure needs including rehabilitation of existing assets.

Tax-Based Operations

The results of the 2013 Civic Services Survey indicated that roads and traffic congestion were the top two issues facing residents. 2014 addressed these concerns and other City Council priorities through a 7.43% civic tax increase, including 4.29% dedicated for road maintenance.

2014 Tax Increase Breakdown



As a result, \$50 million was invested into Saskatoon's roadways, including street sweeping, pothole patching, sidewalk rehabilitation, back lane upgrades, road construction and repair, which is a 47% increase over 2013.

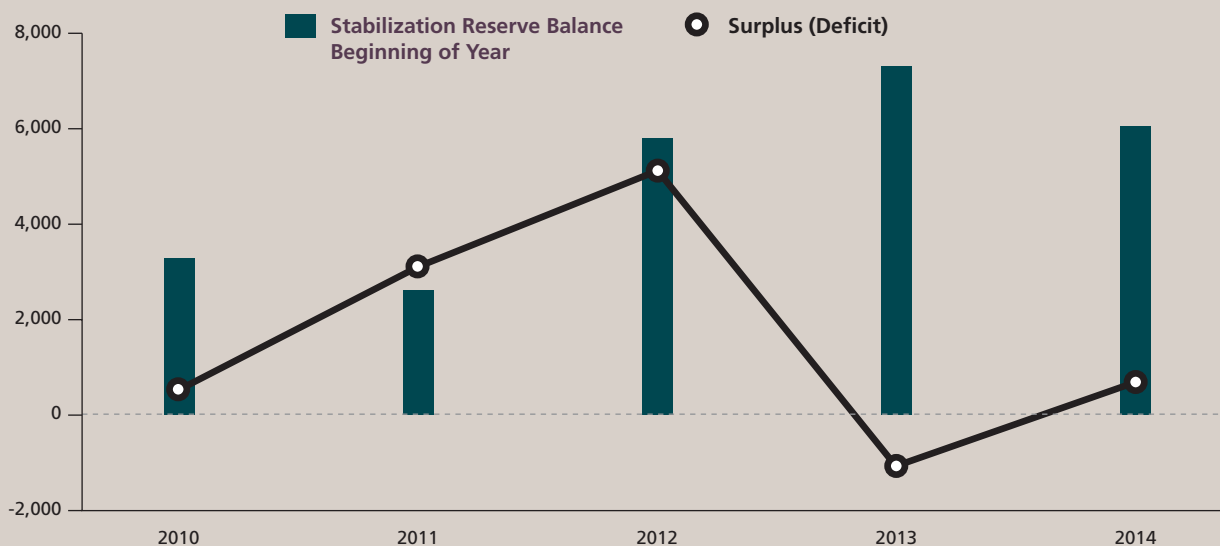
Including these increased service levels, the City was able to execute its budget as expected ending the year with a tax based operating surplus of \$553.0 thousand (as seen on Schedule 6). This surplus was achieved notwithstanding a \$2.277 million deficit in the Snow and Ice Management Program due to higher than normal annual snowfall, as well as a \$1.893 million deficit within Transit Operations due to decreased ridership. An overall deficit was mitigated through effective management, cost control measures and favourable returns on investments. The City maintains a healthy financial position as at December 31, 2014 with an overall accumulated surplus of \$3.456 billion and net financial assets of \$68.6 million.

The net surplus will be allocated to the City's Fiscal Stabilization Reserve which has a current balance of \$6.151 million, increasing to \$6.704 million after the transfer. Based on policy, the reserve has a targeted minimum balance equal to 5% of the current year's tax supported expenditures. For 2015, the reserve should be at \$9.45 million; however, after the 2014 allocation,

FINANCIAL DISCUSSION AND ANALYSIS

the reserve will be \$2.746 million short of its minimum balance. It is intended that over time, future surpluses and one-time revenues will bring the reserve back to its targeted level.

Stabilization Reserve Year End Balances



Financial Position

The City continued to strengthen its financial position as its net financial assets grew by \$15.8 million during 2014 to a balance of \$68.6 million as at December 31, 2014. The significant changes in financial assets and liabilities are discussed in the following sections. The primary components of the City's net financial assets balance are:

- › Investments - \$383 million
- › Term Debt - \$238 million
- › Deferred Revenue - \$107.6 million
- › Trade Accounts Receivable - \$111.2 million, and
- › Accounts Payable and Accrued Liabilities - \$130 million

Cash Position

The City's cash position comprises of cash and temporary investments and had balances of \$52.6 million and \$4.3 million at December 31, 2014 respectively.

The Consolidated Statement of Cash Flows summarized the sources and uses of cash in 2014. During the year, the City's cash position increased by \$19.8 million due to an additional \$354.1 million collected from operating activities and \$4.5 million in new debt offset by \$295.1 million in tangible capital asset purchases and \$43.7 million transferred into investments.

Accounts Receivable

Receivables include amounts owed to the City related to trade and other receivables, taxes and government transfers. The receivables balance of \$111.2 million decreased by \$44.1 million from 2013 largely due to \$20 million collected in Agreements for Sale. The remaining \$24.1 million variance is due to year-over-year variation in taxes, trade and other receivables relating to City operations.

Investments

All investments held by the City must comply with *The Cities Act* and Council Policy No. 12-009, Portfolio Management. The goal of the City's investment policy, as overseen by the Investment Committee, is to achieve the preservation of capital, maintain liquidity sufficient to meet ongoing financial requirements and to maximize return on investment.

FINANCIAL DISCUSSION AND ANALYSIS

Investments as at December 31, 2014 had a balance of \$383 million, which is a 12.9% increase over 2013 and consists primarily of corporate and government bonds with maturities between 2014 – 2024 and effective interest rates of 1.0% to 5.45%.

Debt

The City utilizes debt to finance capital projects as in accordance with the approved funding plans where other sources of financing are not readily available.

The City increased its debt marginally in 2014 to \$238 million, a \$4.5 million (1.91%) increase over 2013 due to an additional \$25 million borrowed in 2014 for various utility projects, offset by planned debt repayments. The outstanding debt of \$238 million is well within the City's approved debt limit of \$558 million as authorized by the Saskatchewan Municipal Board. The forecasted borrowing for the next five years is set to increase to a peak of near \$479 million in 2018. Most of this projected increase in project debt is from Public Private Partnerships (P3) such as the Civic Operations Centre, the North Commuter Parkway and Traffic Bridge Replacement projects.

Accounts Payable and Accrued Liabilities

The accounts payable and accrued liabilities balance of \$129.6 million at the end of 2014 decreased by \$14.5 million from 2013.

Included in accrued liabilities is \$6.4 million for the estimated total landfill closure and post closure care expenditures, an increase of \$1.1 million over 2013. The estimated liability for these expenditures is recognized as the landfill site's capacity is used and the reported liability represents the portion of the estimated total expenditures recognized as at December 31, 2014.

The remaining decrease of \$15.6 million is due to timing difference in payments of outstanding trade invoices compared to the prior year.

Deferred Revenue

Deferred revenue increased to \$107.6 million over the 2013 balance of \$99.6 million and is largely made up of development charges (\$73.5M), federal government transfers (\$19.6M) and other deferred revenue (\$14.5M).

These revenues are restricted until used for the purpose intended. The largest balance is in relation to development charges and relates to fees the City collects for arterial roads, community centres, parks and industrial parks from new developments.

Liquidity

The ratio of current assets to current liabilities is an indicator of the City's ability to meet its current obligations. Standard and Poor's indicated in its 2013 review of the City's liquidity that "Saskatoon has a very strong economy, very strong budgetary flexibility and strong financial management with exceptional liquidity and a debt burden rating of very low."

In 2014 the liquidity ratio (current assets divided by current liabilities) was 2.1 which is seen as very positive. A ratio of 1 means that the organization would have enough cash to pay its current liabilities.

Consolidated Statement of Operations

The Consolidated Statement of Operations reports on the revenues and expenditures for the fiscal year on a consolidated basis, including all the City's utilities, Boards, Police Commission, and the Saskatoon Public Library. The statement provides the changes that have impacted the accumulated surplus from the beginning to the end of the year and includes non-cash items such as amortization expense from the City's tangible capital assets.

The 2014 Consolidated Financial Statements report an excess of revenues over expenditures of \$134.9 million compared to \$117.9 million in 2013. While revenues were up by \$37.6 million, expenditures also increased by \$20.6 million. The most significant expenditure increase was in the Saskatoon Light & Power business line with an increase of \$10.1 million due to increased power consumption; this has a correlated increase in user fees revenue of \$22.1 million.

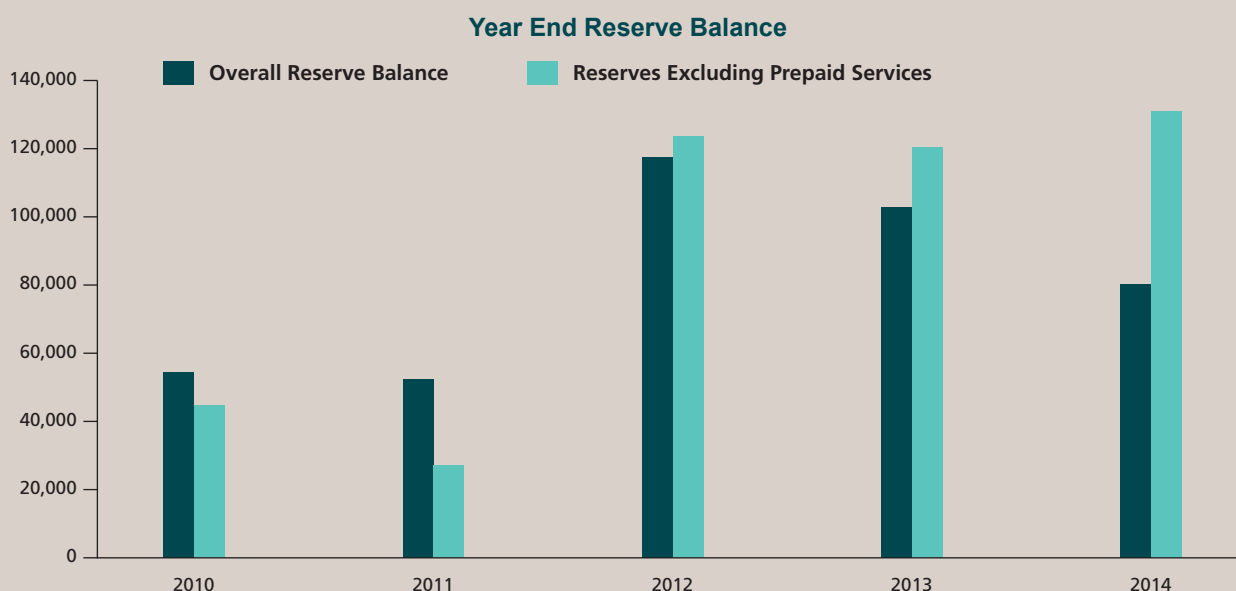
Overall, the City's accumulated surplus grew to \$3.456 billion, an increase of 6.20% over 2013. The accumulated surplus reflects the net economic resources that have been built up over time for the City and is the primary indicator of the financial resources the City has available to provide future services and consists of both cash and non-cash components. The majority of the accumulated surplus is invested in the City's Tangible Capital Assets (TCA). Non-financial assets, which are comprised primarily of TCA, were \$3.37 billion at December 31, 2014 while Net Financial Assets were \$68.6 million.

FINANCIAL DISCUSSION AND ANALYSIS

Reserves

The City maintains a Council approved Reserve for Future Expenditures Policy and The Capital Reserve Bylaw which directs the establishment and processes with respect to reserves. Initial establishment of reserves as well as transfers to and from reserves requires the approval of City Council.

In 2014, the City's reserve balances decreased by \$21.81 million to \$84.07 million. As increased capital spending and land development took place in 2014; this reduced the reserve balance, however, the reserves overall remain healthy.



The primary reason for the decrease is due to an additional \$31.8 million reduction in the Prepaid Services Reserve which is a fund that is used for trunk sewers, primary water mains, waste water lift stations and interchanges for new developments. These costs once incurred, will be fully recovered through future lot sales. Currently, the Prepaid Services Reserve has a deficit of \$47.4 million. Aside from this decrease, all other reserves increased a combined \$9.99 million in 2014.

Overall, the reserve balance has rebounded from the 2010 levels which were decreased due to the advancement of capital programs to match the federal and provincial programs that required municipal matching dollars. This advancement of funds allowed the City to participate in these programs by taking advantage of available funds from senior levels of government to build the necessary infrastructure. The plan to repay the reserves with the future year operating budget allocations was achieved in 2012 when the reserve balance was \$115.7 million up from the five-year low of \$53.8 million in 2010.

Tangible Capital Assets (TCA)

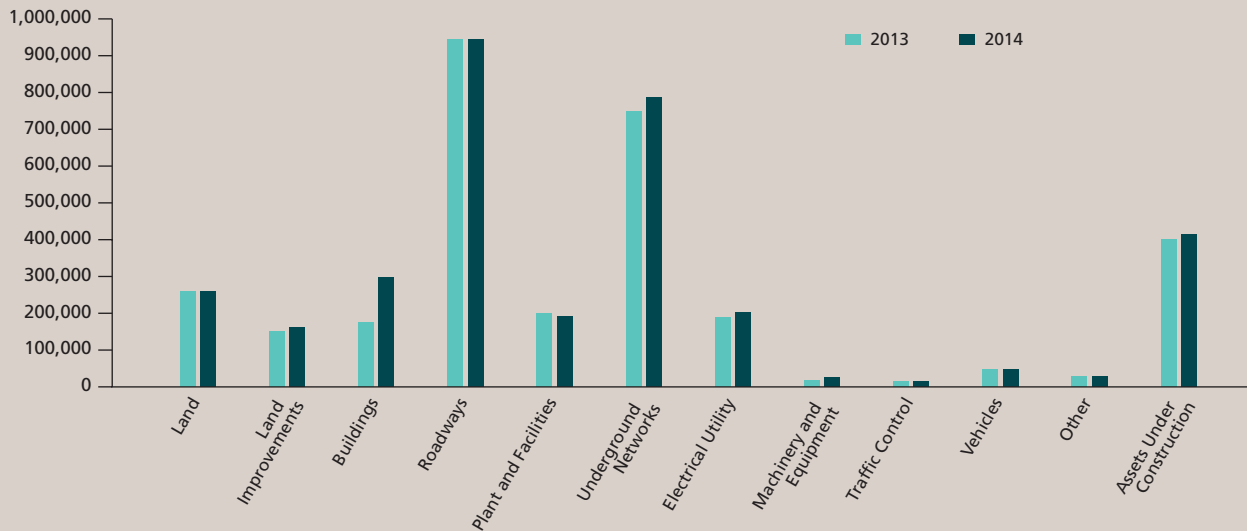
The City's total net book value of TCA rose by \$185.1 million in 2014. On an overall basis, some of the major projects related to the increase in TCA include:

- › Remai Modern Art Gallery;
- › neighbourhood developments including Kensington, Marquis Industrial, Rosewood and Evergreen;
- › Landfill Gas Energy Facility; and
- › various roadway projects including Marquis Arterial Road.

As seen in the following graph, the completion and capitalization of the new Saskatoon Police Headquarters as well as numerous utility and electrical capital projects contributed the most to the overall increase.

FINANCIAL DISCUSSION AND ANALYSIS

Total Tangible Capital Assets by Category



Roadways is the highest category of assets at a net book value of \$939.4 million followed by the Underground Network, such as water, sewer and storm sewer mains, at \$787.4 million. Assets under construction are \$421.6 million and include the Remai Modern Art Gallery, the Civic Operations Centre and several utility and land development projects.

Financial Control and Accountability

The City ensures strong financial management and accountability policies and practices are in place through a number of means. The Strategic Goal of Asset and Financial Sustainability is a key driver in this objective.

Strong Management and Fiscal Responsibility is one of the City's Leadership Commitments that drives the organization throughout the daily activities and the manner in which it works towards the Strategic Goals. This commitment along with the other Leadership Commitments enables the practice of strong financial controls and accountability that helps the City maintain its AAA credit rating.

Conclusion

Saskatoon continues to enjoy a strong economy and steady growth. With it come the opportunities and challenges to build new, and rehabilitate existing infrastructure that is needed as part of a growing community.

To address growth, "Growing Forward! Shaping Saskatoon" is a key initiative that will help guide investments to accommodate growth to half a million people. Saskatoon has a need for a new way of planning for the future to help navigate challenges associated with immense population growth. The resulting growth plan will ensure Saskatoon continues to be a great place to live by creating opportunities for wealth and prosperity, so everyone in the community benefits.

As part of the City's Strategic Goal of Asset and Financial Sustainability, the continued investment in the improvement to roads is one of the key strategies to address the condition of one of the largest components of the existing infrastructure. The result will be not only better road conditions, but an improved roadway network that will lead to more and better options for transportation that are practical for vehicles, buses, bikes, and pedestrians, and an optimal flow of people and goods around the city.

In February 2015, the City once again had its AAA/Stable credit rating affirmed by Standard and Poor's. The rating was based on the 2013 financial results that reflected "exceptional" liquidity, very low and managed debt levels, as well as the current financial and economic outlooks.

The City continues to develop a long-term financial plan to address these challenges that ensures financial sustainability as well as meeting the future needs of a growing city.

Kerry Tarasoff, FCPA, FCMA
CFO/General Manager, Asset & Financial Management Department

CONSOLIDATED FINANCIAL STATEMENTS

City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2014



The accompanying Consolidated Financial Statements and all other information contained in this Annual Report are the responsibility of management. The Consolidated Financial Statements have been prepared by management in accordance with Canadian Generally Accepted Accounting Principles (GAAP) for local governments established by the Public Sector Accounting Board (PSAB) of the Chartered Professional Accountants of Canada. The preparation of the statements necessarily includes some amounts which are based on the best estimates and judgements of management. Financial data elsewhere in the Annual Report is consistent with that of the financial statements.

To assist in its responsibility, management maintains accounting, budget and other controls to provide reasonable assurance that transactions are appropriately authorized and accurately recorded, that assets are properly accounted for and safeguarded and that financial records are reliable for the presentation of financial statements.

The Standing Policy Committee on Finance of the City of Saskatoon comprises six elected officials who are appointed annually. The Committee recommends the engagement of the Internal and External Auditors, approves the annual and long-term audit plans, and reviews the audit reports and the audited financial statements for presentation to City Council.

Deloitte LLP, Chartered Professional Accountants, the City's appointed external auditors, have audited the Consolidated Financial Statements. Their report to the Mayor and City Council, stating the scope of their examination and opinion on the Consolidated Financial Statements, follows.

Handwritten signature of Murray Totland in black ink.

Murray Totland, P. Eng., MBA
City Manager

Handwritten signature of Kerry Tarasoff in black ink.

Kerry Tarasoff, FCPA, FCMA
CFO/General Manager, Asset & Financial Management Department

September 1, 2015

INDEPENDENT AUDITOR'S REPORT

To His Worship the Mayor and City Council:

We have audited the accompanying consolidated financial statements of the City of Saskatoon, which comprise the consolidated statement of financial position as at December 31, 2014, and the consolidated statements of operations, changes in net financial assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the consolidated financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the consolidated financial statements present fairly, in all material respects, the financial position of the City of Saskatoon as at December 31, 2014 and the results of its operations, changes in net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.



Chartered Professional Accountants, Chartered Accountants

Chartered Licensed Accountants

September 1, 2015

Saskatoon, Saskatchewan

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at December 31, 2014 (in thousands of dollars)

	2014	2013
Financial Assets		
Cash and Cash Equivalents (Note 2)	\$ 56,934	\$ 37,147
Taxes Receivable (Note 3)	10,803	10,892
Accounts Receivable and User Charges (Note 3)	111,224	155,303
Loans Receivable (Note 4)	3,505	3,980
Land Inventory for Resale	5,560	5,920
Other Assets (Note 5)	6,919	7,363
Investments (Note 6)	383,006	339,318
Accrued Pension Asset (Note 8)	1,749	4,176
Total Financial Assets	579,700	564,099
Financial Liabilities		
Accounts Payable and Accrued Liabilities (Note 9)	129,550	144,059
Deferred Revenue (Note 10)	107,601	99,555
Term Debt (Note 11)	238,104	234,508
Employee Benefits Payable (Note 12)	35,812	33,162
Total Financial Liabilities	511,067	511,284
Total Net Financial Assets	68,633	52,815
Non-Financial Assets		
Prepaid Expenditures	2,676	2,859
Tangible Capital Assets (Note 18)	3,373,486	3,188,310
Inventory of Materials and Supplies	11,104	10,348
Total Non-Financial Assets	3,387,266	3,201,517
Accumulated Surplus (Note 19)	\$ 3,455,899	\$ 3,254,332

The accompanying notes are an integral part of these statements.

CONSOLIDATED STATEMENT OF OPERATIONS

For the Year Ended December 31, 2014 (in thousands of dollars)

	2014 Budget	2014	2013
Revenues			
Taxation (Note 7)	\$ 196,197	\$ 196,367	\$ 178,380
Grants-in-Lieu of Taxes (Note 7)	14,042	4,328	4,429
User Charges	356,952	360,813	338,675
Government Transfers (Note 13)	63,459	64,463	64,883
Investment Income	9,335	13,475	12,173
Contribution from Developers and Others	-	118,495	126,275
Other	43,264	44,701	40,218
Total Revenue	683,249	802,642	765,033
Expenses			
General Government	30,365	26,689	30,557
Transportation	145,909	149,303	145,911
Protection of Persons & Property	135,705	141,953	135,822
Recreation & Culture	67,480	103,213	94,222
Social & Family Services	3,956	4,398	6,032
Planning & Development	32,207	36,927	39,946
Saskatoon Light & Power	111,521	106,568	96,376
Environmental Health	129,644	91,518	92,230
Debt Servicing Costs	26,462	7,125	6,043
Total Expenses	683,249	667,694	647,139
Surplus of Revenues over Expenses before Other Capital Contributions	-	134,948	117,894
Other Capital Contributions			
Government Transfers (Note 13)	-	16,762	35,031
Contribution from Developers and Others	-	49,829	66,715
Federation of Canadian Municipalities Green Fund Grant	-	28	91
Total Other Capital Contributions	-	66,619	101,837
Surplus of Revenues over Expenses	-	201,567	219,731
Accumulated Surplus, Beginning of Year (Note 19)	3,254,332	3,254,332	3,034,601
Accumulated Surplus, End of Year (Note 19)	\$ 3,254,332	\$ 3,455,899	\$ 3,254,332

The accompanying notes are an integral part of these statements.

CONSOLIDATED STATEMENT OF CASH FLOWS

For the Year Ended December 31, 2014 (in thousands of dollars)

	2014	2013
Cash Flows from (used in) Operating Activities:		
Surplus of Revenues over Expenses	\$ 201,567	\$ 219,731
Changes in Non-Cash Items		
Taxes Receivable	89	(1,746)
Accounts Receivable and User Charges	44,079	(9,881)
Loan Receivable	475	258
Land Inventory for Resale	360	(1,248)
Other Assets	444	(1,787)
Accrued Pension Asset	2,427	10,650
Prepaid Expenditures	183	(343)
Inventory of Materials and Supplies	(756)	1,518
Accounts Payable and Accrued Liabilities	(14,509)	23,940
Deferred Revenue	8,046	8,907
Employee Benefits Payable	2,650	964
Amortization	109,965	101,845
Total Cash Flow from Operating Activities	355,020	352,808
Cash Flows used in Investing Activities:		
Net Increase in Investments	(43,688)	(39,960)
Total Cash used in Investing Activities	(43,688)	(39,960)
Cash Flows from (used in) Financing Activities:		
Proceeds from Term Debt	25,000	60,000
Term Debt Repaid	(21,404)	(22,617)
Total Cash Flow from Financing Activities	3,596	37,383
Cash Flow used for Capital:		
Acquisition of Tangible Capital Assets	(295,141)	(384,997)
Total Cash Flow used in Capital Activities	(295,141)	(384,997)
Net Increase (Decrease) in Cash and Cash Equivalents	19,787	(34,766)
Cash and Cash Equivalents at Beginning of Period	37,147	71,913
Cash and Cash Equivalents at End of Period	\$ 56,934	\$ 37,147

The accompanying notes are an integral part of these statements.

CONSOLIDATED STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

For the Year Ended December 31, 2014 (in thousands of dollars)

	2014	2013
Surplus of Revenues over Expenses	\$ 201,567	\$ 219,731
Net Acquisition of Tangible Capital Assets	(295,141)	(384,997)
Amortization of Tangible Capital Assets	109,965	101,845
Deficit from Capital Transactions	(185,176)	(283,152)
Net Change in Prepaid Expenses	183	(343)
Net Change in Inventory of Materials and Supplies	(756)	1,518
(Deficit) Surplus from Other Non-financial Expenditures	(573)	1,175
Increase (Decrease) in Net Financial Assets	15,818	(62,246)
Net Financial Assets, Beginning of Year	52,815	115,061
Net Financial Assets, End of Year	\$ 68,633	\$ 52,815

The accompanying notes are an integral part of these statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

1. Accounting Policies

The consolidated financial statements of the City of Saskatoon (the “City”) are prepared by management in accordance with Public Sector Accounting Standards (“PSAS”), as recommended by the Chartered Professional Accountants of Canada (“CPA Canada”). Significant aspects of the accounting policies adopted by the City are as follows:

a. Basis of Consolidation

i. Reporting Entity

The consolidated financial statements reflect the assets, liabilities, revenue, expenditures, and fund balances of the reporting entity. The reporting entity is comprised of all organizations and enterprises accountable for the administration of their financial affairs and resources to the City and which are owned or controlled by the City, namely:

- > General Revenue and Capital Funds
- > Board of Police Commissioners
- > Wastewater Utility
- > Storm Water Management Utility
- > Water Utility
- > Saskatoon Light & Power
- > Mendel Art Gallery
- > Centennial Auditorium (Operating as TCU Place)
- > Saskatchewan Place (Operating as SaskTel Centre)
- > Saskatoon Public Library
- > Reserve Funds

All interfund amounts have been eliminated through the consolidation. Schedule 6, and supporting Appendices 1 to 7, include only those revenues and expenditures reflected in the City’s annual Operating Budget, which is prepared to identify the City’s property tax requirements. Excluded from this Schedule are the operations of the Mendel Art Gallery, TCU Place, SaskTel Centre, Saskatoon Public Library, and the Sinking Fund.

The Saskatoon Public Library has an interest in the Saskatchewan Information & Library Consortium Services Inc. (“SILS”), which has been proportionately consolidated.

ii. Trust and Pension Funds

Trust funds (see Note 16) and pension funds and their related operations administered by the City are not reflected in the consolidated financial statements.

iii. Accounting for School Board Transactions

The taxation, other revenues, expenditures, assets, and liabilities with respect to the operations of the school boards, are not reflected in the municipal fund balances of these financial statements. Amounts due to/from school boards are reported on the Consolidated Statement of Financial Position as accounts payable/accounts receivable.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

1. Accounting Policies (continued)

b. Basis of Accounting

i. Revenues and Expenditures

Revenues are accounted for in the period in which the transactions or events occurred that gave rise to the revenues. Funds from development charges for services that have not yet been provided at the time the charges are collected are accounted for as deferred revenue until used for the purposes specified. Expenditures are accounted for in the period the goods and services are acquired and a liability is incurred or transfers are due. Budget information is presented on a basis consistent with that used for actual results. The budget was approved by City Council on December 4, 2013. Any Council-approved changes made to capital budgets throughout the fiscal year have been excluded from the 2014 budgeted amounts.

ii. Property Tax Revenue

Property tax revenue is based on assessments determined in accordance with Saskatchewan legislation and the formulas, principles and rules in the Saskatchewan Assessment Manual. Tax mill rates are established annually. Taxation revenues are recorded at the time tax billings are issued. Assessments are subject to appeal. A provision has been recorded in Accounts Payable and Accrued Liabilities for potential losses on assessment appeals outstanding as of December 31, 2014

iii. Cash and Cash Equivalents

Cash equivalents are short-term highly liquid investments that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

iv. Inventories of Materials and Supplies

Inventories of materials and supplies are valued at the lower of cost and net realizable value. Cost is determined using average costs.

v. Land Inventory for Resale

The City is one of the primary property developers in the municipality. Land inventory for resale is recorded at the lower of adjusted cost and net realizable value. Adjusted cost includes amounts for land acquisition and improvements to prepare the land for sale. Land is available for resale when approved for sale by the Land Bank Committee and when all municipal services have been completed.

vi. Investments

All investments are recorded at amortized cost using the effective interest rate method. Premiums and discounts are amortized over the life of the investment. Investment transactions are accounted for at the settlement date. Investment income is recorded on the accrual basis. When there has been a loss in a value of an investment that is other than temporary decline, the investment is written down to recognize the loss and the loss is recognized in the consolidated statement of operations.

vii. Government Transfers

Government transfers are recognized in the financial statements as revenues in the period in which events giving rise to the transfer occur, providing the transfers are authorized, eligibility criteria have been met, and reasonable estimates of the revenue amount can be made.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

1. Accounting Policies (continued)

b. Basis of Accounting (continued)

viii. Pension Amounts

The City of Saskatoon makes contributions to the General Superannuation, Part-Time and Seasonal Employee Superannuation, Police Superannuation, and Fire and Protective Services Department Superannuation Plans on behalf of its staff. All plans are defined benefit plans with the exception of the Part-Time and Seasonal Employee Plan, which is a defined contribution plan. Pension expense for the defined benefit plans are based on actuarially determined amounts. Pension expense for the defined contribution plan is based on the City's contributions.

ix. Use of Estimates

The preparation of consolidated financial statements in accordance with PSAS requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the consolidated financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates and may have an impact on future periods. Significant estimates include pension amounts, employee benefits payable, landfill liability, the amortization of tangible capital assets, and the allocation of costs associated with land development, including contributions from developers.

x. Segmented Reporting

Segmented information on the consolidated financial activities is presented on Schedule 4. It is based on capital and operating services for both utilities and the general City programs, plus information on the Saskatoon Public Library, Mendel Art Gallery, TCU Place, and SaskTel Centre.

xi. Tangible Capital Assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, construction, development, or betterment of the asset. The cost less residual value of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

- > Buildings 25 to 50 years
- > Plants and Facilities 20 to 50 years
- > Roadways 20 to 75 years
- > Underground Networks 50 to 75 years
- > Electrical Utility 10 to 45 years
- > Vehicles 4 to 30 years
- > Traffic Control 15 to 30 years
- > Machinery and Equipment 5 to 25 years
- > Land and Land Improvements 20 to indefinite years
- > Other: - Furniture and Fixtures 10 to 20 years
- Information and Communication 10 to 15 years

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

1. Accounting Policies (continued)

b. Basis of Accounting (continued)

xi. Tangible Capital Assets (continued)

A full year's amortization is charged in the year of acquisition and no amortization is charged in the year of disposal. Assets under construction are not amortized until the asset is available for use. Interest costs for the construction and development of tangible capital assets is not capitalized.

(a) Contribution of Tangible Capital Assets

Tangible capital assets received as contributions are recorded at their fair value at the date of receipt and are recorded as revenue.

(b) Leases

Leases are classified as capital or operating leases. Leases which transfer substantially all of the benefits and risk incidental to ownership of property are accounted for as capital leases. All other leases are accounted for as operating leases and the related lease payments are charged to expenses as incurred.

(c) Land Under Roads

Land under roads that is acquired other than by a purchase agreement is valued at a nominal cost.

(d) Cultural, Historical and Works of Art

The City manages and controls various works of art and non-operational historical and cultural assets including buildings, artifacts, paintings, and sculptures located at City sites and public display areas. These assets are not recorded as tangible capital assets and are expensed.

2. Cash and Cash Equivalents

	Cost		Market	
	2014	2013	2014	2013
Cash	\$ 52,618	\$ 32,753	\$ 52,618	\$ 32,753
Short Term Investments	4,316	4,394	4,316	4,394
Total	\$ 56,934	\$ 37,147	\$ 56,934	\$ 37,147

3. Receivables

It is the normal practice of the City to review its accounts receivable on a regular basis and write off any accounts which are considered to be uncollectable. A general allowance of \$958 (2013 - \$1,161) for uncollectable taxes is included in the balance of Taxes Receivable.

The City also calculates an allowance for uncollectable accounts relating to utility billings. For 2014 this amount is \$50 (2013 - \$179) and is included in Accounts Receivable and User Charges.

4. Loan Receivable

City Bylaw No. 8418 was approved by City Council in 2005 to authorize a 15 year loan in the amount of \$10,550 from the City to Saskatoon Soccer Centre Inc. for the construction of the North East Soccer Park, in Forest Park, in Saskatoon. The total annual payment under the loan is shared by Saskatoon Soccer Centre Inc. and the City resulting in an amount receivable from the Saskatoon Soccer Centre Inc. of \$7,037 and a deferred grant of \$3,513 that is amortized over the life of the loan payments. Interest is recognized as earned at 2.80 percent to 4.60 percent over the life of the loan. Security on the loan is by way of an assignment lease against the Henk Ruys Soccer Centre and the North East Soccer Park. The amount receivable and deferred grant as at the end of December 31, 2014 are \$3,306 (2013 - \$3,781).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

5. Other Assets

	2014	2013
Deferred Charges	\$ 6,639	\$ 7,057
Other Inventory for Resale	280	306
	\$ 6,919	\$ 7,363

6. Investments

	Cost		Market	
	2014	2013	2014	2013
Investments	\$ 383,006	\$ 339,318	\$ 395,126	\$ 347,365

Investments consist primarily of corporate and government bonds. Maturities are between 2014- 2024 with effective interest rates of 1.0 percent to 5.45 percent.

2014 Investments contain \$872 in restricted funds related to sinking funds accumulated to retire debt.

7. Net Taxes Available For Municipal Purposes

	2014	2013
Gross Taxation Revenue Collected	\$ 347,638	\$ 323,663
Taxes collected on Behalf of Others:		
Saskatoon School Division No. 13	(103,400)	(99,413)
St. Paul's Roman Catholic Separate School Division No. 20	(42,615)	(40,576)
Business Improvement Districts	(928)	(865)
Net taxes available for municipal purposes	\$ 200,695	\$ 182,809
Comprised of:		
Municipal	196,367	178,380
Grants-in-Lieu of Taxes	4,328	4,429
	\$ 200,695	\$ 182,809

The Education Act and *The Cities Act* set out the manner in which collection of taxes and trailer license fees are to be submitted to the School Boards and the Business Improvement Districts. As the City is acting as agent only for the collection of such taxes, these amounts are not reflected in the Schedule of Revenue and Expenditures, nor are the Assets, Liabilities, and Fund Balances of these Boards included in the consolidated financial statements.

8. Pension Plans

The City administers four employee pension plans - the General Superannuation Plan ("General Plan"), the Police Superannuation Plan ("Police Plan"), the Fire and Protective Services Department Superannuation Plan ("Fire Plan"), and the Part-Time and Seasonal Employee Superannuation Plan ("Seasonal Plan"). Combined, these plans provide pension benefits for all eligible staff of the City. General, Police, and Fire Plans are contributory defined benefit plans. The Seasonal Plan is a defined contribution plan. In all Plans, contributions are made by Plan members and the City as stipulated by pension agreements. The defined benefit plans provide for a benefit that is integrated with the Canada Pension Plan, and is based on years of contributory service times a percentage of average earnings as defined by each plan. The Part-Time and Seasonal Employee Superannuation Plan provides a benefit based on the annuity that can be purchased with the funds in an employee's account (i.e. a money purchase plan).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

8. Pension Plans (continued)

The accrued pension asset relates to the three main plans – the Police Plan, the Fire Plan, and the General Plan. The General Plan provides for partial inflation protection on benefits accrued to December 31, 2000. Fire and Police plans have provided for partial ad hoc indexing from time to time in the past when deemed affordable through plan surpluses. The latest increase for eligible retired members of the Fire Plan was granted January 1, 2008, for the Police Plan was granted July 1, 2010, and for the General Plan was granted January 1, 2011. In accordance with the latest filed valuation report as at December 31, 2013 for the General Plan and December 31, 2012 for the Fire and Police Plans, the average age of the 3,308 employees accruing service under the Plans is 43.27 years. There are five former employees who are entitled to temporary pension benefits. At present, the Plans provide benefits for 1,668 retirees and surviving spouses; benefit payments were \$59,080 in 2014.

Employees make contributions in accordance with the following: General Pension 8.2 percent of salary; Fire Pension 10.9 percent of salary; and Police Pension 9 percent of salary while the City contributes an equal amount. In 2014, employee contributions for current and past service was \$22,240 (2013 - \$19,214), and the City's contributions were \$21,730 (2013 - \$18,361). A separate pension fund is maintained for each Plan. Pension fund assets are invested entirely in marketable investments of organizations external to the City. The accrued pension asset at December 31 includes the following components:

	2014	2013
Accrued benefit obligation	\$ (1,123,862)	\$ (1,024,362)
Pension fund assets		
Marketable securities	1,076,683	989,185
	(47,179)	(35,177)
Unamortized actuarial losses	48,928	39,353
Accrued benefit asset	1,749	4,176
Net carrying value of accrued pension asset	\$ 1,749	\$ 4,176

Actuarial valuations for accounting purposes are performed at least triennially using the projected benefit method prorated on services. The most recent valuations were prepared by AON Consulting as at December 31, 2014 for the General Plan, December 31, 2013 for the Fire Plan, and December 31, 2012 for the Police Plan. There is a net unamortized actuarial loss to be amortized on a straight-line basis over the expected average remaining service life of the related employee groups applicable to each of the Plans of 14 years on average.

The actuarial valuations were based on a number of assumptions about future events, such as inflation rates, interest rates, wage and salary increases, and employee turnover and mortality. The assumptions used represent the City's best estimates.

The expected inflation rate is 2.5 percent for the three Plans. The discount rate used to determine the accrued benefit obligation is 6.7 percent for the General Plan, 6.60 percent for the Police Plan and 6.65 percent for the Fire Plan. The earnings increase rate is 3.5 percent for all three Plans.

Pension fund assets are valued using a market-related value which amortizes realized and unrealized gains and losses over a five-year period. The expected rate of return on General Plan assets is 6.7, 6.6 percent for the Police Plan assets and 6.65 percent for the Fire Plan assets. The actual rate of return on Plan assets in 2014 was 10.36 percent. The market value of assets at December 31, 2014 was \$1,170,292 (2013 - \$1,079,939).

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

8. Pension Plans (continued)

The total expenditures related to pensions in 2014 include the following components:

	2014	2013
Current period benefit cost	\$ 37,266	\$ 33,492
Less: Employee contributions	(22,240)	(19,214)
Amortization of actuarial loss	7,046	10,218
Pension expense excluding interest	22,072	24,496
Interest cost on the average accrued benefit obligation	69,351	66,179
Expected return on average pension plan assets	(67,241)	(61,664)
Pension interest expenditure	2,110	4,515
Total Pension Expense	\$ 24,182	\$ 29,011

9. Accounts Payable and Accrued Liability

Included in accrued liabilities is \$6,388 (2013 - \$5,307) for the estimated total landfill closure and post closure care expenditures. The estimated liability for these expenditures is recognized as the landfill site's capacity is used and the reported liability represents the portion of the estimated total expenditures recognized as at December 31, 2014, based on the cumulative capacity used at that date, compared to the total estimated landfill capacity. Estimated total expenditures represent the sum of the discounted future cash flows for closure and post closure care activities discounted at the City's average long-term borrowing rate of 3.85 percent. The expense recorded with respect to landfill closure liability is recorded in the Consolidated Statement of Operations.

Landfill closure and post closure care requirements have been defined in accordance with industry standards and include final covering and landscaping of the landfill, pumping of ground water and leachates from the site, and ongoing environmental monitoring, site inspection, and maintenance. The reported liability is based on estimates and assumptions with respect to events extending over a 35 year post-closure period using the best information available to management. Future events may result in significant changes to the estimated total expenditures, capacity used or total capacity and the estimated liability, and would be recognized prospectively, as a change in estimate, when applicable.

The estimated remaining capacity of the landfill is 61 percent (2013 - 62 percent) of its total estimated capacity and its estimated remaining life is 46 years (2013 - 45 years). The period for post closure care is estimated to be 35 years (2013 - 35 years).

The expected lifespan for the Landfill has been conservatively estimated on the basis of waste diversion rates rising slowly. With the introduction of residential curbside recycling in 2013 and the beginning of multi-unit recycling in 2014, the diversion rate is expected to eventually rise from the current level of 23% to about 30%. The expected tonnes of total recyclable material captured is lower than originally anticipated because the increase in curbside and multi-unit collection was accompanied by a decrease in recycling depot tonnage. The optimization strategy for the Landfill is based on the existing facility footprint. Should additional lands be annexed into the Landfill footprint, the lifespan would also increase.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

10. Deferred Revenue

	2014	2013
Development Charges	\$ 73,546	\$ 73,475
Federal Government Transfers	19,579	14,095
Ticket Sales and Other	14,476	11,985
	\$ 107,601	\$ 99,555

11. Term Debt

a. Debt

Year Repayable	2014	2013
2014	\$ -	\$ 21,405
2015	24,381	22,078
2016	22,634	20,304
2017	23,298	20,937
2018	24,002	21,602
2019	20,792	18,346
2020	17,389	14,890
2021	11,577	9,018
2022	11,934	9,309
2023	7,397	4,698
2024	5,875	3,097
2025	2,986	2,986
2026	3,078	3,078
2027	3,171	3,171
2028	3,267	3,267
2029	3,368	3,368
2030	3,469	3,469
2031	3,575	3,575
2032	911	910
2043	45,000	45,000
Total Debt	238,104	234,508
Sinking funds accumulated to retire debt	(872)	-
Net Debt	\$ 237,232	\$ 234,508

Interest rates range from 1.81 percent to 4.68 percent. All long-term debt instruments have been issued in Canadian Funds.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

11. Term Debt (continued)

b. Components of Debt:

	2014	2013
Royal Bank Bankers' Acceptance Loan - offering rate plus spread of 0.20%, revolves quarterly at progressively smaller amounts until October 2018 (offering rate at December 31, 2014 was 1.273%)	\$ 14,375	\$ -
Royal Bank Bankers' Acceptance Loan - offering rate plus spread of 0.30% revolves quarterly at progressively smaller amounts until February 9, 2032 (offering rate at December 31, 2014 was 1.279%)	49,246	51,593

c. Regulations

The regulations under *The Cities Act* require that individual debenture issue bylaws be submitted, reviewed, and approved by the Saskatchewan Municipal Board ("SMB") with the exception that an urban municipality with a population greater than 30,000 can apply to the SMB for a debt limit. The City's debt limit is \$558,000 as approved by the SMB. The total interest paid by the City for debt in 2014 was \$7,614.

12. Employee Benefits Payable

Vacation leave is credited to employees on a monthly basis based on contractual obligations. Such credits are accumulated from the period April 1 to March 31 and may not be taken in advance. Therefore, credits earned from April 1, 2014 to December 31, 2014 would normally be available to employees after April 1, 2015.

The City operates a number of Sick Leave Benefit Plans as stipulated within agreements with the various Unions and Associations of employees. These plans are based on the accumulation of sick leave credits to a specified maximum, or are guaranteed long-term disability plans. For those Unions with accumulated sick leave plans, the employee is entitled to a cash payment under specified circumstances, including retirements, based upon a formula stipulated in the union agreements.

Employee benefits payable are recorded as financial liabilities on the Consolidated Statement of Financial Position, offset by a reduction in fund balances. The total of these liabilities is as follows:

	2014	2013
Vacation leave accrual	\$ 20,566	\$ 18,504
Sick leave credits	15,246	14,658
	\$ 35,812	\$ 33,162

The City's liability for sick leave credits is an actuarially determined amount. Significant assumptions include: discount rate 3.00 percent; earnings increase rate 3.50 percent; and, inflation rate 3.50 percent.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

13. Government Transfers

Government transfer programs include operations funding received from Funding Agreements such as the Federal Gas Tax Revenue Transfer Program, the Urban Highway Connector Program, the Provincial Revenue Sharing Program, the Provincial and Federal Police funding programs as well as Transit and Library Funding Agreements. The use of these funds are restricted to eligible expenditures as identified in the funding agreement. Authorization and approval are required before the funds can be expended. The following transfers have been included in revenues:

	2014	2013
Operating Transfers		
Federal	\$ 8,802	\$ 8,565
Provincial	55,661	56,318
	64,463	64,883
Capital Transfers		
Federal	3,128	20,340
Provincial	13,634	14,691
	16,762	35,031
	\$ 81,225	\$ 99,914

14. Contingencies

a. Lawsuits

Various lawsuits and claims are pending by and against the City. Provisions have been made for any claims that are likely and the amount of the potential loss can be reasonably estimated. One significant potential claim, the Graham Flatiron Joint Venture related to the construction contract for the South Circle Drive Bridge, is too early in the process to assess the likelihood of loss. It is the opinion of management that final determination of any other claims will not materially affect the financial position of the City.

b. Contractual Obligations

The City has not entered into any long-term contractual obligations, the recognition of which would materially affect these financial statements.

15. Property Realized Reserve

The Property Realized Reserve, which is included on Schedule 3, is reported net of all withdrawals. This practice does not recognize the value of assets for property purchased but not yet sold, or repayable advances of funds. At December 31, 2014, the gross value of the Property Realized Reserve is estimated to be \$152,850 (2013 - \$129,527) itemized as follows:

	2014	2013
Gross Value of Reserve, December 31	\$ 152,850	\$ 109,527
Advances Repayable from Future Revenue Fund Provisions	(8,720)	(6,149)
Property Purchased from Reserve and not yet re-sold (at estimated cost)	(115,175)	(75,466)
Net Balance of Reserve, December 31	\$ 28,955	\$ 27,912

16. Trust Funds

The City administers two trust funds, the Cemetery Perpetual Care Fund and the Group Insurance Trust Fund. The reserve balances in these trusts are \$4,050 (2013 - \$3,801) and \$1,242 (2013 - \$1,097), respectively.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

17. Expenditures By Object

The following is a summary of the expenses reported on the Consolidated Statement of Operations by object of expenses:

	2014	2013
Wages and Benefits	\$ 266,776	\$ 280,437
Contracted and General Services	158,191	113,033
Heating, Lighting, Power, Water, and Telephone	96,332	91,426
Materials, Goods and Supplies	21,101	41,389
Finance Charges	6,493	7,103
Donations, Grants and Subsidies	8,835	11,905
Amortization	109,966	101,845
	\$ 667,694	\$ 647,138

18. Tangible Capital Assets

	Net Book Value	
	2014	2013
Land	\$ 264,768	\$ 262,921
Land Improvements	159,136	153,745
Buildings	294,203	185,770
Roadways	939,411	939,750
Plant and Facilities	194,966	199,462
Underground Networks	787,429	757,940
Electrical Utility	205,324	188,593
Machinery and Equipment	16,497	14,128
Traffic Control	9,212	9,191
Vehicles	57,375	55,630
Other	23,543	22,085
	2,951,864	2,789,215
Assets under Construction	421,622	399,095
	\$ 3,373,486	\$ 3,188,310

For additional information, see the Consolidated Schedule of Tangible Capital Assets (Schedule 5). Contributed assets totaled \$16,634 (2013 - \$43,848) and were capitalized at their fair value at the time of receipt.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the Year Ended December 31, 2014 (in thousands of dollars)

19. Accumulated Surplus

	2014	2013
Fund Balances		
Funds to offset taxation or user charges in future years (Schedule 1)	\$ (24,496)	\$ (30,019)
Unexpended capital financing (Schedule 2)	130,085	114,753
Reserves (Schedule 3)	84,070	105,883
	189,659	190,617
Net Investment in Tangible Capital Assets		
Tangible Capital Assets	3,373,486	3,188,310
Capital outlay financed by long-term liabilities to be recovered in future years (Note 1b(iv))	(91,998)	(107,922)
Capital outlay financed by internal investments	(15,248)	(16,673)
	3,266,240	3,063,715
Total Accumulated Surplus	\$ 3,455,899	\$ 3,254,332

20. New Standards Not Yet Adopted

A number of new standards and amendments which may impact the City are not yet effective for the year ended December 31, 2014, and have not been applied in preparing these consolidated financial statements. In particular, PS 3260 Liability for Contaminated Sites is effective for financial statements on or after April 1, 2014. In addition, the following new standards and amendments to standards are effective for financial statements on or after April 1, 2016:

- > PS 1201, Financial Statement Presentation
- > PS 2601, Financial Currency Translation
- > PS 3041, Portfolio Investments
- > PS 3450, Financial Instruments

The extent of the impact on adoption of these standards is not known at this time.

SCHEDULE 1 - SCHEDULE OF FUNDS TO OFFSET TAXATION OR USER CHARGES IN FUTURE YEARS

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014	2013
Balance, Beginning of Year	\$ (30,019)	\$ (12,048)
Transfer from (to) Revenue Stabilization Reserve	3,442	(5,075)
Increase in Employee Benefit Payables	(2,650)	(964)
Decrease in Accrued Pension Asset	(2,427)	(10,650)
Increase in Landfill Closure/Post Closure Care Liability	(1,080)	1,577
Increase in accrued term debt principal	7,685	583
Surplus (Deficit) for the Year (Schedule 6)	553	(3,442)
Balance, End of Year	\$ (24,496)	\$ (30,019)

SCHEDULE 2 - SCHEDULE OF CAPITAL OPERATIONS

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
Source of funds			
Province of Saskatchewan	\$ 12,667	\$ 165	\$ 9,509
Provincial Building Communities Program	-	2,274	279
Urban Highway Connector Program	-	473	45
Government of Canada	31,375	16	-
Federal Transit Funding Program	5,770	3,510	618
Federal Gateway and Border Crossings	197	2,961	8,224
Building Canada Fund (FED)	465	6,673	11,349
Building Canada Fund (PROV)	465	529	4,858
FCM Green Fund Grant	-	28	91
Western Economic Diversification	-	130	-
Taxation	-	4,543	4,211
Utility Contribution	1,309	8,061	8,189
Borrowing	83,890	-	-
Contributions from Developers Benefitting Property Owners and Other Users	17,506	41,432	14,502
Appropriations			
Operating Surplus	2,004	-	-
Reserves	251,083	251,083	286,279
Library Capital Reserve	100	-	-
	406,831	321,878	348,154
Expenditures			
General Government	144,600	7,895	17,996
Protection of Persons and Property	3,500	4,949	43,743
Transportation	112,061	112,061	132,371
Environmental Health	68,278	85,068	88,640
Social & Family Services	300	(540)	(1,952)
Planning & Development	49,223	34,932	54,736
Recreation & Culture	5,700	44,174	24,890
Saskatoon Light & Power Expansion and Replacements	23,069	18,007	19,292
Library	100	-	-
	406,831	306,546	379,716
Increase in Unexpended Capital Financing	-	15,332	(31,562)
Unexpended Capital Financing, Beginning of Year	-	114,753	146,315
Unexpended Capital Financing, End of Year	\$ -	\$ 130,085	\$ 114,753

SCHEDULE 3 - SCHEDULE OF RESERVES

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014	2013
Replacement		
Albert Community Centre	\$ 7	\$ 6
Automated Garbage Containers	(134)	(461)
Access Transit	49	(161)
Boards:		
TCU Place	1,352	1,027
Saskatoon Public Library	3,791	3,725
Mendel Art Gallery	44	168
SaskTel Centre	407	453
Buildings and Grounds Equipment	130	73
Bus Replacement	201	1,059
Civic Radio Reserve	80	80
Civic Vehicles and Equipment	1,027	798
Computer Equipment	301	450
Fire Apparatus	873	807
Fire Equipment	57	335
Grounds Maintenance Equip Acquisition	96	157
Infrastructure Replacement:		
Parks	(2,340)	(1,951)
Storm Water Management	1,433	946
Surface Improvements	419	473
Water and Sewer Replacement	(15,511)	(14,614)
Landfill	(3,931)	(5,427)
Leisure Service Equipment	687	493
Paved Roadways Infrastructure	39	-
Photocopy Machine	282	595
Police - Vehicle/Radio	779	831
Radio Trunking	281	338
Saskatoon Light & Power	8,126	7,098
Wastewater Collection/Treatment	249	62
Water Utility	1,005	216
Weigh Scales	181	181
Balance, End of Year	\$ (20)	\$ (2,243)

(continued on next page)

SCHEDULE 3 - SCHEDULE OF RESERVES (CONTINUED)

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014	2013
Future Expenditures		
Animal Services	\$ 168	\$ 138
Animal Trading - Zoo	65	62
Active Transportation Reserve	8	-
Affordable Housing - Operating	1,019	1,963
Arbor Creek Parks	191	198
Boards:		
TCU Place	4,934	3,313
Saskatoon Public Library	20,582	18,094
Mendel Art Gallery	4,980	8,802
SaskTel Centre	4,871	4,688
Bridge Major Repairs	3,047	380
Building Permits/Inspections	6,042	5,601
Campsite	387	281
Cemetery	270	216
Civic Buildings Comprehensive Maintenance	1,665	530
Civic Hospitality	152	134
Community Support Grant	187	195
Corporate Capital	544	198
Corporate Information Systems Development	567	492
Cosmo Stabilization	30	60
Cultural Capital	49	2
Dedicated Lands	3,027	1,249
Dedicated Roadways	1,012	812
Downtown Housing	518	651
Errors and Omissions	591	497
Facade Conservation and Enhancement	84	50
Fire Department Uniforms	243	230
Fiscal Stabilization	6,151	7,268
Forestry Farm	169	181
Fuel Stabilization	1,325	1,000
General Voting	156	86
Golf Course Capital	647	461
Golf Course Stabilization	200	200
Heritage Fund	229	220
Holiday Park Golf Course Development	877	770
Idylwyld Drive Maintenance	936	917
Insurance Deductible	2,175	1,635
Interest Stabilization	2,029	2,003
Lakeridge Ponding	57	57
Land Bank	(22,823)	(20,809)
Land Operations	2,725	3,199
Neighbourhood Park Enhancement	304	348

(continued on next page)

SCHEDULE 3 - SCHEDULE OF RESERVES (CONTINUED)

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014	2013
Parking Facilities	\$ 788	\$ 897
Parks Grounds Maintenance Stabilization	400	-
Pest Control	41	68
Police Equipment	224	46
Police Facilities Major Repair	430	430
Planning Levy	731	803
Prepaid Services	(47,418)	(15,571)
Property Realized	28,955	27,912
Public Works Building	73	63
Recycling Utility Stabilization	247	-
Reserve for Capital Expenditures	804	3,760
River Landing Capital	153	120
S'toon Minor Football Field Stabilization	65	-
Saskatoon Light & Power Distribution Extension	(4,975)	(6,331)
Saskatoon Light & Power Revenue Stabilization	932	-
Saskatoon Soccer Capital	871	647
SIGI Reserve (Saskatchewan Infrastructure Growth Initiative)	-	22
Sign Shop Equipment Acquisition	158	99
Snow & Ice Contingency	489	2,025
Snow & Ice Equip Acquisition	152	267
Special Events	1,235	815
Sports Participation	84	79
Storm Water Management Utility Stabilization	1,100	1,376
Streetscape	2,658	4,733
Street Cleaning/Sweeping Acquisition	104	77
Sundry	27,194	27,879
Traffic Noise Attenuation	900	372
Traffic Safety	801	170
Transit Capital	(5)	(46)
Transportation Infrastructure Expansion	(254)	(2,084)
Transit Stabilization	-	88
Vehicle and Equipment	3,627	1,968
Warranty	2,136	1,266
Wastewater Collection/Treatment Capital	4,041	4,664
Water and Wastewater Utility Stabilization	6,800	4,634
Water Capital Projects	159	256
Weather	-	250
Balance, End of Year	84,090	108,126
Total Reserves, End of Year	\$ 84,070	\$ 105,883

SCHEDULE 4 - SCHEDULE OF FINANCIAL ACTIVITIES BY SEGMENT For the Year Ended December 31, 2014 (in thousands of dollars)
Unaudited

	General Operating	Utility Operating	General Capital	Utility Capital	Library	Mendel	TCU Place	SaskTel Centre	Consolidation Adjustments	2014
Revenues										
Taxation	\$ 178,318	\$ -	\$ 4,543	\$ -	\$ 18,049	\$ -	\$ -	\$ -	\$ (4,543)	\$ 196,367
Grants-in-Lieu	33,135	-	-	-	-	-	-	-	(28,807)	4,328
User Charges	81,755	269,875	-	-	294	564	11,328	22,431	(25,434)	360,813
FCM Green Fund Grant	28	-	-	-	-	-	-	-	-	28
Government Transfers	62,879	-	13,403	3,329	701	913	-	-	-	81,225
Investment Income	10,342	-	-	-	-	-	62	153	2,918	13,475
Contribution from Developers	-	-	41,868	2,271	-	-	-	-	124,185	168,324
Other	48,343	-	-	-	238	-	-	-	(3,880)	44,701
From Reserves	-	-	216,248	34,835	-	-	-	-	(251,083)	-
Utility Contribution	-	-	-	8,061	-	-	-	-	(8,061)	-
Total Revenues	414,800	269,875	276,062	48,496	19,282	1,477	11,390	22,584	(194,705)	869,261
Expenses										
General Government	61,477	-	7,945	-	-	-	-	-	(42,733)	26,689
Protection of Persons and Property	141,316	-	4,981	-	-	-	-	-	(4,344)	141,953
Transportation	84,595	5,413	112,781	539	-	-	-	-	(54,025)	149,303
Environmental Health	16,075	104,959	39,967	45,641	-	-	-	-	(115,124)	91,518
Social & Family Services	4,266	-	(540)	-	-	-	-	-	672	4,398
Planning & Development	31,609	-	35,103	-	-	-	-	-	(29,785)	36,927
Recreation & Culture	43,803	-	45,895	-	19,398	9,969	12,032	22,313	(50,197)	103,213
Saskatoon Light & Power	1	151,133	3,018	15,104	-	-	-	-	(62,688)	106,568
Debt Servicing Costs	12,557	1,731	-	-	-	-	-	-	(7,163)	7,125
Total Expenses	395,699	263,236	249,150	61,284	19,398	9,969	12,032	22,313	(365,387)	667,694
Surplus/(Deficit) of Revenues over Expenses	\$ 19,101	\$ 6,639	\$ 26,912	\$ (12,788)	\$ (116)	\$ (8,492)	\$ (642)	\$ 271	\$ 170,682	\$ 201,567

SCHEDULE 4 - SCHEDULE OF FINANCIAL ACTIVITIES BY SEGMENT For the Year Ended December 31, 2013 (in thousands of dollars)
Unaudited

	General Operating	Utility Operating	General Capital	Utility Capital	Library	Mendel	TCU Place	Credit Union Centre	Consolidation Adjustments	2013
Revenues										
Taxation	\$ 161,209	\$ -	\$ 4,211	\$ -	\$ 17,171	\$ -	\$ -	\$ -	\$ (4,211)	\$ 178,380
Grants-in-Lieu	30,921	-	-	-	-	-	-	-	(26,492)	4,429
User Charges	82,797	249,110	-	-	318	539	11,720	20,089	(25,898)	338,675
FCM Green Fund Grant	-	-	-	91	-	-	-	-	-	91
Government Transfers	63,613	-	20,340	14,691	701	561	-	-	8	99,914
Investment Income	8,913	-	-	-	-	-	76	71	3,113	12,173
Contribution from Developers	-	-	13,696	2,053	-	-	-	-	175,210	192,990
Other	44,134	-	-	-	235	-	-	50	(4,201)	40,218
From Reserves	-	-	246,264	40,015	-	-	-	-	(286,279)	-
Utility Contribution	-	-	-	8,189	-	-	-	-	(8,189)	-
Total Revenues	391,587	249,110	284,511	65,039	18,425	1,100	11,796	20,210	(176,939)	866,870
Expenses										
General Government	57,128	-	18,145	-	-	-	-	-	(44,717)	30,557
Protection of Persons and Property	139,023	-	44,105	-	-	-	-	-	(47,306)	135,822
Transportation	84,354	4,931	133,272	194	-	-	-	-	(76,840)	145,911
Environmental Health	12,195	97,083	30,316	59,056	-	-	-	-	(106,421)	92,230
Social & Family Services	3,986	-	(1,952)	-	-	-	-	-	3,998	6,032
Planning & Development	29,976	-	55,189	-	-	-	-	-	(60,204)	39,946
Recreation & Culture	45,833	-	26,980	-	18,544	3,788	12,399	20,046	(18,383)	94,222
Saskatoon Light & Power	2	140,841	4,666	14,785	-	-	-	-	(63,918)	96,376
Debt Servicing Costs	10,185	1,586	-	-	-	-	-	-	(5,728)	6,043
Total Expenses	382,682	244,441	310,721	74,035	18,544	3,788	12,399	20,046	(419,519)	647,139
Surplus/(Deficit) of Revenues over Expenses	\$ 8,905	\$ 4,669	\$ (26,210)	\$ (8,996)	\$ (119)	\$ (2,688)	\$ (603)	\$ 164	\$ 242,580	\$ 219,731

SCHEDULE 5 - CONSOLIDATED SCHEDULE OF TANGIBLE CAPITAL ASSETS

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	Cost				Accumulated Amortization				Net Book Value		
	Opening Balance	Additions	Disposals	Adjustments	Balance End of Year	Accumulated Amortization Beginning of Year	Accumulated Amortization on Disposals	Amortization End of Year	Accumulated Amortization End of Year	Tangible Capital Assets End of Year	
										2014	2013
Land	\$ 262,921	\$ 11,114	\$ 2,900	\$ (12,167)	\$ 264,768	\$ -	\$ -	\$ -	\$ -	\$ 264,768	\$ 262,921
Land Improvements	265,330	18,674	-	(2,433)	281,571	111,585	-	10,850	122,435	159,136	153,745
Buildings	287,846	116,414	-	(1)	404,259	102,076	-	7,981	110,057	294,202	185,770
Roadways	1,473,826	53,188	-	(6,120)	1,520,894	534,076	-	47,406	581,482	939,412	939,750
Plant and Facilities	279,570	3,490	-	(1,306)	281,754	80,108	-	6,679	86,787	194,967	199,462
Underground Networks	1,038,068	43,903	-	(12)	1,081,959	280,128	-	14,402	294,530	787,429	757,940
Electrical Utility	325,428	26,300	(183)	-	351,544	136,835	140	9,525	146,220	205,324	188,593
Machinery and Equipment - Cost	25,641	4,184	(53)	-	29,772	11,513	5	1,768	13,276	16,496	14,128
Traffic Control	19,327	678	-	-	20,005	10,136	-	657	10,793	9,212	9,191
Vehicles	131,727	9,623	(3,547)	1	137,804	76,097	3,010	7,343	80,429	57,375	55,630
Other Property, Plant and Equipment	87,664	4,817	-	(5)	92,476	65,579	-	3,354	68,933	23,543	22,085
Assets under Construction	399,095	27,749	-	(5,222)	421,622	-	-	-	-	421,622	399,095
Total	\$4,596,443	\$ 320,134	\$ (883)	\$ (27,265)	\$4,888,428	\$1,408,133	\$ 3,155	\$ 109,965	\$1,514,942	\$3,373,486	\$3,188,310

SCHEDULE 6 - SCHEDULE OF REVENUES AND EXPENDITURES

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
Revenues			
Taxation	\$ 178,347	\$ 178,318	\$ 161,177
Grants-in-Lieu of Taxes	32,836	33,135	30,921
General Revenues	78,033	83,977	78,957
User Fees	52,833	48,847	49,768
Transfers from Other Gov't (Grants)	62,808	62,878	63,613
Land Administration Fee	6,988	7,024	7,119
Total Revenues for the Year (Appendix 1)	411,845	414,179	391,555
Expenditures			
Community Support	14,618	14,777	14,235
Corporate Asset Management	2,474	7,145	8,064
Environmental Health	18,480	18,456	17,738
Corporate Governance & Finance	91,849	80,572	63,229
Land Development	6,935	7,024	7,119
Fire Services	42,502	43,944	43,706
Recreation & Culture	51,855	51,508	49,143
Police	81,211	85,038	79,429
Transportation	89,161	93,154	98,879
Urban Planning & Development	11,564	10,843	12,370
Taxation	1,196	1,165	1,085
Total Expenditures for the Year (Appendix 2)	411,845	413,626	394,997
Surplus (Deficit)	\$ -	\$ 553	\$ (3,442)

APPENDIX 1 - SCHEDULE OF REVENUES

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
Taxation			
Property Levy	\$ 177,834	\$ 177,945	\$ 160,812
Municipal Services Agreement	195	204	193
Trailer Occupancy	176	95	102
Amusement	142	74	70
	178,347	178,318	161,177
Grants-in-Lieu of Taxes			
Senior Governments and Agencies	4,450	4,779	4,438
Own Utilites - Saskatoon Light & Power	28,149	20,202	18,881
Own Utilities-Water	-	4,505	4,301
Own Utilites-Wastewater	-	3,371	3,105
Land Bank Program	237	278	196
	32,836	33,135	30,921
General Revenues			
R.M. of Corman Park	75	75	75
Provincial Government	1,071	941	1,021
Licence and Permits	8,824	8,293	8,853
Fines and Penalties	8,772	9,610	9,644
Automated Enforcement Fines	1,727	2,847	1,170
Property Rentals	2,392	2,917	1,973
Franchise Fees	18,963	20,957	19,224
Interest Earnings	9,335	10,342	8,913
Tax Penalties	1,250	1,619	1,546
Other Revenue	180	469	355
Utility Return on Investment	23,410	23,860	23,761
Administration Recovery	2,024	2,024	2,149
Soccer Centre Tax Agreement & Other Grant	10	23	23
Land Bank Distribution	-	-	250
	\$ 78,033	\$ 83,977	\$ 78,957

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APPENDIX 1 - SCHEDULE OF REVENUES (CONTINUED)

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
User Fees			
Legal Fees	\$ 222	\$ 229	\$ 233
Tax Searches and Enforcement	203	219	211
Police	1,180	1,748	1,561
Fire	159	261	200
Engineering	802	759	757
Parking	5,603	5,756	5,690
Solid Waste Management	7,020	6,095	5,794
Environmental Protection	824	114	301
Transportation	245	231	223
Cemetery	1,150	1,123	1,032
Planning	340	253	302
Tourist Campsite	553	590	553
Forestry Farm Park	769	896	858
Albert Community Centre	113	179	181
Marr Residence	1	-	-
Swimming Pools	419	418	396
Golf Courses	3,737	3,525	3,513
Skating Rinks	2,026	2,026	2,019
Rentals	5,749	5,788	5,515
Programming	6,402	6,008	5,805
Ball Fields	30	-	36
Outdoor Sports Fields	504	415	351
Transit	14,639	11,858	13,928
River Landing	143	356	309
	52,833	48,847	49,768
Transfers from Other Gov't (Grants)			
Transfers from Other Gov't (Grants)	62,808	62,878	63,613
	62,808	62,878	63,613
Land Administration			
Land Administration Fee	6,988	7,024	7,119
	6,988	7,024	7,119
Total Revenues	\$ 411,845	\$ 414,179	\$ 391,555

APPENDIX 2 - SCHEDULE OF EXPENDITURES

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
Community Support			
Community Development	\$ 3,228	\$ 3,216	\$ 3,043
Community Investments & Supports	8,574	8,835	8,412
Animal Control	1,357	1,259	1,317
Cemeteries	1,459	1,467	1,463
	14,618	14,777	14,235
Corporate Asset Management			
Vehicle & Equipment Services	-	-	(325)
Civic Facilities	2,474	7,145	8,389
	2,474	7,145	8,064
Environmental Health			
Environmental Program	1,089	332	712
Waste Collection and Disposal	12,522	13,386	12,409
Waste Minimization	705	705	705
Urban Forestry	3,352	3,260	3,146
Pest Management	812	773	766
	18,480	18,456	17,738
Corporate Governance & Finance			
Legislative	1,493	1,300	1,262
City Manager's Office	633	654	1,564
City Clerk's Office	2,200	2,117	2,034
City Solicitor's Office	1,999	2,097	1,989
Financial Services	3,829	3,831	3,538
Revenue Services	1,826	1,826	1,810
Assessment	3,551	3,280	3,272
Corporate Support	14,249	14,249	14,454
General Services	56,389	44,364	30,177
City-Owned Property	2,379	2,258	147
Fines & Penalties	3,301	4,596	2,982
	91,849	80,572	63,229
Land Development			
Land Development	6,935	7,024	7,119
	\$ 6,935	\$ 7,024	\$ 7,119

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APPENDIX 2 - SCHEDULE OF EXPENDITURES (CONTINUED)

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
Fire Services			
Fire	\$ 42,141	\$ 43,539	\$ 43,313
Emergency Measures	361	405	393
	42,502	43,944	43,706
Policing			
Police	81,211	85,038	79,429
	81,211	85,038	79,429
Recreation & Culture			
Spectator Ballfields	136	126	146
Marketing Services	530	569	568
Community Partnerships	250	312	227
Forestry Farm Park	2,331	2,396	2,332
Golf Courses	3,626	3,525	3,514
Gordon Howe Campsite	550	591	552
Indoor Rinks	2,311	2,240	2,155
Kinsmen Park	41	46	46
Outdoor Pools	1,151	1,117	1,017
Outdoor Sports Fields	863	816	783
Parks Maintenance & Design	13,248	12,783	11,905
Playground & Recreation Areas	860	820	812
Program Research & Design	204	218	190
Rec/Competitive Facilities - Program	9,858	9,975	9,389
Rec/Competitive Facilities - Rentals	9,657	9,736	9,508
Targeted Programming	588	570	541
Albert Community Centre	238	233	236
Credit Union Centre	499	499	459
Marr Residence	21	21	26
Mendel Art Gallery	3,069	3,069	2,777
River Landing	334	356	478
TCU Place	1,490	1,490	1,482
	\$ 51,855	\$ 51,508	\$ 49,143

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APPENDIX 2 - SCHEDULE OF EXPENDITURES (CONTINUED)

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
Transportation			
Transit	\$ 37,852	\$ 37,294	\$ 36,597
Access Transit	4,335	4,613	4,491
Transportation Services	6,797	7,418	6,663
Road Maintenance	10,543	10,543	20,183
Snow & Ice Management	10,548	13,085	13,501
Street Cleaning/Sweeping	3,065	4,114	2,972
Bridges, Subways, Overpasses	4,149	4,083	3,719
Street Lighting	5,650	5,862	5,974
Parking	4,812	4,812	3,264
Engineering	611	611	805
Impound Lot	799	719	710
	89,161	93,154	98,879
Urban Planning & Development			
Affordable Housing	422	358	404
Building Permits & Standards	6,472	6,108	6,744
Business Improvement Districts	108	108	108
Business Licenses & Bylaw Enforcement	1,314	1,296	1,231
Development Review	1,164	1,111	1,057
Future Growth	1,113	942	445
Neighborhood Planning	525	512	495
Research & Mapping	430	392	387
Urban Design	16	16	1,499
	11,564	10,843	12,370
Taxation			
Other Levies	1,115	1,084	1,004
Tax Loss Compensation	81	81	81
	1,196	1,165	1,085
Total Expenditures	\$ 411,845	\$ 413,626	\$ 394,997

APPENDIX 3 - WATER UTILITY STATEMENT OF REVENUES AND EXPENDITURES

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
Revenues			
Metered	\$ 50,773	\$ 50,035	\$ 47,833
Infrastructure Levy	7,169	7,106	5,930
Miscellaneous	136	297	289
Fire Protection Charge	682	682	648
Late Payment Penalties	152	139	168
	58,912	58,259	54,868
Expenditures			
General	8,923	9,257	7,941
Laboratory	-	(99)	531
Treatment and Pumping	10,566	9,098	9,210
Buildings and Grounds	954	799	646
Meters	1,514	1,453	1,415
Watermains	7,200	8,559	6,800
Hydrants	1,310	584	734
Services	2,312	2,668	2,398
Contribution to Capital Reserves	14,504	14,433	11,345
Debt Charges	11,629	11,841	11,191
	58,912	58,593	52,211
Deficit Before Transfer from Reserve	-	(334)	2,657
Transfer from Stabilization Reserve	-	334	\$ (2,657)
Surplus/Deficit	\$ -	\$ -	\$ -

APPENDIX 4 - WASTEWATER UTILITY STATEMENT OF REVENUES AND EXPENDITURES

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
Revenues			
Metered	\$ 36,716	\$ 36,114	\$ 33,437
Infrastructure Levy	9,900	9,813	8,189
Late Payment Penalties	100	93	112
Miscellaneous	974	1,620	1,308
Flood Protection Levy	3,300	3,769	3,697
	50,990	51,409	46,743
Expenditures			
General	6,756	6,483	5,485
Laboratory	-	(20)	578
Lift Stations	1,289	1,763	1,462
Pollution Control Plant	7,445	7,057	6,320
Sludge Handling and Disposal	1,956	1,591	1,606
Sewer Engineering	417	304	349
Sewer Inspections	609	315	316
Sewer Maintenance	4,238	3,581	2,633
Service Connections	2,380	1,703	2,068
Contribution to Capital Reserves	19,562	19,937	17,206
Debt Charges	6,338	6,195	5,038
	50,990	48,909	43,061
Surplus Before Transfer to Reserve	-	2,500	3,682
Transfer to Stabilization Reserve	-	(2,500)	(3,682)
Surplus/Deficit	\$ -	\$ -	\$ -

APPENDIX 5 - STORM WATER MANAGEMENT UTILITY STATEMENT OF REVENUES AND EXPENDITURES

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
Revenues			
Metered	\$ 6,056	\$ 5,369	\$ 5,044
Late Payment Penalties	10	9	11
	6,066	5,378	5,055
Expenditures			
General	233	229	190
Storm Sewer Engineering	292	269	226
Storm Sewer Maintenance	1,756	1,315	1,356
Drainage	757	814	988
Contribution to Capital Reserves	3,028	3,028	1,685
	6,066	5,655	4,445
Deficit Before Transfer from Reserve	-	(277)	610
Transfer from Stabilization Reserve	-	277	(610)
Surplus/Deficit	\$ -	\$ -	\$ -

APPENDIX 6 - SASKATOON LIGHT & POWER UTILITY STATEMENT OF REVENUES AND EXPENDITURES

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
Revenues			
Metered	\$ 135,240	\$ 134,650	\$ 125,846
Municipal Surcharge	13,394	13,464	12,584
Service Connection Fee	450	439	438
Miscellaneous	559	540	541
Landfill Gas Generation	616	848	-
Tax Collection Commission	2	2	2
Late Payment Penalties	245	232	280
	150,506	150,175	139,691
Expenditures			
General	25,429	25,086	23,652
Power Purchased	78,812	77,360	72,889
Landfill Gas Generation	616	849	-
Buildings and Grounds	772	756	685
Poles, Lines, and Feeders	4,734	4,723	4,511
Substations	932	984	929
Street Lighting	1,136	1,554	1,046
Meters	1,288	1,140	1,241
System Operations	194	200	179
Provision for Capital Extension	5,996	5,996	4,891
Provision for Capital Replacement	7,187	7,187	5,910
	127,096	125,835	115,933
Surplus Before Transfer (to) from Reserve	23,410	24,340	23,758
Transfer to Stabilization Reserve	-	(932)	-
Surplus	\$ 23,410	\$ 23,408	\$ 23,758

APPENDIX 7 - RECYCLING UTILITY STATEMENT OF REVENUES AND EXPENDITURES

For the Year Ended December 31, 2014 (in thousands of dollars)

Unaudited

	2014 Budget	2014	2013
Revenues			
Recycling User Fees	\$ 4,922	\$ 4,653	\$ 2,753
	4,922	4,653	2,753
Expenditures			
Recycling General	3,979	3,945	2,594
Leaves and Grass	943	708	-
	4,922	4,653	2,594
Surplus	-	-	159
Transfer to Stabilization Reserve	-	-	(170)
(Deficit)	\$ -	\$ -	\$ (11)

STATISTICAL (Unaudited)

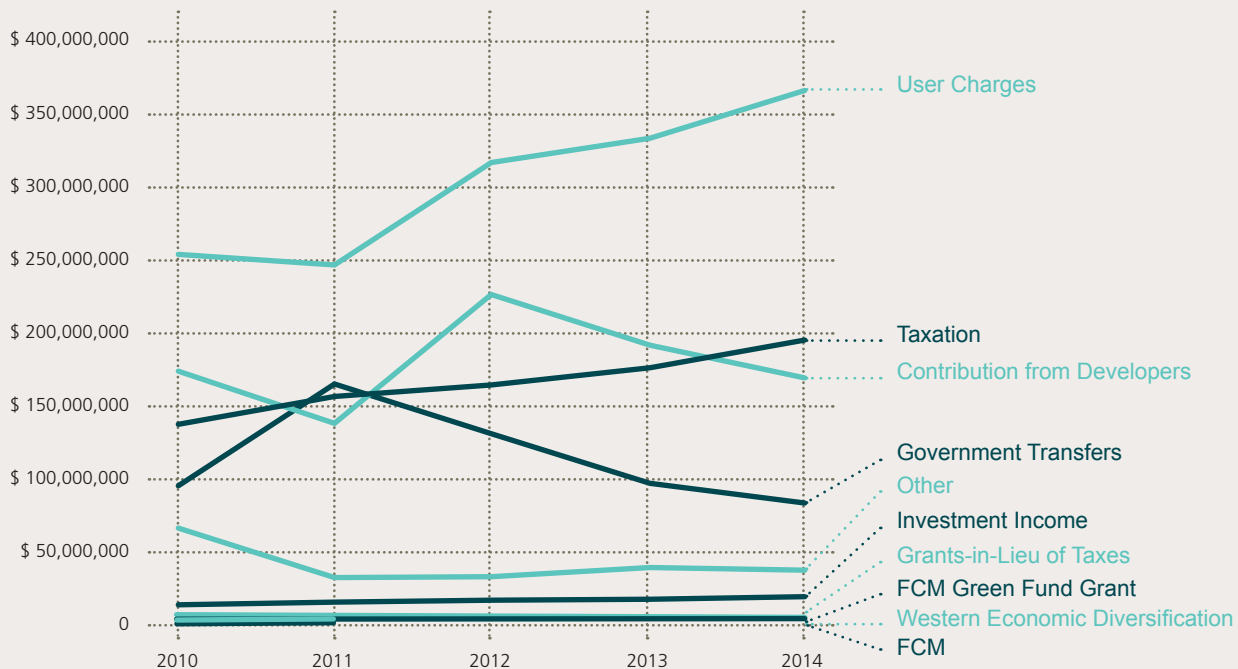
City of Saskatoon, Saskatchewan, Canada
Year Ended December 31, 2014

CONSOLIDATED REVENUES AND EXPENDITURES

For the Years Ended December 31, 2014 to 2010 (in thousands of dollars)

	2014	2013	2012	2011	2010
Consolidated Revenues					
Taxation	\$ 196,367	\$ 178,380	\$ 166,000	\$ 154,687	\$ 144,696
Grants-in-Lieu of Taxes	4,328	4,429	4,043	4,133	3,855
User Charges	360,813	338,675	316,826	300,291	249,077
Federation of Canadian Municipalities	-	-	-	217	-
Federation of Canadian Municipalities Green Fund Grant	28	91	(54)	54	14
Government Transfers	81,225	99,914	135,798	164,660	98,544
Investment Income	13,475	12,173	11,305	10,987	9,622
Contribution from Developers	168,324	192,990	225,846	145,367	173,079
Other	44,701	40,218	35,386	32,956	67,431
Western Economic Diversification	-	-	-	5	420
Total Revenues	\$ 869,261	\$ 866,870	\$ 895,150	\$ 813,357	\$ 746,738

CONSOLIDATED REVENUES

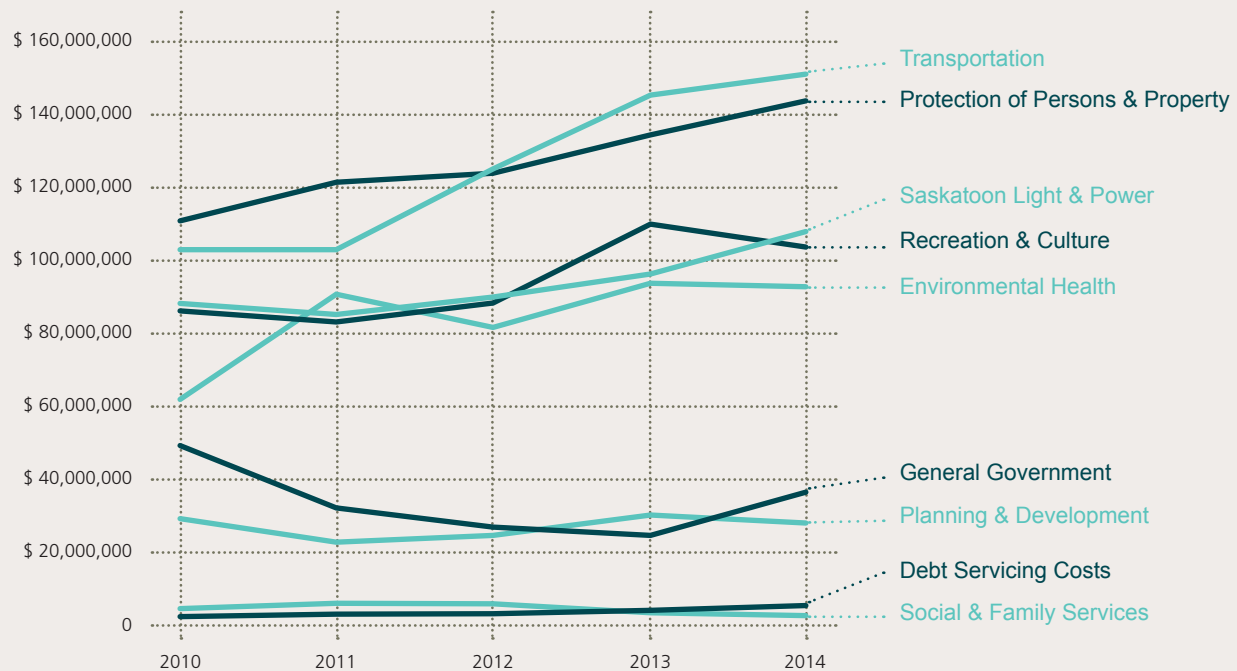


CONSOLIDATED REVENUES AND EXPENDITURES (CONTINUED)

For the Years Ended December 31, 2014 to 2010 (in thousands of dollars)

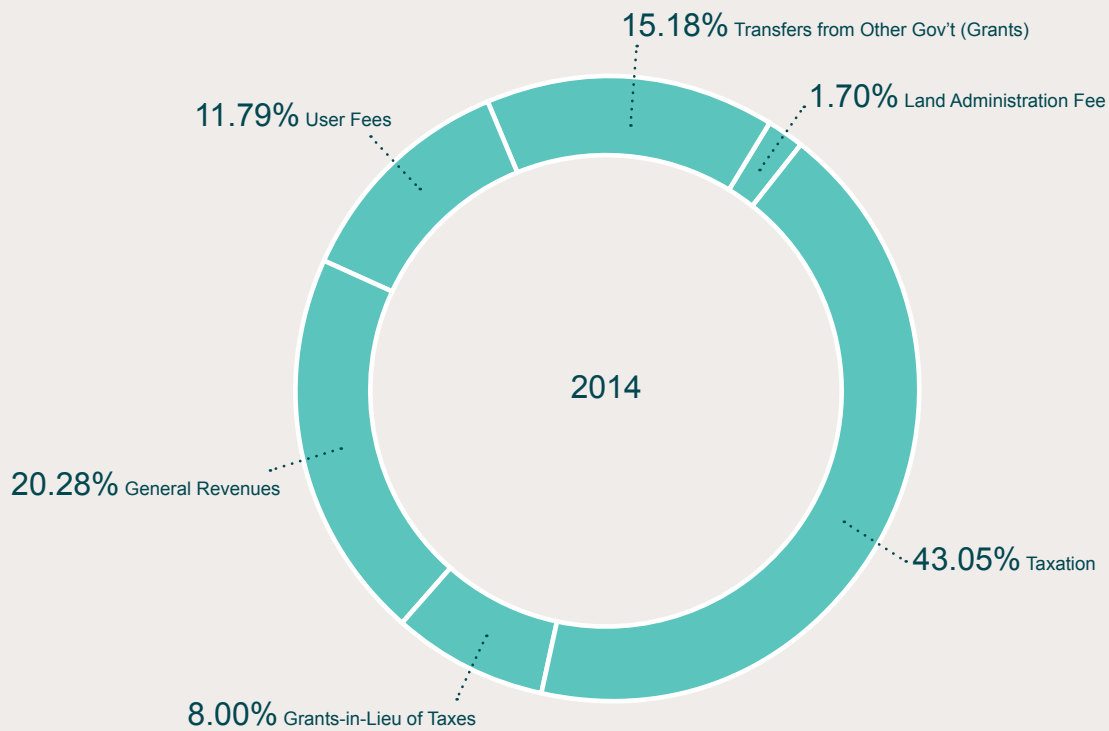
	2014	2013	2012	2011	2010
Consolidated Expenditures					
General Government	\$ 26,689	\$ 30,557	\$ 25,177	\$ 23,865	\$ 29,272
Transportation	149,303	145,911	126,176	103,483	103,449
Protection of Persons & Property	141,953	135,822	125,748	121,840	113,970
Recreation & Culture	103,213	109,207	88,452	83,536	86,198
Social & Family Services	4,398	6,032	8,784	8,437	7,081
Planning & Development	36,927	24,961	27,976	36,879	48,817
Saskatoon Light & Power	106,568	96,376	89,733	86,930	88,837
Environmental Health	91,518	92,230	81,036	86,834	61,878
Debt Servicing Costs	7,125	6,043	5,999	4,019	3,834
Total Expenditures	667,694	647,139	579,081	555,823	543,336
Surplus of Revenues over Expenses	\$ 201,567	\$ 219,731	\$ 316,069	\$ 257,529	\$ 203,402

CONSOLIDATED EXPENDITURES



SUMMARY OF REVENUES (SCHEDULE 6)

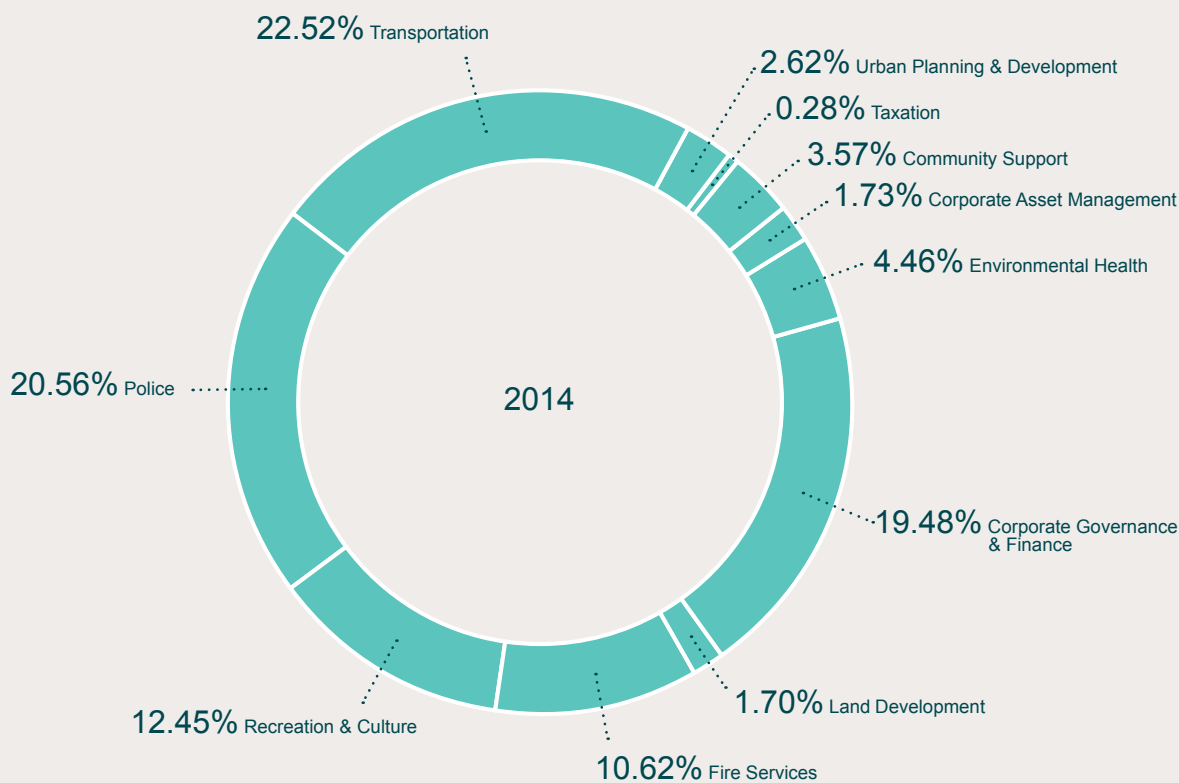
For the Years Ended December 31, 2014 to 2010 (in thousands of dollars)



	2014	2013	2012	2011	2010
Taxation	\$ 178,318	\$ 161,177	\$ 149,440	\$ 139,049	\$ 130,035
Grants-in-Lieu of Taxes	33,135	30,921	29,106	29,153	27,880
General Revenues	83,977	78,957	74,303	73,528	67,323
User Fees	48,847	56,887	43,479	38,588	37,270
Transfers from Other Gov't (Grants)	62,878	63,613	57,358	52,836	42,318
Land Administration Fee	7,024	-	-	-	-
Total	\$ 414,179	\$ 391,555	\$ 353,686	\$ 333,154	\$ 304,826

SUMMARY OF EXPENDITURES (SCHEDULE 6)

For the Years Ended December 31, 2014 to 2010 (in thousands of dollars)



	2014	2013	2012	2011	2010
Community Support	\$ 14,777	\$ 14,235	\$ 13,616	\$ 8,342	\$ 7,678
Corporate Asset Management*	7,145	8,064	6,509	-	-
Environmental Health	18,456	17,738	16,282	15,793	14,697
Corporate Governance & Finance	80,572	63,229	58,848	57,644	50,596
Land Development	7,024	7,119	9,443	6,690	7,111
Public Safety	-	-	-	116,950	109,907
Police*	85,038	79,429	75,604	-	-
Fire Services*	43,944	43,706	40,252	-	-
Recreation & Culture	51,508	49,143	46,233	45,100	43,379
Transportation	93,154	98,879	69,028	65,345	58,284
Urban Planning & Development	10,843	12,370	11,612	13,222	11,962
Taxation	1,165	1,085	1,184	995	792
Total	\$ 413,626	\$ 394,997	\$ 348,611	\$ 330,081	\$ 304,406

* New Business Lines as of 2012

SUMMARY OF CAPITAL OPERATIONS

For the Years Ended December 31, 2014 to 2010 (in thousands of dollars)

	2014	2013	2012	2011	2010
Sources of Funds					
Province of Saskatchewan	\$ 165	\$ 9,509	\$ 36,075	\$ 55,836	\$ 365
Saskatchewan Water Corporation	-	-	3	-	-
Federal Gas Tax Program	-	-	4,189	6,090	6,997
Provincial Building Communities Program	2,274	279	54	980	216
Provincial Community Shares Program	-	-	-	-	-
Urban Highway Connector Program	473	45	4,958	1,221	-
Government of Canada	16	-	9	274	17
Federal Transit Funding Program	3,510	618	633	1,361	5,688
Federal Gateway and Border Crossings	2,961	8,224	18,238	31,176	29,603
Building Canada Fund (FED)	6,673	11,349	9,987	7,639	2,011
Recreational Infrastructure Canada (FED)	-	-	-	392	371
Recreational Infrastructure Canada (PROV)	-	-	-	-	763
Building Canada Fund (PROV)	529	4,858	3,055	1,555	373
Federal Infrastructure Stimulus Fund	-	-	12	3,875	8,058
Federation of Canadian Municipalities	-	-	90	217	-
Federation of Canadian Municipalities Green Fund Grant	28	91	(54)	54	14
Canada Mortgage and Housing Corporation Municipal Infrastructure Lending Program	-	-	-	-	44,000
Western Economic Diversification	130	-	-	-	409
Taxation	4,543	4,211	3,454	5,205	4,051
Utility Contribution	8,061	8,189	8,098	8,398	7,892
Contributions from Developers Benefitting Property Owners and Other Users	41,432	14,502	22,452	15,325	20,622

(continued on next page)

SUMMARY OF CAPITAL OPERATIONS (CONTINUED)

For the Years Ended December 31, 2014 to 2010 (in thousands of dollars)

	2014	2013	2012	2011	2010
Appropriations					
Sinking Fund	\$ -	\$ -	\$ -	\$ 675	\$ -
Operating Surplus	-	-	-	-	144
Reserves	251,083	286,279	218,352	174,973	163,450
Library Reserve	-	-	-	50	-
	321,878	348,154	329,605	315,296	295,044
Application of Funds					
General Government	7,895	17,996	4,595	4,131	4,900
Protection of Persons & Property	4,949	43,743	57,761	19,579	6,425
Transportation	112,061	132,371	165,608	177,454	167,370
Environmental Health	85,068	88,640	93,572	69,622	80,045
Social & Family Services	(540)	(1,952)	187	-	4,103
Planning & Development	34,932	54,736	25,503	34,601	24,065
Recreation & Culture	44,174	24,890	12,029	9,618	9,045
Property Purchases and Development	-	-	-	-	11,292
Saskatoon Light & Power Expansion and Replacements	18,007	19,292	20,910	14,441	10,460
	306,546	379,716	380,165	329,446	317,705
Increase (Decrease) in Unexpended Capital Financing	15,332	(31,562)	(50,560)	(14,150)	(22,661)
Unexpended Capital Financing, Beginning of Year	114,753	146,315	196,875	211,025	233,686
Unexpended Capital Financing, End of Year	\$ 130,085	\$ 114,753	\$ 146,315	\$ 196,875	\$ 211,025

SUMMARY OF PUBLIC UTILITIES OPERATING RESULTS

For the Years Ended December 31, 2014 to 2010 (in thousands of dollars)

	2014	2013	2012	2011	2010
Net surplus after deducting operating expenses, debt charges and contributions to reserves:					
Saskatoon Light & Power	\$ 23,408	\$ 23,758	\$ 21,517	\$ 23,907	\$ 21,780
Transit System (before contribution from General Revenue)	-	-	(20,329)	(21,212)	(18,356)
Net Surplus	23,408	23,758	1,188	2,695	3,424
Amount contributed by Utilities to Revenue as Grants-in-Lieu of Taxes	\$ 23,408	\$ 26,286	\$ 24,900	\$ 24,898	\$ 23,776

SUMMARY OF RESERVES AND SURPLUS

For the Years Ended December 31, 2014 to 2010 (in thousands of dollars)

	2014	2013	2012	2011	2010
Reserves					
Property Realized	\$ 28,955	\$ 47,912	\$ 38,740	\$ 15,499	\$ 11,434
Replacement	(20)	(2,243)	(2,200)	(5,155)	(11,656)
Future Expenditures	55,135	60,214	79,162	42,107	43,482
Surplus/(Deficit)	553	(3,442)	5,075	3,073	420
	\$ 84,623	\$ 102,441	\$ 120,777	\$ 55,524	\$ 43,680

SUMMARY OF TERM DEBT AND REQUIRED SINKING FUND CONSOLIDATION OF ALL OBLIGATIONS

As at December 31, 2014 to 2010

	2014	2013	2012	2011	2010
Total Term Debt	\$ 238,103,885	\$ 234,509,219	\$ 197,125,312	\$ 127,368,044	\$ 145,510,451
	238,103,885	234,509,219	197,125,312	127,368,044	145,510,451
Population Estimate at Dec. 31 (1)	257,300	248,700	239,000	234,200	224,300
Gross Debt Per Capita	\$ 925	\$ 943	\$ 825	\$ 544	\$ 649
Net Debt Per Capita	\$ 922	\$ 943	\$ 825	\$ 544	\$ 649
Mill Rate Supported Debt	\$ 514	\$ 562	\$ 440	\$ 387	\$ 463
Legal Debt Limit	\$ 558,000,000	\$ 414,000,000	\$ 414,000,000	\$ 414,000,000	\$ 414,000,000
Debt servicing costs as a percentage of total expenditures	1.067%	0.934%	1.036%	0.723%	0.710%

(1) Population data is provided by the City Planning Branch, derived from Statistics Canada census data.

SUMMARY OF TERM DEBT AND REQUIRED SINKING FUND BY RESPONSIBILITY CENTRE

For the Year Ended December 31, 2014

	2014	2013
Waterworks Utility	\$ 49,786,148	\$ 37,839,921
Wastewater Utility	20,665,619	15,847,140
Gas Tax	35,297,088	41,100,669
Total Debt Not Supported by Civic Mill Rate	105,748,855	94,787,730
Total Civic Mill Rate Debt	132,355,030	139,721,489
Total Term Debt	238,103,885	234,509,219
Sinking Funds Accumulated to Retire Debt	(871,935)	-
Net Debt	237,231,950	\$ 234,509,219
Population Estimate at Dec. 31	257,300	248,700
Gross Debt per Capita	925	943
Net Debt per Capita	922	943
Mill Rate Supported Debt	514	562

All figures are based on book values and have not been adjusted for foreign currency exchange.

Population data is provided by the City Planning Branch, derived from Statistics Canada census data.

TERM DEBT MATURING WITH PERCENTAGES

As at December 31, 2014

Year	Long-Term Debt Maturing	Percentage Yearly	Percentage Reduction Accumulated
2015	\$ 24,381,000	10.20%	10.20%
2016	22,634,000	9.47%	19.67%
2017	23,298,000	9.75%	29.42%
2018	24,002,000	10.04%	39.47%
2019	20,792,000	8.70%	48.17%
2020	17,389,000	7.28%	55.44%
2021	11,577,000	4.84%	60.29%
2022	11,934,000	4.99%	65.28%
2023	7,397,000	3.10%	68.38%
2024	5,875,000	2.46%	70.84%
2025	2,986,000	1.25%	72.08%
2026	3,078,000	1.29%	73.37%
2027	3,171,000	1.33%	74.70%
2028	3,267,000	1.37%	76.07%
2029	3,368,000	1.41%	77.48%
2030	3,469,000	1.45%	78.93%
2031	3,575,000	1.50%	80.42%
2032	911,000	0.38%	80.80%
2043	45,000,000	18.83%	99.64%
Total Debt	238,104,000	100.000%	
Sinking Funds Accumulated to Retire Debt	872,000		
Net Debt	\$ 238,976,000		

SUMMARY OF PROPERTY ASSESSMENT AND TAX LEVY

For the Years Ended December 31, 2014 to 2010

	2014	2013*	2012	2011	2010
Gross Assessments	\$ 32,187,650,200	\$ 30,448,361,645	\$ 15,389,037,180	\$ 15,106,052,606	\$ 14,753,816,654
Exemptions	7,394,587,326	7,137,299,775	3,222,423,140	3,237,388,060	3,202,875,913
Assessed Value for Taxation	24,793,062,874	23,311,061,870	12,166,614,040	11,868,664,546	11,550,940,741
	Mills	Mills	Mills	Mills	Mills
Tax Rate:					
General	7.26	6.79	12.05	11.57	11.08
Library	0.74	0.72	1.33	1.30	1.25
Education:					
Public Board / Separate Board	5.03	5.03	9.51	9.51	10.08
Total	13.03	12.54	22.89	22.38	22.41
	\$ -	\$ -	\$ 302,869,121	\$ 289,960,812	\$ 283,447,250
Property Roll Collections:					
Current	\$ 340,692,675	\$ 318,630,299	\$ 297,078,078	\$ 287,554,659	\$ 278,327,217
Arrears	8,041,664	6,968,087	5,815,050	5,823,629	5,472,156
Total Collected	348,734,339	325,598,386	302,893,128	293,378,288	283,799,373
Percentage of Levy Collected:					
Current	96.440%	96.19%	95.40%	98.20%	95.09%
Current and Arrears	96.050%	95.98%	95.20%	97.80%	94.96%
Taxes Outstanding:					
Current	\$ 7,647,150	\$ 8,208,711	\$ 6,506,252	\$ 5,321,930	\$ 5,398,160
Arrears	2,136,065	1,580,279	1,495,262	1,382,920	1,285,838
	\$ 9,783,215	\$ 9,788,990	\$ 8,001,514	\$ 6,704,850	\$ 6,683,998

* Reassessment Year

ECONOMIC HIGHLIGHTS

SASKATOON ECONOMIC STATISTICS

For the Years Ended December 31, 2014 to 2010

	2014	2013	2012	2011	2010
Saskatoon Population (December 31)*:	257,300	248,700	239,000	234,200	224,300
Annual Change	6.191%	4.059%	2.050%	4.414%	2.467%
Saskatoon Inflation Rate - Annual Change	1.900%	1.000%	1.470%	2.500%	1.200%
Saskatoon Unemployment Rate - Annual Average	3.580%	4.100%	5.600%	8.600%	8.300%
No. of Persons Employed in Saskatoon**	169,100	164,175	152,675	144,450	144,925
Saskatoon Building Permits					
Total Number	4,996	5,020	5,196	4,651	4,100
Total Value***	\$ 878,238	\$ 1,088,500	\$ 1,082,100	\$ 936,900	\$ 666,100
Annual Change	(0.479)%	(3.400)%	15.500%	40.655%	23.800%

* Population data is provided by the City Planning Branch, derived from Statistics Canada census data.

** Number of Persons employed in Saskatoon has been restated to reflect updated information.

*** In thousands of dollars.

Sources of Information:

Statistics Canada

Conference Board of Canada

City of Saskatoon - Planning Branch, Community Services Department

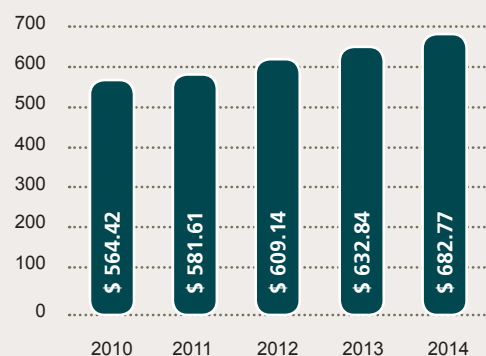
MAJOR TAXPAYERS IN SASKATOON

2014 Taxable Assessment

Midtown Plaza Inc	\$ 198,461,300
Boardwalk Reit Properties Holdings Ltd	\$ 113,040,250
Pillar Properties Corp	\$ 89,407,440
Centre At Circle & Eighth Property Inc	\$ 87,799,100
Calloway REIT Saskatoon South	\$ 87,712,200
959630 Alberta Inc	\$ 75,094,990
Dundeal Canada (GP) Inc	\$ 63,799,800
FP Equities Inc	\$ 56,826,300
101042414 Saskatchewan Ltd	\$ 56,634,300
CNH Canada Ltd	\$ 54,661,000
Federated Co-operatives Limited	\$ 53,805,500

MUNICIPAL PROPERTY TAX

(Per Capita)



ECONOMIC HIGHLIGHTS (CONTINUED)

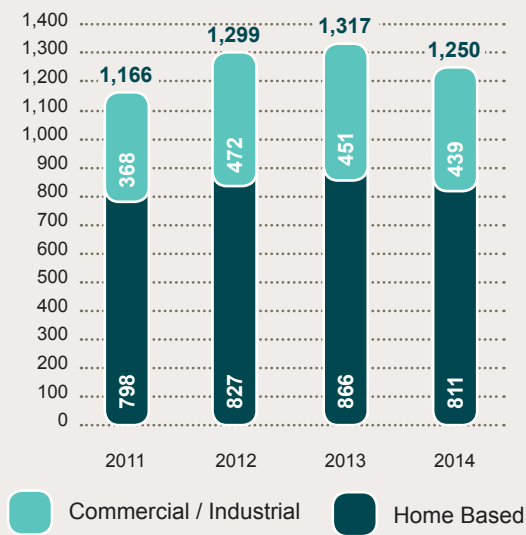
BUILDING PERMITS STATISTICS FOR 2014 VS 2013

Category	Number of Permits			Construction Value (\$ million)		
	Dec 31/14	Dec 31/13	Change %	Dec 31/14	Dec 31/13	Change %
Residential	3,792	3,787	0.1%	\$ 396.1	\$ 441.8	-10.3%
Apartments & Housing Projects	353	305	15.7%	206.5	177.7	16.2%
Commercial	287	328	-12.5%	132.0	165.3	-20.1%
Industrial	221	217	1.8%	75.9	111.1	-31.7%
Institutional & Assembly	75	88	-14.8%	58.8	177.3	-66.8%
Other (includes demolition permits)	268	295	-9.2%	8.9	15.3	-41.8%
TOTAL	4,996	5,020	-0.5%	\$ 878.2	\$ 1,088.5	-19.3%

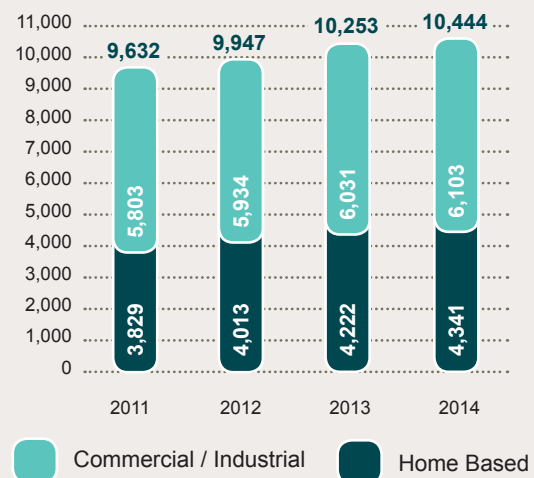
SUMMARY OF PERMITS OVER \$10M APPROVED TO DECEMBER 31, 2014

New Apartment Condominium - 550 - 4th Ave. N	\$ 11.8M	(Included in "Apartments & Housing Projects" above)
New Condominium Bldg., Shell and Final - "The Banks"	\$ 26.4M	(Included in "Apartments & Housing Projects" above)
Alterations to Health Sciences Bldg. - U of S	\$ 21.9M	(Included in "Institutional and Assembly" above)
New Apartment Condominium - 142 Pawlychenko Lane	\$ 13.7M	(Included in "Apartments & Housing Projects" above)

NEW LICENSED BUSINESSES



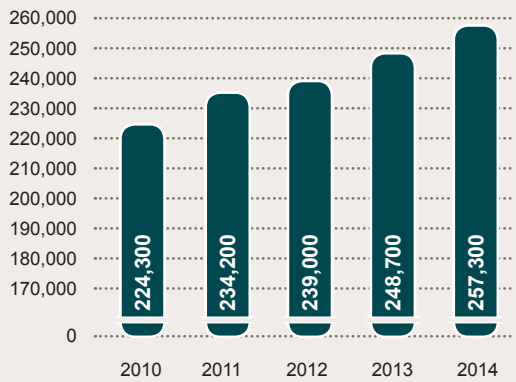
TOTAL LICENSED BUSINESSES



KEY STATISTICS 2014

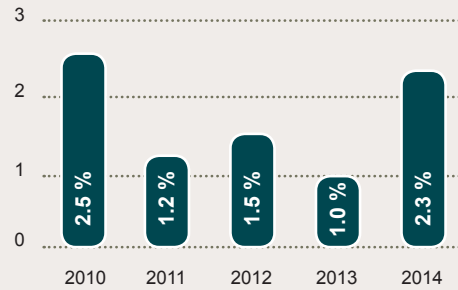
POPULATION

(as at December 31st)



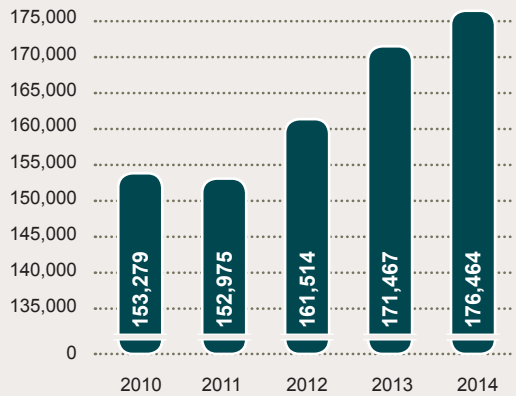
AVERAGE ANNUAL

Consumer Price Index



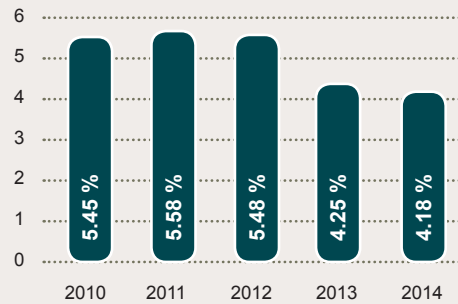
LABOUR FORCE

(for month of December)

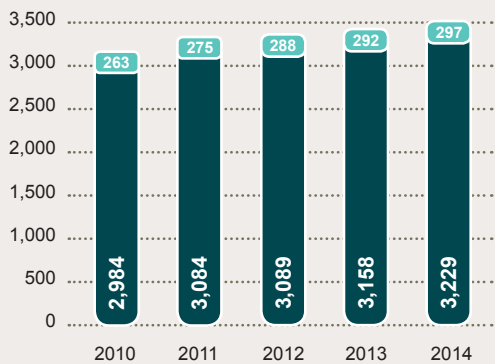


UNEMPLOYMENT

(for month of December)

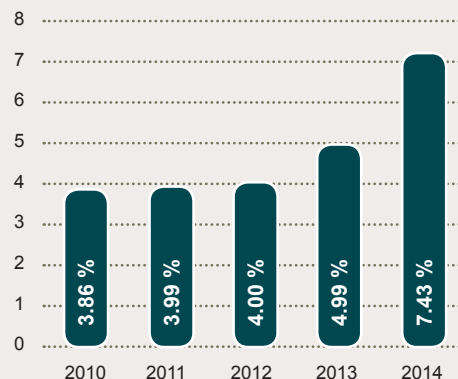


STAFFING LEVELS

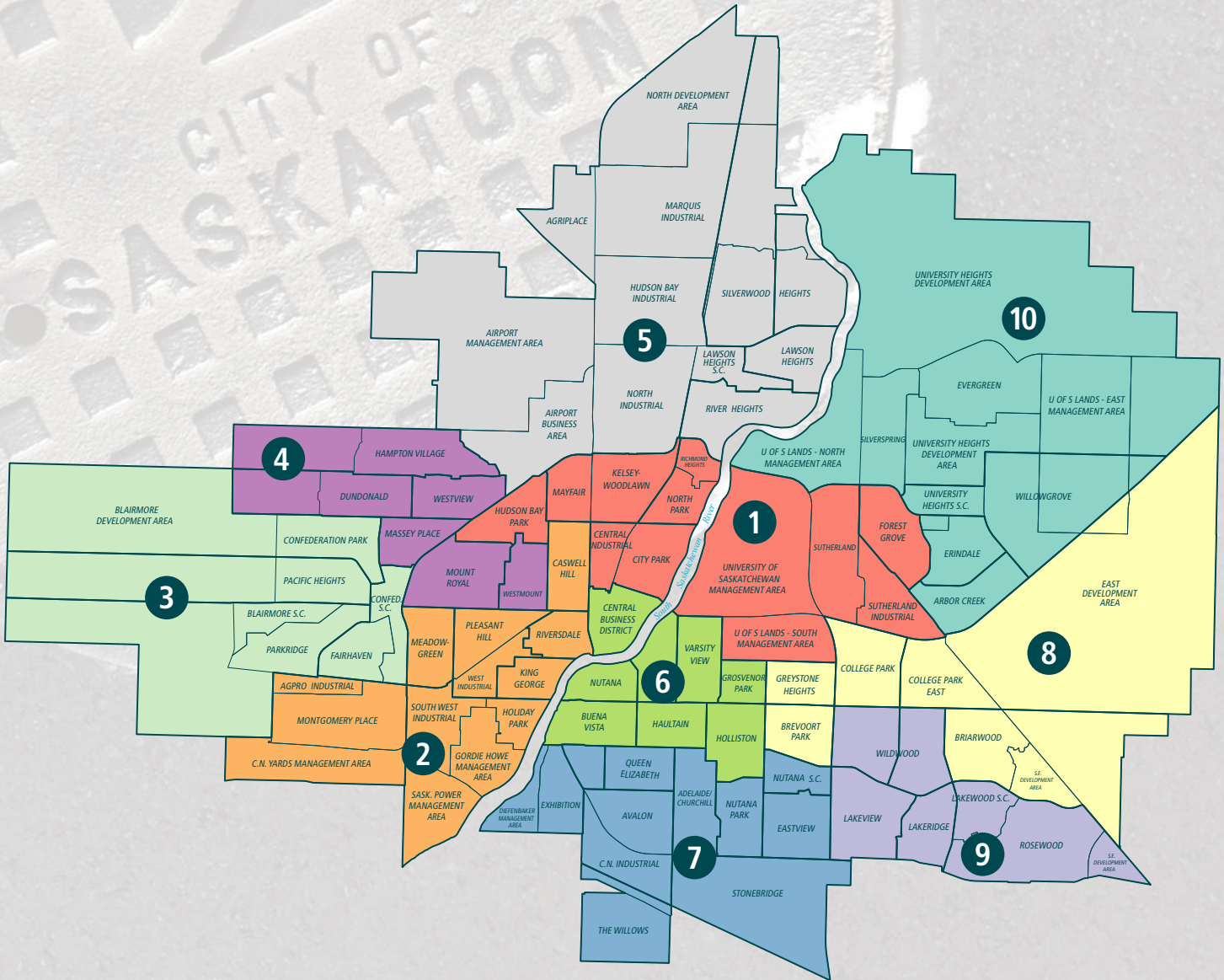


Capital FTEs (light teal) Operating FTEs (dark teal)

PROPERTY TAX INCREASE



CITY OF SASKATOON WARD MAP



...THE ROADS AHEAD

The Roads Ahead for Saskatoon are paved with opportunity. Saskatoon's strong and sustained population and economic growth continue to fuel prosperity, creating new opportunities for the City, and for citizens.

The City of Saskatoon is committed to finding solutions for the challenges that come with rapid growth by responding strategically, and striking a balance between budgeting for much needed improvements to capital infrastructure, and providing the best possible programs and services for the citizens of Saskatoon, those that contribute to a high quality of life in our city.

Our dedication to a *culture of continuous improvement* continues to move our teams forward to become even more goal-oriented, responsive, and adaptive to the changing needs of residents, and the demographics of our rapidly growing city.

The financial and physical resources under our care are used to address the needs of citizens today and tomorrow – we're focused on *the roads ahead* through our long-term goal to manage the City in a smart, sustainable way.

Strategic Plan 2013-2023 (Strategic Goal: Asset and Financial Sustainability)



Asset & Financial Sustainability



City of
Saskatoon
saskatoon.ca

Establishment of Ward Boundaries – Municipal Wards Commission

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to update City Council on the establishment of ward boundaries by the Municipal Wards Commission.

Strategic Goal

A review of ward boundaries supports the Strategic Goal of a Culture of Continuous Improvement. Realignment of ward boundaries due to increased population growth addresses the changing demands on civic government.

Report

Sections 57-62 of *The Cities Act* sets out the rules for establishing ward boundaries. The *Act* requires that City Council appoint a Municipal Wards Commission to establish ward boundaries and that the population of each ward must not vary by more than 10% from the figure that is obtained by dividing the total population of the city by the number of wards into which the city is divided. The Municipal Wards Commission is required to review the ward boundaries at least once every three election cycles or when the population of a ward exceeds the acceptable variation limit of 10%.

Ward boundaries were reviewed in December 2011 and January 2012, and on February 6, 2012, City Council received a report of the Municipal Wards Commission establishing ward boundaries for the October 2012 civic election.

The 2012 report of the Municipal Wards Commission noted the projected growth in several neighbourhoods in the coming years and anticipated that further ward modifications would be required prior to the 2016 municipal elections.

Population

“Population” pursuant to s. 2(y) of the *Act* means the population as determined in accordance with the latest census taken pursuant to the *Statistics Act* (Canada) or by any other means that the Minister may direct. The 2011 Census, the most recent, reveals that Saskatoon’s (city) total population is 222,370. However, this population count does not accurately reflect the population of Saskatoon as at December 31, 2014.

The professional staff of the City’s Planning and Development Branch have estimated the total population to be 252,538 as at December 31, 2014. The estimate is determined by using Saskatchewan Health’s population information data for 2014.

Establishment of Ward Boundaries – Municipal Wards Commission

Current ward populations using the 2014 Saskatchewan Health population information show that Wards 4 and 7 exceed the 10% variation limit and Ward 9 is slightly below the variation limit. As a result of this new population estimate, the City Clerk has written to the Ministry of Government Relations requesting Ministerial approval to use the 2014 Saskatchewan Health population information as a basis for determining population for adjusting ward boundaries for the 2016 civic election.

Composition of Municipal Wards Commission

The Municipal Wards Commission is a body established by City Council pursuant to Section 58 of *The Cities Act*. The Municipal Wards Commission is comprised of:

Mr. Justice Richard Danyiuk, Chair
Court of Queen's Bench

Professor Joseph Garcea,
Political Studies, University of Saskatchewan

Joanne Sproule,
City Clerk, City of Saskatoon

Upon receipt of Ministerial approval to utilize the 2014 Saskatchewan Health Population information, the Municipal Wards Commission will undertake the process of reviewing the ward boundaries, which will include a public consultation process. The new wards will be established in early 2016, to take effect for the October 2016 civic election.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Municipal Wards Commission will file its report with Council upon completion of its review.

Public Notice

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

Report Approval

Written and Approved by: Joanne Sproule, City Clerk

2015 Meeting Calendar – City Council Meeting – 2016 Business Plan and Budget Review

Recommendation

That the 2015 Meeting Calendar be amended to include Thursday, December 3, 2015 as an additional date for the meeting of City Council dealing with the 2016 Business Plan and Budget.

Topic and Purpose

The purpose of this report is to amend the 2015 Meeting Calendar to include an additional date for the meeting of City Council dealing with the 2016 Business Plan and Budget.

Strategic Goal

The inclusion of an additional date for the meeting of City Council dealing with the 2016 Business Plan and Budget aligns with the Strategic Goal of a Culture of Continuous Improvement.

Report

On November 24, 2014, City Council approved its 2015 Meeting Calendar, which included designation of Monday, November 30 and Tuesday, December 1, 2015 as the dates for the meeting of City Council dealing with the 2016 Business Plan and Budget.

A third date is being recommended in the event that additional time is required. The meeting time for all dates is 1:00 p.m. to 11:00 p.m., with appropriate breaks.

Due Date for Follow-up and/or Project Completion

No further follow-up is required.

Public Notice

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

Report Approval

Written and Approved by: Joanne Sproule, City Clerk

North Commuter Parkway and Traffic Bridge Project – Borrowing Bylaw

Recommendation

That City Council consider Bylaw No. 9313.

Topic and Purpose

The purpose of this report is to provide City Council with Bylaw No. 9313, which is the borrowing bylaw necessary for the North Commuter Parkway and Traffic Bridge Project – Project Agreement.

Background

At its meeting held on August 20, 2015, City Council passed the following motion that:

“The planned Public Private Partnership range of borrowing from \$109M to \$122M, plus or minus a 10% variance, for the North Commuter Parkway and Traffic Bridge project (Capital Project 2407), through a capital asset financing agreement between the City of Saskatoon (City) and the Preferred Proponent (such borrowing structured as payments to the Preferred Proponent over a period of 30 years, including to repay the capital costs of the project) be approved.”

Report

The City is completing the Commercial Close and Financial Close of the procurement for the North Commuter Parkway and Traffic Bridge Project. The ongoing capital payments to the Preferred Proponent are considered a long-term liability for the City, and as a result, will be treated as debt.

Although all the financial details are not yet known about this project, in order to obtain approval from its lenders, the Preferred Proponent requires a borrowing bylaw be passed now. The same process was followed on the Civic Operations Centre Phase One project which is also a public-private partnership.

Bylaw No. 9313 provides for a Borrowing in an amount not exceeding \$134,200,000.00. At the August 20, 2015, meeting of City Council, the Asset & Financial Management Department presented a report titled “Intent to Borrow” (Attachment 1). After consideration of this report, City Council authorized a Borrowing in the range of \$109M

North Commuter Parkway and Traffic Bridge Project – Borrowing Bylaw

to \$122M, plus or minus a 10% variance. It is the maximum amount within this range that has been placed in Bylaw No. 9313.

It will be the intention of the Asset & Financial Management Department to bring forward a detailed report regarding this project to the November meeting of City Council outlining in full the financial arrangements with the Preferred Proponent. Accompanying that report will be a bylaw amendment which will amend Bylaw No. 9313 to correspond with the specific financial arrangements of this project.

Attachments

1. Report of Asset and Financial Management Department – North Commuter Parkway and Traffic Bridge – Intent to Borrow - August 17, 2015.
2. Proposed Borrowing Bylaw No. 9313.

Report Approval

Written by: Cindy Yelland, Solicitor
Approved by: Patricia Warwick, City Solicitor

Admin Report – NCPTBBorrowing.docx
227-2007-cly-2.docx

North Commuter Parkway and Traffic Bridge – Intent to Borrow

Recommendation

That the Administration submit a report to City Council recommending that the planned Public Private Partnership range of borrowing from \$109M to \$122M, plus or minus a 10% variance, for the North Commuter Parkway and Traffic Bridge project (Capital Project 2407), through a capital asset financing agreement between the City of Saskatoon (City) and the Preferred Proponent be approved (such borrowing structured as payments to the Preferred Proponent over a period of 30 years, including to repay the capital costs of the project).

Topic and Purpose

The purpose of this report is to request authorization to borrow for the North Commuter Parkway and Traffic Bridge (NCPTB) project through a Public Notice Hearing.

Report Highlights

1. The NCPTB project is an approved project that will require borrowing.
2. The borrowing amount is identified as a range, which permits for some variance and is an expected outcome of the proposals that will be received.
3. The borrowing is within the \$558M debt limit approved by the Saskatchewan Municipal Board.

Strategic Goal

The construction of the NCPTB supports the long-term strategy of optimizing the flow of people and goods in and around the city under the Strategic Goal of Moving Around. Managing debt and the current debt limit relates to the long-term strategy of protecting the City of Saskatoon's credit rating under the Strategic Goal of Asset and Financial Sustainability. The required Public Notice for Borrowing is one of the key elements of accountability and transparency which enhances the longer term objective of financial sustainability.

Background

At its meeting on March 31, 2014, City Council approved that the NCPTB project use a P3 delivery model, subject to the City's approval of a funding application to PPP Canada.

On June 9, 2014 the Government of Canada, through the P3 Canada Fund, announced a contribution of up to \$66M, and the Province of Saskatchewan announced a contribution of \$50M for the NCPTB project.

At its meeting on June 9, 2014, City Council approved the funding plan for the NCPTB project and also approved that the Administration proceed with the Request for Qualifications (RFQ) stage of procurement.

The RFQ was issued on July 21, 2014 and closed on September 10, 2014. Three Proponents were shortlisted for the Request for Proposal (RFP) stage on October 3, 2014. The RFP was issued to the shortlisted proponents on December 23, 2014.

Report

Procurement

The Administration is nearing completion of the procurement for the NCPTB project. This project includes a new 6-lane bridge across the South Saskatchewan River, approximately 8.3 km of new 4-to 6-lane arterial roadways, the improvement/expansion of approximately 2.1 km of existing arterial roadways, as well as the demolition and removal of the existing Traffic Bridge superstructure and construction of a new modern steel Parker through-truss bridge.

The Preferred Proponent will be identified in a separate report to City Council. The next stage of the process is for the City to enter into a design, build, finance, operate, and maintain agreement (Project Agreement) with the Preferred Proponent and to achieve Commercial and Financial Close.

Borrowing

It is expected that the 30-year final fixed price Project Agreement will be executed in October 2015. The ongoing capital payments to the Preferred Proponent are considered a long-term liability for the City, and as a result, will be treated as debt and will require City Council to approve a borrowing bylaw. The City will pay the Preferred Proponent up to \$120M upon substantial completion (on or before October 1, 2018) as certified by an independent certifier. The remainder of the liability will be included in the monthly payments over the 30-year term. Details of the finalized Project Agreement and the financial terms, including the interest rate and payment data, will be presented in a future borrowing bylaw report for City Council's consideration and approval.

The RFP issued to the three shortlisted teams contained an Affordability Threshold. The Affordability Threshold was built by combining the total amounts of both the capital and operating budgets. Each of the shortlisted teams can then develop their overall financial plan for the NCPTB project based on the blended budget. The Administration did not designate how much was to be applied to capital and how much to operating as this will allow the Preferred Proponents innovation in how they structure their proposal.

Until the financial bids are opened and evaluated, it is impossible to know for certain how each Proponent is dividing the Affordability Threshold into capital and operating. The borrowing amount is a range plus a variance because Public Notice was given and this report was written prior to opening the bids.

Debt Limit

Legislation allows for cities to incur long-term debt without application to the Saskatchewan Municipal Board (SMB) providing the debt does not exceed the amount authorized by the SMB. The debt required for the NCPTB project is fully accommodated within the \$558M limit that has been approved by the SMB.

City Council Bylaw No. 8171, The Public Notice Policy Bylaw, 2003, requires that City Council give Public Notice before borrowing money. Accordingly, because the City will be obligated to make payments to the Preferred Proponent over a period of 30 years, including to repay the capital costs of the Project, Public Notice is required.

For the purposes of *The Cities Act*, this will be considered to be a “borrowing” as defined by that *Act*.

Public and/or Stakeholder Involvement

There is no public or stakeholder involvement required at this time.

Policy Implications

The Administration has scheduled the execution of the Project Agreement for the week of October 19, 2015. Details of the finalized Project Agreement and the financial terms, including the interest rate and payment data, will be presented in a future borrowing bylaw report for City Council’s consideration and approval.

Financial Implications

\$120M will be paid to the Preferred Proponent upon substantial completion for partial payment of the capital costs. These funds will come from PPP Canada, the Province of Saskatchewan, borrowing and Evergreen Neighbourhood surplus.

The funding plan for the NCPTB project that was approved at the City Council meeting on June 9, 2014 includes the funding above, as well as supports annual payments in the amount of \$10.8M per year for the 30-year term. These annual payments are for the remaining capital costs, maintenance, operations and major rehabilitation costs.

Other Considerations/Implications

There are no options to the recommendation and there are no environmental, privacy, or CPTED implications or considerations, and a communication plan is not required at this time.

Due Date for Follow-up and/or Project Completion

Once details of the Project Agreement are finalized, the Administration will present a borrowing bylaw, with all of the relevant data related to the transaction, for City Council’s approval.

Public Notice

Public Notice is required for consideration of this matter, pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, which forms part of Bylaw 8171. The following Public Notice was given:

- Advertised in The StarPhoenix on August 8, 2015
- Posted on the City Hall Notice Board on August 7, 2015
- Posted on the City’s website on August 7, 2015

Attachment

1. Photocopy of Public Notice

Report Approval

Written by: Kari Smith, Manager of Financial Planning
Reviewed by: Linda Andal, Director of Civic Operations Centre Project
Clae Hack, Acting General Manager, Asset & Financial
Management Department
Approved by: Murray Totland, City Manager

NCPTBP_Intent to Borrow.docx

Copy of Public Notice

PUBLIC NOTICE

NORTH COMMUTER PARKWAY AND TRAFFIC BRIDGE – INTENT TO BORROW

City Council will be considering a report from the Administration at the Public Hearing Meeting of City Council to be held on **Thursday, August 20, 2015 at 6:00 p.m., Council Chambers, City Hall** recommending:

That City Council authorize the following planned Public Private Partnership range of borrowing (such borrowing structured as payments to the Preferred Proponent over a period of 30 years, including to repay the capital costs of the project):

- **\$109M to \$122M (+/- 10%)** for the North Commuter Parkway and Traffic Bridge (Capital Project 2407), through a capital asset financing agreement between the City of Saskatoon and the Preferred Proponent.

The Cities Act and City Council Bylaw 8171 require that City Council give public notice before borrowing money. For more information, contact the City Clerk's Office: 306-975-3240

BYLAW NO. 9313

A Bylaw of The City of Saskatoon to undertake a Borrowing in an amount not exceeding One Hundred and Thirty Four Million Two Hundred Thousand Dollars (\$134,200,000.00) as part of a public-private partnership Project Agreement for the North Commuter Parkway and Traffic Bridge Project

Whereas *The Cities Act*, S.S. 2002, c. C-11.1 (the "Act") provides that a city may borrow money or incur debt for the purpose of financing capital property;

And whereas the Council of The City of Saskatoon (the "City") has approved through previous capital budgets and capital plans the construction of the following capital project:

Project No.	Name	Purpose
P2407	North Commuter Parkway and Traffic Bridge Project	Design, build, finance, operate and maintain two new river crossings complete with major arterial connecting roadways

(the "Project");

And whereas the City proposes, pursuant to this Bylaw, to undertake a Borrowing (as that term is hereinafter defined) in an amount not exceeding \$134,200,000.00 to pay for a portion of the cost of the Project;

And whereas the Saskatchewan Municipal Board has established and authorized a debt limit of \$558,000,000.00 for the City to have outstanding at any time (the "Debt Limit");

And whereas the outstanding long-term debt of the City, including the Borrowing authorized by this Bylaw, as at September 28, 2015, totals \$371,282,027.23, no part of which either as to principal or interest is in arrears;

And whereas the debt to be created as a result of the Borrowing pursuant to this Bylaw, together with the current outstanding long-term debt of the City, does not in the aggregate exceed the Debt Limit;

Now therefore, in accordance with sections 134 and 139 of the Act, the Council of the City enacts as follows:

Definitions

1. In this Bylaw and the preamble hereto:
 - (a) “**Act**” means *The Cities Act*, S.S. 2002, c. C-11.1;
 - (b) “**Borrowing**” means borrowing within the meaning of Part IX of the Act;
 - (c) “**Capital Cost**” means the total capital cost of the construction of the Project pursuant to the Project Agreement;
 - (d) “**City**” means The City of Saskatoon;
 - (e) “**Debt Limit**” means the debt limit for the City of Saskatoon as established by the Saskatchewan Municipal Board, and which is referred to in the preamble hereto;
 - (f) “**Deferred Capital Payments**” means the portion of the Capital Cost, being a maximum of \$134,200,000.00 that will be payable monthly, along with interest, by the City to the Preferred Proponent pursuant to the Project Agreement;
 - (g) “**Preferred Proponent**” means Graham Commuter Partners General Partnership;
 - (h) “**Project**” means two new river crossings complete with major arterial connecting roadways to be built pursuant to the Project Agreement, and which is referred to in the preamble hereto; and
 - (i) “**Project Agreement**” means the agreement to be entered into between the City and the Preferred Proponent providing for the design, building, financing, operating and maintenance of the Project.

Authorization

2. The City shall undertake a Borrowing pursuant to the Project Agreement for the Project as follows:
 - (a) the Preferred Proponent agrees to pay the Capital Cost of the design and construction of the Project; and
 - (b) the City agrees to reimburse the Preferred Proponent for a portion of the Capital Cost through Deferred Capital Payments in an

amount not exceeding \$134,200,000.00, which will be made monthly in accordance with the Project Agreement over a 30 year period.

Source of Payment

- 3. The City shall use the following sources to make the Deferred Capital Payments:
 - (a) funding from the Province of Saskatchewan;
 - (b) funding from the City's water utility in lieu of gas tax proceeds; and
 - (c) funding from the Land Development Reserves.

Interest

- 4. Interest shall be payable with respect to the City's debt obligations relating to the Deferred Capital Payments portion of the Capital Cost at an effective rate not to exceed Five and Sixty-eight One Thousandths percent (5.068%) per annum.

Coming Into Force

- 5. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2015.

Read a second time this _____ day of _____, 2015.

Read a third time and passed this _____ day of _____, 2015.

Mayor

City Clerk

Prohibition of Smoking in City-Operated Public Places

Recommendation

That City Council consider Bylaw No. 9312

Topic and Purpose

The purpose of this report is to provide City Council with Bylaw No. 9312, *The Smoking Control Amendment Bylaw, 2015* which implements City Council's decision to amend *The Smoking Control Bylaw, 2004* to expand existing smoking prohibitions to include outdoor public places which are owned or operated by the City of Saskatoon.

Report

On August 20, 2015, at its Regular Business Meeting, City Council received a report from the City Solicitor, recommending options for the expansion of existing smoking prohibitions to include outdoor public spaces operated by the City such as parks, outdoor sports-fields, public squares and recreation areas. City Council resolved that the expanded prohibitions be enforced through bylaw and that the City Solicitor prepare the necessary bylaw amendment.

Further, on August 20, 2015, during the Regular Business Meeting of City Council, a question was raised regarding a possible exemption under *The Tobacco Control Act* (the "Act") for the use of tobacco within specialty shops, such as cigar shops. While the Act no longer contains a specific "exemptions" section (section 12 was repealed in 2004), section 11 provides that the prohibition does not apply to "a separate enclosed ventilated place ...that meets the prescribed requirements" or "a prescribed place, premises or vehicle". *The Tobacco Control Regulations* define a separate enclosed ventilated place, and limit them to "within a special-care home or a personal care home". This exemption would not apply to cigar/specialty shops.

The Tobacco Control Regulations do not define or list any prescribed place, premises or vehicle, therefore none currently exist as an exemption and, to conclude, cigar/specialty shops would not be exempt to the application of the Act.

Another report, prior to year's end, will be brought to City Council which further amends the Bylaw to prohibit the use of electronic cigarettes (or "vaping") in all places where smoking is currently prohibited. The prohibitions, as with smoking, will not allow for an exemption in vaping shops. It may be noted that, Edmonton City Council recently voted to allow for such an exemption in vaping shops.

Prohibition of Smoking in City-Operated Public Places

In accordance with City Council's instructions, we are pleased to submit Bylaw No. 9312, *The Smoking Control Amendment Bylaw, 2015*, for Council's consideration. The proposed Bylaw No. 9312 will come into force January 1, 2016.

The January 1, 2016 implementation date is proposed for a number of reasons. It will allow for public education of the expanded scope of the Bylaw. In addition, the January 1, 2016 date will provide adequate time to permit the City to bring its "public spaces" now subject to the smoking prohibition into compliance with the Bylaw requirements. For example, the time will permit signage to be erected and smoking paraphernalia such as ashtrays to be removed.

Finally, we would propose to have the amendments contained in Bylaw No. 9312 come into force concurrent with the enactment of the vaping prohibition amendments. We undertake to have those amendments to Council for its consideration in advance of the new year.

Attachment

1. Proposed Bylaw No. 9312, *The Smoking Control Amendment Bylaw, 2015*

Report Approval

Written by: Derek Kowalski, Solicitor
Reviewed by: Christine G. Bogad, Director of Administrative Law
Approved by: Patricia Warwick, City Solicitor

Admin Report – Prohibition of Smoking in City-Operated Public Places.docx
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BYLAW NO. 9312

The Smoking Control Amendment Bylaw, 2015

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Smoking Control Amendment Bylaw, 2015*.

Purpose

2. The purpose of this Bylaw is to amend *The Smoking Control Bylaw, 2004* to expand existing smoking prohibitions to include all public places which are operated by the City of Saskatoon.

Bylaw No. 8286 Amended

3. *The Smoking Control Bylaw, 2004* is amended in the manner set forth in this Bylaw.

Preamble Amended

4. The Preamble is amended:

- (a) by striking out the following:

“And whereas, under the provisions of Section 12 of *The Tobacco Control Act*, the Province of Saskatchewan has designated certain public places or premises in which smoking is permitted except in designated non-smoking areas;” and

- (b) by adding the following to the final paragraph after “licensed premises,”:

“outdoor public places operated by the City,”.

Section 2 Amended

5. Section 2 is amended:

(a) by adding the following after subsection 2(e):

“(e.1) “outdoor public place” means any outdoor space owned or operated by the City of Saskatoon that is open to the public or to which the public is customarily admitted or invited, and includes parks, swimming pools, playgrounds, outdoor sports-fields, public squares or recreation areas, but does not include streets or sidewalks;”

(b) by adding the following after subsection 2(i):

“(i.1) “sidewalk” means the part of the street adapted to the use of or ordinarily used by pedestrians;”

(c) by adding the following after subsection 2(j):

“(j.1) “street” means a street as defined in *The Cities Act*;”

Subsection 4(1) Amended

6. Subsection 4(1) is amended by adding the following after clause 4(1)(e):

“(e.1) outdoor public places operated by the City;”

Coming into Force

7. This Bylaw shall come into force on January 1, 2016.

Read a first time this day of , 2015.

Read a second time this day of , 2015.

Read a third time and passed this day of , 2015.

Mayor

City Clerk



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Drupal Support – Request for Proposal Award

Recommendation of the Committee

1. That a contract with zu, for a 12 month period of Drupal support for an estimated fee of \$100,000 to \$150,000, plus applicable taxes be approved;
2. That His Worship the Mayor and the City Clerk be authorized to execute, on behalf of the City of Saskatoon, under the Corporate Seal, the appropriate contract documents for the zu proposal, as prepared by the City Solicitor; and
3. That Purchasing Services be authorized to issue the necessary Purchase Order.

History

At the September 14, 2015 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report of the General Manager, Corporate Performance Department dated September 14, 2015 was considered.

Attachment

September 14, 2015 Report of the General Manager, Corporate Performance.

Drupal Support – Request for Proposal Award

Recommendation

That a report be submitted to City Council recommending:

1. That a contract with zu, for a 12 month period of Drupal support for an estimated fee of \$100,000 to \$150,000, plus applicable taxes be approved;
2. That His Worship the Mayor and the City Clerk be authorized to execute, on behalf of the City of Saskatoon, under the Corporate Seal, the appropriate contract documents for the zu proposal, as prepared by the City Solicitor; and
3. That Purchasing Services be authorized to issue the necessary Purchase Order.

Topic and Purpose

The purpose of this report is to obtain City Council approval to proceed with a contract with zu for the supply of Drupal support services for a period of up to 1 year.

Report Highlights

1. The new City of Saskatoon (City) website that was launched in February 2015 introduced new technology suite to our infrastructure.
2. Information Technology (IT) does not have trained staff to support this new environment and an external third-party is required to provide this support while a strategy to provide this support using in-house resources is being finalized.
3. The City of Saskatoon issued a Request for Proposal (RFP) for Drupal support.
4. Recommendations that zu, the preferred proponent be awarded the contract for the supply of support services for a period of 1 year.

Strategic Goal

This report supports the long term strategy of Continuous Improvement by providing a supported website that the citizens have come to depend on as a way of communication and transacting business with the City.

Background

The decision to host the new public website on a new platform was approved by the Leadership Team in early 2014.

Report

The new public website saskatoon.ca uses Drupal for content management system, an environment that is new to the City. The City does not have existing expertise or resources to support the new environment and therefore the support for this service needs to be contracted out.

There is a plan to bring that support in-house in a phased approach, while reducing dependency on a third-party. The City will negotiate flexible terms of the contract to

Drupal Support – Request for Proposal Award

ensure that there is an easy escape clause and that the monthly contract hours can be adjusted based on the demands and acquisition of internal skills of in-house support.

Ongoing support of Drupal site that consist of:

1. Proactive risk prevention - New Major and New Minor version upgrading.
2. Security enhancement - Proactive improvement to testing and security checks.
3. Optimize efficiency and speed, and reduce exposure to future risk.
4. City initiated requests that include bug requests or resolution of backlog item.
5. Provision of Consultative services as required.

RFP For Drupal Support

Responses for the Drupal RFP were received from:

- ISM Canada
- Horizon Computing Solutions, Inc.
- Solvera
- Opin
- Momentum
- zu

The team evaluated the proposals based on the following criteria detailed in the RFP.

Category	Points
Adherence of the proposal to the response format	3
Experience / Expertise of the resources	40
Experience / Expertise of the company in managing similar contracts	7
Feedback from references	10
\$120/hr cost	40
TOTAL	100

Preferred Proponent

Upon completion of the evaluation, the RFP Review Team determined that the proposal submitted by zu met the requirements of the RFP and achieved the highest score as their proposal demonstrated:

1. Proven skilled resource pool;
2. Provided a structured support team that included an Account Manager, a Project Manager, a Technical Advisor Lead, and a Senior Developer;
3. Company experience with similar projects;
4. Price comparable to industry average;
5. Feedback from the references were positive; and
6. Experience on our website.

Therefore the recommendation is to award the RFP to zu as detailed below:

Supply of Drupal support, at an hourly rate of \$120.00 for a period of 12 months starting October 1, 2015, with 30 days notice provided for early contract termination. Total payment not to exceed \$150,000.

Options to the Recommendation

Do not contract a third party for the support of Drupal. This will leave the City vulnerable as the City does not have the skill resources to support this important public-facing system.

Financial Implications

The external support costs, to a maximum of \$150,000, are within the approved 2015/2016 Operating Budget for the IT Division.

Privacy Implications

System access and permission for the external consultant(s) will be limited to ensure that there is no access to confidential, sensitive, or personal information.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A follow up report will be brought back to Committee during the first quarter of 2016.

Public Notice

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

Report Approval

Written by: Paul Ottmann, Director of Information Technology
Reviewed by: Catherine Gryba, General Manager, Corporate Performance
Department
Approved by: Murray Totland, City Manager



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Community Support Program Pilot Project – Review for Permanent Status

Recommendation of the Committee

1. That the Administration be directed to make the Community Support Program Pilot Project a permanent program;
2. That the funding for the Community Support Program, up to \$450,000 annually, continue to be drawn from the Streetscape Business Improvement District Reserve;
3. That the Downtown Business Improvement District continue to manage the program;
4. That the Street Activity Steering Committee continue to oversee the program;
5. That the City Solicitor be requested to update the Memorandum of Agreement between the City of Saskatoon and the Saskatoon Downtown Business Improvement District until December 31, 2018, including detailed budget allocations;
6. That the City Clerk's Office be requested to extend the term and support of the Street Activity Steering Committee on a permanent basis;
7. That the Street Activity Steering Committee report to City Council on an annual basis through the Community Services Department, including a comprehensive Community Support Program review in the fall of 2016;
8. That the City Administration contact the Provincial Government regarding the opportunity for provincial funding for the Community Support Officers;
9. That the matter of public intoxication in Saskatoon be referred to the Board of Police Commissioners and Safe Streets Commission for a review; and
10. That the matter of the possibility of locating the Community Support Program head office in the Lighthouse be referred to the Administration to review with the Business Improvement Districts and the Lighthouse.

History

At the September 8, 2015 meeting of the Standing Policy Committee on Planning, Development and Community Services, a report of the General Manager, Community Services Department, dated September 8, 2015, was considered.

The Committee also received presentations from the Police Chief and the Executive Directors of the Business Improvement Districts regarding continuation of the program and funding options.

Attachment

September 8, 2015 Report of the General Manager, Community Services Department

Community Support Program Pilot Project – Review for Permanent Status

Recommendation

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

1. That the Administration be directed to make the Community Support Program Pilot Project a permanent program;
2. That the funding for the Community Support Program, up to \$450,000 annually, continue to be drawn from the Streetscape Business Improvement District Reserve;
3. That the Downtown Business Improvement District continue to manage the program;
4. That the Street Activity Steering Committee continue to oversee the program;
5. That the City Solicitor be requested to update the Memorandum of Agreement between the City of Saskatoon and the Saskatoon Downtown Business Improvement District until December 31, 2018, including detailed budget allocations;
6. That the City Clerk's Office be requested to extend the term and support of the Street Activity Steering Committee on a permanent basis; and
7. That the Street Activity Steering Committee report to City Council on an annual basis through the Community Services Department, including a comprehensive Community Support Program review in the fall of 2018.

Topic and Purpose

The purpose of this report is to provide an update on the Community Support Program Pilot Project (CSP) and recommend that City Council make the program permanent. The pilot project is slated to end December 31, 2015.

Report Highlights

1. The CSP key indicators of success show positive movement.
2. Data shows a reduction in duplication of services, with less calls requiring attendance by Saskatoon Police Service (SPS) and other service providers.
3. The Street Activity Baseline Study (SABS) Update 2015 results show that perceptions of safety fell slightly and that there is a consensus among their respondents that the CSP should continue.

4. The CSP has been recognized as a contributor to the image of safety for the Downtown and for its potential to play a key role in overall community safety.
5. Ninety percent of surveyed business respondents would like to see the CSP continue, and 69% are prepared to support the program through property taxes. The majority of responding community and involved service providers also support continuation of the program.
6. Two of the three Business Improvement Districts (BID) boards support continuation of the CSP.

Strategic Goal

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

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

Background

At its December 5, 2011 meeting, City Council approved, in principle, the provision of five civilian uniformed Community Support Officers (CSO) to patrol the Riversdale, Broadway, and Downtown BIDs for a two-year term.

At its June 9, 2014 meeting, City Council approved an extension of the CSP to December 31, 2015, which included specific program modifications and key indicators of success. See Attachment 1 for an explanation and graphic showing how the CSP fits into the crime prevention and reduction continuum in Saskatoon.

Report

Key indicators of success were established for the CSP in 2014. Attachment 2 shows the status of all key indicators of success.

Key Indicators of Success Show Positive Movement

The majority of key indicators showed a positive change. Of note is a 143% increase in business contacts. These are contacts made outside of a call for service and specifically to engage businesses on a regular basis. The number of calls and individuals served has also increased, with 38% more individuals served in the past year. The greatest increases came in bylaw enforcement, with a 324% increase in number of tickets given out.

Response times have correspondingly increased to eight minutes due to the increased number of calls and the number of concurrent calls. However, staff time in attendance has decreased by 28%, which speaks to the improved efficiencies and the increased awareness of users.

The main duties of the CSP staff are listed in Attachment 3. Attachment 4 is the CSP Supervisor's report for July 2013 to June 2015.

Reduction in Duplication of Services

The CSP's connection with SPS has been strengthened through improved communications and meetings with the Chief. This is reflected in the number of dispatches from SPS to the CSP increasing by 49%.

Similarly, the SPS dispatch statistics show a steady increase in number of calls they dispatch to the CSP. The SPS numbers also show a consistent decline from 46% in 2012 to 36% in 2014, and an estimated 28% decline in 2015, in the calls they attended as well. Although there will always be calls that both the CSP and SPS will be required to attend, the number of calls that the SPS are dispatching to the CSP and attending is declining.

The CSP dealt with 71% of the total number of individuals encountered, without the addition of, or reference to, any other service provider or the SPS. If the CSP did not exist, it is unlikely that other providers would be able to match the eight minute response time of the CSP.

Reported Perceptions of Safety - Street Activity Baseline Study Update 2015

Overall, residents feel safe walking and cycling in Saskatoon. Since 2013, what has changed slightly is a shift from feeling "very safe" to feeling "somewhat safe" for some respondents (see Attachment 5).

Eighty-seven percent of responding residents feel safe, which is down slightly from 89% in 2013. However, it should be noted that the survey was undertaken a short time after a very public violent event in the Downtown, which may have had an effect on the numbers. Riversdale has consistently increased in the proportion of residents who feel safe during the day since the 2011 study.

Support for The CSP's Role in Community Safety

In June of 2015, Chief Weighill's "Creating a Culture of Community Safety" presentation identified major changes that SPS will face. Social interaction and population and area growth were two of the changes where the CSP could have a positive impact. According to the Chief, 80% of the top 20 calls for service are non-criminal and include many of the types of calls that the CSP already address. The community panel present identified that "relying on the police service alone to create a culture of community safety will not work."

The Saskatoon Regional Economic Development Authority's report on "Saskatoon Downtown Office Vacancy Round Table Report" (June 23, 2015) stated that "the image of the downtown core as a safe and clean place to work, live, and visit is key to its ability to thrive. The CSP was viewed to be a crucial contributor to managing minor disturbances, discouraging loitering, and enforcing bylaws. Strengthening the program, along with encouraging additional internal security personnel and police presence at locations where infractions are concentrated, was seen as critical."

Awareness and Levels of Business and Community Support

Ninety percent of responding businesses would like to see the program continue. When asked if they would be willing to support the program through property taxes, 69% of businesses said yes.

Forty-nine percent of responding residents are aware of the program, which is a statistically significant increase over 2013 (41%). Thirty-five percent (up from 30%) of responding residents who have heard of the CSP believe that the program is effective.

Almost 100% of the vulnerable persons interviewed were familiar with the CSP and had positive comments on how they had been helped.

When asked directly, 75% of the surveyed service providers said they would like to see the program continue. One hundred percent of the service providers that responded were aware of the CSP, of which 61% rated the program as effective. Eighty-six percent of service providers surveyed have interacted with the program.

Level of BID Support

The Downtown, Broadway, and Riversdale BID Executive Directors took a series of questions to their boards (see Attachment 6). Both Downtown and Broadway are supportive of the continuation of the program, while Riversdale is not. The three BIDs agree that funding should be drawn from the general mill rate portion of the parking meter revenue rather than the Streetscape portion. All three BIDs state they will require additional police coverage should the CSP not remain to handle calls for service. Although this is the view of the BID boards, the SABS report indicated that 90% of the businesses surveyed would like to see the CSP continue and believe it is effective.

Options to the Recommendation

An alternative option is to allow the program to lapse on December 31, 2015. The Partnership and the CSP staff are aware of the potential for the program to end on this date.

Public and/or Stakeholder Involvement

City Council established the membership and mandate of the Street Activity Steering Committee, which oversees the entire pilot project. The SASC includes the Executive Directors of the Downtown, Broadway, and Riversdale BIDs; a representative from Saskatoon Anti-Poverty Coalitions; SPS; as well as support from the City Solicitor's Office and the Community Services Department.

The public and a variety of local stakeholders contributed in the preparation of the SABS Update 2015. A full copy of this report can be found on www.saskatoon.ca under Neighbourhood Safety.

Communication Plan

If City Council makes the CSP permanent, the SASC members would update their organizations directly. The SASC would also update the service provider group and the Safe Streets Commission through a special meeting. An updated Marketing Plan would be established for the program moving forward.

Financial Implications

The cost of operating the current CSP is approximately \$450,000 a year, subject to detailed discussions with the BID. This would include a contribution to the cost of the SABS updates, which is approximately \$50,000.

The recommended funding source is the Streetscape BID Reserve. Funding from the \$0.50 in parking metre revenue is sufficient to fund the CSP (see Attachment 7).

Alternate funding options which have been considered include:

- a. Parking Revenues – General Revenues
Cost of the program could be drawn from the parking meter revenues that are currently directed to general revenues (mill rate). This would allow the CSP to remain linked to the Downtown, Broadway, and Riversdale BIDs. However, this would impact the amount directed to general revenues.
- b. Outside Funding
The cost of the program would be drawn from private or other levels of government. Some of the SASC members and the Administration have made contact with other levels of government and the Safe Streets Commission. An alternate funding source was not secured.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

If the CSP is made permanent, the program would be required to submit an annual report to City Council for 2016. A comprehensive review of the program, including an update to SABS, would be required by the fall of 2018.

If the CSP is allowed to lapse on December 31, 2015, a final report identifying the winding down of the program and any final disbursements will be submitted to City Council in spring 2016.

Public Notice

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

Attachments

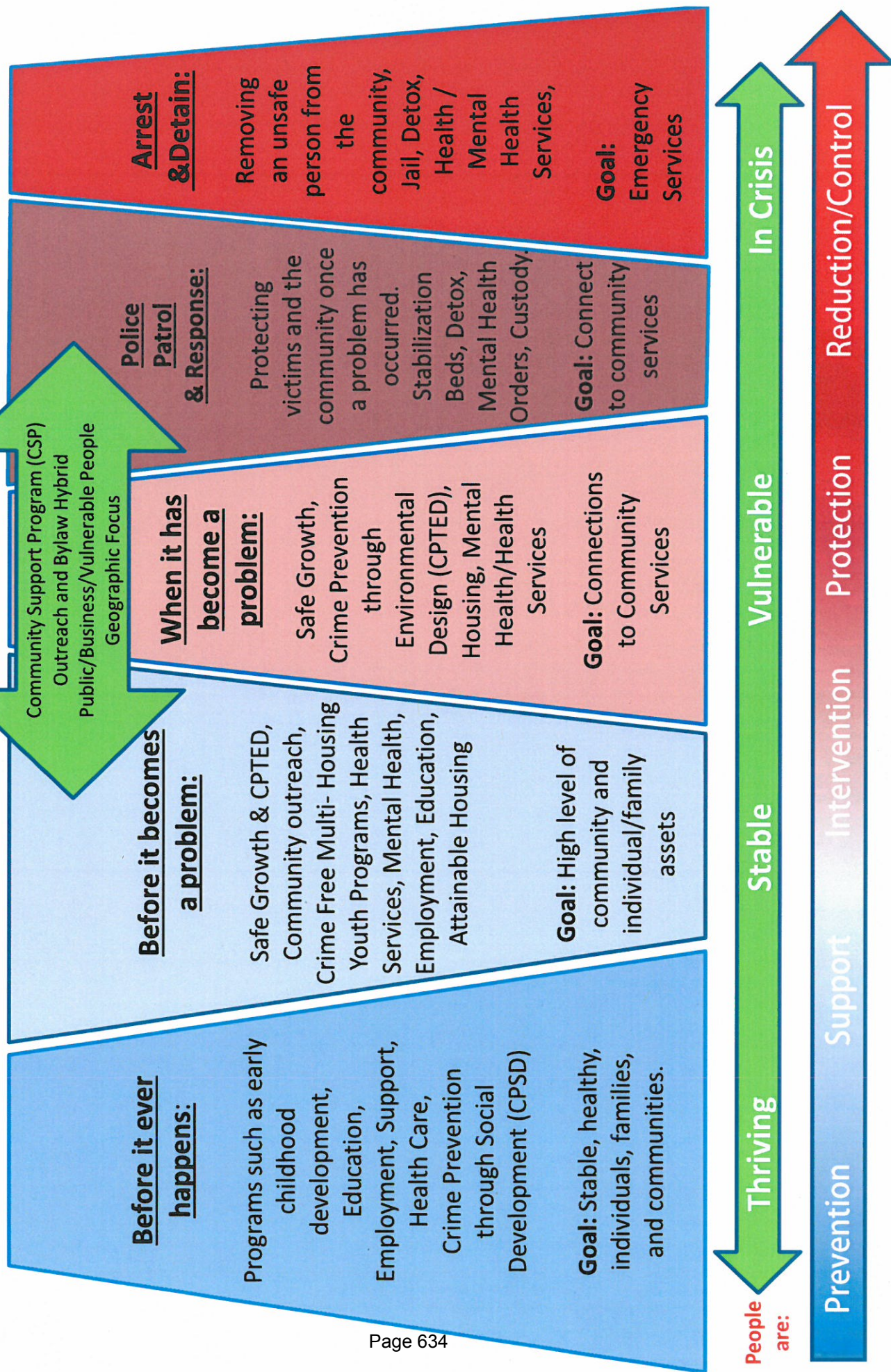
1. Crime Prevention and Reduction Continuum
2. Key Indicators of Success Summary
3. Community Support Program Summary
4. Community Support Program Report – July 1, 2013, to June 30, 2015
5. Street Activity Baseline Study Update 2015 – excerpts only
6. BID Board Responses to Questions of the SASC
7. Parking Meter Revenue Summary and the Community Support Program

Report Approval

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

S:\Reports\CP\2015\PDCS – Community Support Program Pilot Project – Review for Permanent Status\ks
BF137-14

Crime Prevention and Reduction Continuum



Community Support Program (CSP)
Outreach and Bylaw Hybrid
Public/Business/Vulnerable People
Geographic Focus

Before it ever happens:

Programs such as early childhood development, Education, Employment, Support, Health Care, Crime Prevention through Social Development (CPSD)

Goal: Stable, healthy, individuals, families, and communities.

Before it becomes a problem:

Safe Growth & CPTED, Community outreach, Crime Free Multi-Housing Youth Programs, Health Services, Mental Health, Employment, Education, Attainable Housing

Goal: High level of community and individual/family assets

When it has become a problem:

Safe Growth, Crime Prevention through Environmental Design (CPTED), Housing, Mental Health/Health Services

Goal: Connections to Community Services

Police Patrol & Response:

Protecting victims and the community once a problem has occurred. Stabilization Beds, Detox, Mental Health Orders, Custody.

Goal: Connect to community services

Arrest & Detain:

Removing an unsafe person from the community, Jail, Detox, Health / Mental Health Services,

Goal: Emergency Services

People are:

Thriving

Stable

Vulnerable

In Crisis

Prevention

Support

Intervention

Protection

Reduction/Control

The CSP is a hybrid that blends community outreach and bylaw enforcement. The program's mission is to provide a safe and enjoyable street experience for everyone in the community. It is a total approach to community safety and health. The identifiable uniformed foot patrols reassure community members and businesses, and coordinates with community support organizations and the SPS.

Patrolling and checking in with businesses and vulnerable people helps to identify issues early and halts some behaviour on sight. Attending to someone intoxicated or in distress helps other area users feel like the situation is under control. Their very presence contributes to residents' feelings of safety.

The CSP also has the potential to reduce interactions and costs to SPS, the Health Region, service providers, and the justice system. They may also have an impact on the severity of the call. For example, helping an intoxicated person home or to a shelter in the winter may circumvent an ambulance call, a hospital stay, and potentially, a death.

Crime prevention is a broad and overlapping subject and this graphic shows how the CSP fits into the crime prevention and reduction continuum in Saskatoon. This continuum identifies the general description and provides examples of programs, a goal, and how people fit into the continuum depending on the change in their circumstances. The CSP is situated in the centre and overlaps a number of steps on the continuum.

COMMUNITY SUPPORT PROGRAM PILOT PROJECT

The CSP tracks a large number of indicators through their reports and patrol counts. They also keep a written record of concerns or complaints, client information, developing trends, warnings or cautions that have already been issued, needed follow-ups, as well as other information.

Key Indicators of Success - CSP Pilot Program Summary:

Program Outcomes	How To Measure	Indicators of Success	July 2013 to June 2014	July 2014 to June 2015	Change
ALL					
Increase perceptions of safety	Street Activity Baseline Survey updates	<ul style="list-style-type: none"> Increased perceptions of safety in BIDs 	89%	87%	-2%
Establish a program database	Increased ability to target program resources	<ul style="list-style-type: none"> Strategic use of data to identify hotspots and emerging issues geographically 	Develop and implement a new data entry system officers can use, both on scene and in office	Data collected can be analyzed for program trends; map used to identify hotspots and tables, charts, etc. used to generate program reports	Data from January 2013 to date has been entered and can be used for year-to-date analysis, and resources are deployed according to data collected

Key Indicators of Success Summary

ATTACHMENT 2

Program Outcomes	How To Measure	Indicators of Success	July 2013 to June 2014	July 2014 to June 2015	Change
BUSINESSES					
Liaise with businesses	Number of business contacts	<ul style="list-style-type: none"> Number of contacts rise 	TOTAL: 386	TOTAL: 939	+ 143%
	Frequency of business contacts	<ul style="list-style-type: none"> Frequency of contacts rise 	AVG: 32 contacts per month	AVG: 78 contacts per month	+144%
Increase awareness of street activity concerns	Survey of Business satisfaction	<ul style="list-style-type: none"> Businesses more aware of CSP and when to call 	Higher than public (41%)	67%	not directly comparable
		<ul style="list-style-type: none"> Increased awareness among all staff 	Not asked	58% aware on hire	n/a
		<ul style="list-style-type: none"> Businesses and staff feel safer 	AVG: 38% believe area safer	75% say program effective in addressing their specific issue	not directly comparable
		<ul style="list-style-type: none"> Businesses believe program is effective 	30%	55%	+25%
		<ul style="list-style-type: none"> Businesses asked if program should continue. 	Not asked	90% support continuation	Positive
Collaborate with businesses to resolve issues	Number of interventions and/or mediations	<ul style="list-style-type: none"> Number of collaborations increase 	526 involve businesses	1,130 involve businesses	+ 115
		<ul style="list-style-type: none"> Number of successful mediations increase 	TOTAL: 41 calls coded as mediation (2.7% of total call type)	TOTAL: 30 calls coded as mediation (1.4% of total call type)	- 26%

Program Outcomes	How To Measure	Indicators of Success	July 2013 to June 2014	July 2014 to June 2015	Change
GENERAL PUBLIC					
Reassures and responds to public	Uniformed foot patrol	<ul style="list-style-type: none"> Response time 	AVG: 5.5 minutes	AVG: 8.3 minutes	+ 51%
	Support Information	<ul style="list-style-type: none"> Time in attendance 	AVG: 19.3 minutes	AVG: 13.9 minutes	- 28%
	Attendance at public events	<ul style="list-style-type: none"> Number of events attended 	19	26	+ 37%
Build trust with all people on the street	Number and frequency of general public contacts	<ul style="list-style-type: none"> Patrol times increase 	TOTAL: 1,828 Hours	TOTAL: 1,945 Hours	+ 6
	Origin and purpose of calls to CSP	<ul style="list-style-type: none"> Calls for service increase 	TOTAL: 1,525 calls	TOTAL: 2,091 calls	+ 37
		<ul style="list-style-type: none"> On view calls decrease (On view calls are incidents that the staff encounter while on patrol) 	TOTAL: 606 (40% of total calls)	TOTAL: 606 (29% of total calls)	Unchanged (11% decrease of total calls)
VULNERABLE PERSONS					
Build trust with vulnerable people on the street	Connect people in need with appropriate services	<ul style="list-style-type: none"> Number and frequency of contacts 	TOTAL: 3,594	TOTAL: 4,468	+ 24
	Identify successful interventions (number of near misses)	<ul style="list-style-type: none"> Number of individuals served 	TOTAL: 1,525	TOTAL: 2,112	+ 38%
		<ul style="list-style-type: none"> Number of Near Misses 	TOTAL: 81	TOTAL: 81	Unchanged
Maintain strong relationships with service providers	Participation in service provider partnerships	<ul style="list-style-type: none"> Number and frequency of service provider connections 	TOTAL: 1,155 connections	TOTAL: 1,183 connections	+ 2%

Program Outcomes	How To Measure	Indicators of Success	July 2013 to June 2014	July 2014 to June 2015	Change
BYLAW ENFORCEMENT					
Bylaw Enforcement	Number and frequency of bylaw enforcement contacts	<ul style="list-style-type: none"> • Number of tickets • Number of warnings • Number of educational stops 	<p>TOTAL: 21</p> <p>TOTAL: 43</p> <p>TOTAL: 897</p>	<p>TOTAL: 89</p> <p>TOTAL: 51</p> <p>TOTAL: 1,135</p>	<p>+ 324%</p> <p>+ 19%</p> <p>+ 26%</p>
Strong Connection with Saskatoon Police Service (SPS)	<p>SPS and CSP connections strengthened</p> <p>Improved collaboration for data sharing and recording</p>	<ul style="list-style-type: none"> • Number of SPS dispatches to CSP • Number of direct referrals to SPS 	<p>TOTAL: 187 (5.2%)</p> <p>TOTAL: 278 (18 % of total calls for service)</p> <p>TOTAL: 149 (9.8% of total calls for service) On-scene/ immediate</p>	<p>TOTAL: 278 (7.7%)</p> <p>TOTAL: 336 (16% of total calls for service)</p> <p>TOTAL: 218 (10.4% of total calls for service) On-scene/ immediate</p>	<p>+ 49%</p> <p>Note:+21% 278 & 336 direct referral also includes referrals for individual follow-up (i.e. to report criminal activity)</p>

Community Support Program Summary

COMMUNITY SUPPORT PROGRAM PILOT PROJECT

Program Mission

To provide a safe and enjoyable street experience for everyone in our community.

Why?

To address the public's concerns of street safety and provide support.

Who Does the Program Serve?

1. **Businesses**
The CSP foot patrols liaise with local businesses to identify issues and collaborate to generate solutions in the Downtown, Broadway, and Riversdale Business Improvement Districts (BIDs).
2. **General Public**
The CSP provides a highly visible presence that reassures and responds to the public in the Downtown, Broadway, and Riversdale Business Improvement Districts (BIDs).
3. **Vulnerable Community Members**
The CSP connects community members in need to the appropriate service providers or other supports. Everyone deserves to be safe on the street, and for those who are more vulnerable. it is essential.

Main Duties of Community Support Officers Are:

1. Provide a familiar, highly visible, and accessible uniformed presence, primarily through foot patrols in identified areas of Saskatoon;
2. Assist community members in need in accessing relevant supports, such as healthcare, addictions and crisis counselling, food and shelter, etc., and contact the appropriate community support agency when necessary;
3. Respond to requests regarding panhandling, loitering, public drunkenness, and other related activities, as well as being responsible for the enforcement of relevant municipal bylaws and contacting other civic organizations, such as the Saskatoon Police Service (SPS) when necessary;
4. Establish and facilitate partnerships with local businesses, residents, and community support organizations, in order to be aware of potential issues and areas of concern. Assist with the identification of locally highlighted issues and collaborate with community support agencies, residents, and others to develop and implement resolutions to these issues;
5. Promote relevant social programs to members of the community in need; and
6. Provide support in the prevention of criminal activities and provincial offences.

What Does the Program Do?

1. Businesses
 - i. Initiate and respond to calls;
 - ii. Link businesses to appropriate services and agencies;
 - iii. Identify and track issues;
 - iv. Education and enforcement of municipal bylaws; and
 - v. Increase awareness of street activity concerns.

2. General Public
 - i. Improve perceptions of safety in the identified BIDs;
 - ii. Respond to requests for assistance;
 - iii. Build trust with all people on the street;
 - iv. Provide general information to the public; and
 - v. Discourage negative street activity.

3. Vulnerable Community Members
 - i. Interact and build trust with people on the street;
 - ii. Match needs with services;
 - iii. Respond to requests for assistance; and
 - iv. Maintain strong relationships with service providers.

How Will This Be Measured?

The CSP tracks a large number of indicators through reports and patrol counts. They also keep a written record of concerns or complaints, client information, developing trends, warnings or cautions that have already been issued, needed follow-ups, as well as other information.

Community Support Program Report
July 1, 2013, to June 30, 2015

Introduction

On July 9, 2012, the Community Support Program (CSP) began providing highly visible and accessible uniform patrols in the three city centre Business Improvement Districts (BIDs) comprising Downtown, Riversdale, and Broadway. This report provides information generated by the program over a 24-month period, including July 1, 2013, to June 30, 2015. This addresses the data changes from the last report to City Council.

Over that time frame the following occurrence information was captured:

Table 1			
Calls Attended by the Community Support Program			
	July 2013 to June 2014	July 2014 to June 2015	TOTAL
Number of Occurrences	977	1,447	2,424
Individuals Served	1,525	2,112	3,637
Involvement			
Business Involvement	526	1,130	1,656
Community Involvement	235	775	1,010
Vulnerable Persons	1,339	1,772	3,111
Call Origin			
Office	546	1,086	1,632
Patrol	606	606	1,212
Police	187	278	465
Self-Initiated	156	106	262
Follow-up	10	15	25
Outcome			
Successful*	1,254	1,559	2,813
Could not locate	202	402	604
Not able to assist**	70	150	220
Bylaw Enforcement			
Ticketed	21	89	110
Warned	43	51	94
Information	897	1,135	2,032

* Successful includes identifying a specific issue that exists at the time, assessing the scenario, and assisting the individual(s) to access the supports they need (i.e. housing or shelter, mental health concerns, nutrition, transportation, etc.);

**Not able to assist includes a call in which an individual refuses service, Police, or other services providers are in attendance, or there are concurrent calls.

In all cases, except patrol calls and self-initiated calls, the data for occurrences went up. Despite the absolute number of patrol calls remaining unchanged, the percentage of all calls that these represent actually decreased by 20%. This can be attributed to the increase in calls for service that were generated as office calls and police dispatch. With more calls to

attend, there is less time for patrol calls and self-initiated calls encountered when individuals approach the CSP staff.

Over the 24-month period, the CSP staff increased the focus on business connections, as well as bylaw enforcement. As a result, office calls increased to 51% of total calls compared to 36% for the preceding 12 months.

In addition to the statistical data above, the CSP officers are also involved in numerous additional encounters that contribute to the availability of the program. Officers have the ability to enforce and provide information on six City of Saskatoon bylaws including:

- The Parks Bylaw
- The Bicycle Bylaw
- The Panhandling Bylaw
- The Waste Bylaw
- The Spitting, Urinating and Defecating Bylaw
- Part IV and Part VI of The Traffic Bylaw (dealing with skateboards and pedestrians)

Comparing bylaw enforcement from 2014 to 2015, there was an increase of 324% in ticketing, 19% increase in warnings, and a 26% increase in educational stops (see Table 1).

Table 1 also shows a 34% increase in the number of bylaw call types that were reported. It is believed that the increase can partly be attributed to increased efforts to inform the general public and businesses about the program, as well as an increased effort by CSP staff to enforce municipal bylaws.

The other call types that saw an increase in numbers were calls for disturbance at 90% and addictions at 61%. Both of these align with trends that were identified and reported in July and August 2014. These trends included an increase in aggressive panhandling, panhandling in groups, and drinking in public. These trends were monitored by the CSP, businesses were consulted and encouraged to call, the concerns were reported to Saskatoon Police Service (SPS) for information and assistance, and this was reported to the Street Activity Steering Committee.

When it comes to assisting an individual(s) on a call, there are a number of service providers that the CSP either collaborate with while on call or refer individual(s) to as required. As illustrated in Table 2, there were 1,441 immediate referrals made on scene and 583 referrals that were recommended for follow-up for the individual(s) on their own.

The CSP dealt with a total of 3,637 individuals, and of those interactions, 1,054 or 29% required either on scene assistance and/or information and support was provided during the interaction for them to follow-up and get the support they needed as it was required. The CSP dealt with 2,583 or 71% of the total number individuals encountered or reported without the addition of any other service provider.

Table 2 Call Type and Referrals			
Call Type	July 2013 to June 2014	July 2014 to June 2015	TOTAL
Addictions	511	824	1,335
Bylaw	141	234	375
Disturbance	252	480	732
Housing	95	42	137
Mediation	41	30	71
Other	177	191	368
Suspicious Person	308	311	619
Referrals			
On Scene/Immediate	472	969	1,441
Independent Referrals	322	261	583
Referral Organizations			
City Police	278	336	614
Community Support Program	138	122	260
EMS	64	64	128
Larson House	128	109	237
Lighthouse Shelter	18	27	45
Lighthouse Stabilization	151	147	298
Lighthouse Outreach	65	188	253
Mobile Crisis	43	30	73
MSS - Income Assistance	44	19	63
Transit Services	59	25	84
Salvation Army	12	10	22
Housing	21	4	25
City of Saskatoon	2	2	4
Other	132	100	232

Additional duties of the CSP officers consist of giving directions, supporting the general public, providing business information, dealing with safety concerns, engaging and providing a safe and enjoyable street experience for everyone, as well as interacting and building trust with people on the street. Table 3 below is a breakdown of the additional contributions that the CSP made within the three BIDs, in addition to the occurrences that were dealt with.

Table 3 Patrol Statistics			
PUBLIC INTERACTIONS	July 2013 to June 2014	July 2014 to June 2015	TOTAL
Directions	92	86	178
Business Information	56	49	105
Program Information	257	225	482
Transit Information	16	19	35
Needle pickup	112	92	204
Loitering	8	12	20
Business Connection	386	939	1,325
Public Intoxication	10	8	18
Other / Safety	134	122	256
Encounters			
Updates	153	79	232
Connections	3,441	4,389	7,830

- The above statistics are tracked and calculated on a daily basis while on regular patrol duty.
- Since the inception of the program, patrol statistics were added to better represent the work being done by the CSP officers.
- The category of business connections refers to contact with businesses in the three BIDs to maintain regular contact and ensure awareness of the program is occurring. This information was only documented after July 1, 2013.

Public

One of the main objectives of the program is to provide highly visible and uniformed foot patrol presence. This was a recommendation that flowed from the findings of the 2011 Street Activity Baseline Study around safety and the perceptions of safety in each BID. Regular foot patrols occur in teams of two from 10 a.m. to 8 p.m., Tuesday and Saturday, and 8 a.m. to 10 p.m., Wednesday to Saturday. The goal is to reach each of the three BIDs a minimum of one time per scheduled 10-hour shift. Depending on call volume, each BID typically receives coverage by each patrol team at least once per day. The average patrol time was 157 hours per month over the course of the two-year period.

Table 3 shows the variety of interactions with the public that contribute to both the perception of safety and prevention of unsafe behaviour. Many of the interactions involve a simple greeting but can range in scope from providing directions and business information to deterring negative and in some cases, illegal activity. Officers strive to maintain an approachable demeanour in an effort to assist anyone in the BIDs, or direct them to the appropriate resource.

While on patrol, officers are aware of their surroundings and encounter unique circumstances that require intervention. Some examples include assisting individuals with a disability issue

navigate a safe crossing, reporting traffic signals that are not working, reporting animal concerns, preventing potential altercations, and assessing child welfare concerns. There are often involvements that do not meet what one might consider “typical” criteria, but something can be done to support a person or direct them to the proper resource to ensure something or someone does not fall through the cracks. Many people that experience contact in a unique circumstance often do so because of the uniformed approachable appearance, and they are typically appreciative and often inquire about the program.

The following are examples of comments that were shared with the CSOs while in the community:

- *“Nice to see you out here, it’s about time”* – Customer of a local business
- *“Having you out here is a good thing. People doing bad things scatter when they see you coming”* – Community member
- *“I feel safe knowing you’re around”* – Employee with a service provider
- *“We already notice a difference. You guys do a good job”* – Local business, while making reference to a decrease in the number of individuals that wander in and cause a disturbance in their business
- *“You do good work”* – Lawyer in the community
- *“We need more of you guys”* – Community member(s)
- *“Needed you guys”; “commendable what you do”; “we need your help... the Police need your help”* – Business Employee
- *“We appreciate it; the program really works”* – Business owner, Riversdale BID
- *“Just seeing you around is a good thing; makes people think twice”* – Community member, Downtown
- *“I saw you on TV. Community Support its needed, brave of you guys to be out here. Winnipeg has this, was wondering when Saskatoon would get this”* – Young male, Downtown and Riversdale resident
- *“Do you stay outside most of the day? It’s appreciated.”* – Midtown Plaza employee, Downtown
- *“The crowd that hangs out at this location is not around as much anymore.”* (November 14, 2012) *“Nice to see you out here, at least no one is around”* (February 8, 2013) – Two comments of customers/residents outside of a local business in reference to a location known for loitering concerns
- *“Good job, thank you”* – Community member, Downtown who witnessed officers engage a group to prevent jaywalking
- *“Great work. You stopped me for jaywalking before and were polite about it, and I have never done that again.”* - Community member, Downtown

Business

The program liaises with local businesses within the Downtown, Broadway, and Riversdale BIDs to identify issues and collaborate with them to generate solutions. Over the reporting period, officers attended 1,656 calls where businesses were involved in the occurrence. Involvement ranged from calling to report a concern, signalling officers while they are out on patrol to assist with a situation, providing information regarding an occurrence before or after it is concluded, and requesting involvement for mediation with a customer demonstrating

behavioral concerns. When reasonable, and if available, officers may provide limited information regarding the outcome of the call to ensure the business understands what action was taken.

Officers establish contact with businesses on a continuous basis to gather information from them regarding concerns and issues they experience. Every effort is made to understand when concerns tend to occur and the nature of the concern so that patrols can be concentrated around the issue and/or area. Frequently patrolling and having a visible uniformed presence when concerns peak has proven to deter, and over time, reduce unwanted behavior that has been identified. This is often seen with reports regarding suspicious behavior, intoxicated persons, and groups of people loitering.

Typically businesses contact the program by phone or engage the officers while on foot patrol to assist them with a situation that is in progress. Over the two-year reporting period, officers attended 1,632 calls for service made directly to the 306-382-6935 number for reports of an occurrence. Calls for service are also received from the public. However, the majority of calls come from businesses calling the main phone line. Regular business connections, experience in dealing with the CSP on calls before, and new window clings that came out in the spring all contributed to a 15% increase in calls for service from businesses.

Another service that the CSP provides to businesses is mediation for situations that arise on their premises. These have included intoxicated persons, people causing a disturbance with employees or clients of a particular business, or concerns with mental illness situations. The businesses would prefer to have an individual access their business but feel that terms and conditions need to be agreed to before that can occur. End results may include agreements with a timeframe that outline a period where the person is prohibited to access the business, an understanding by both parties about the expected behavior and the consequence if they act against the terms, or assisting the business in getting someone to leave the premises without incident. In addition, the fact that the program has been in operation for three years now has allowed more people to hear about and understand the program and learn how to contact officers.

Vulnerable Persons

The third group that the program is involved with is assisting vulnerable people. Since inception, dealing with people in vulnerable situations has accounted for the majority of involvements for the program. Of the 3,637 people served, 3,111 individuals or groups of individuals are seen as vulnerable to conditions that put them at risk of being unsafe. Officers interact and work to build trust with people on the street. As a result, officers have matched people's needs with the appropriate service. After connecting people to a service, officers offer support as people transition through personal, social, and medical involvements.

In March 2013, the CSP identified concerns about vulnerable people who were being dealt with by both SPS and the CSP officers. Many of the individuals did not require police intervention, and it was important to strengthen the communication with the SPS. Out of this meeting, the most active person case meetings were scheduled to ensure that an individual experiencing social needs, dealing with addictions issues, living with a mental illness or a medical condition that required support was better served by the CSP officers when possible.

The program also identifies trends or patterns that are observed as a result of the familiarity of the people and the areas patrolled. Trends beginning to be identified through patrol observations include increased calls for service to a particular area, geographical information from the database map, and/or repeated call types or a rise in concerning behaviours. These trends are monitored by the CSP, businesses are encouraged to call when a concern exists and/or share specific information about the activity and when it occurs, and concerns are reported to SPS for information and assistance. Finally, the CSP also collaborates with numerous service providers to assist an individual or groups of individuals that exhibit ongoing behaviour and have repeated calls for service to attend calls where they are identified as a person(s) of concern. Attachment 1 shows frequency of repeat clients.

At the start of the program, there were many challenges that CSP officers encountered. The main ones were barriers to appropriate transportation and a lack of access to services for individuals with addictions. In response to this concern, Saskatoon Transit Service was contacted by the CSP to discuss the opportunity of utilizing transit services as a supplementary service as the officers saw fit. Further to that, a local service provider introduced an outreach team that transports vulnerable people to a safe place. Benefits include safe and appropriate transportation for intoxicated persons, improved call times for CSP officers, and diverting calls that do not require police assistance. In addition, there have been additional beds for intoxicated people who need a safe place to go and do not require SPS intervention. Both of these services have been informed by the work of the CSP and ultimately have contributed the CSP being able to attend more calls for service. Calls for service are up 20%, from 977 to 1,447 over the reporting period.

Events and Committee Meetings

Officers attend events that are relevant to program operations, businesses, safety, and public attendance in large numbers. The following list includes examples of events that CSOs attended whether to patrol or participate

- Homeless count (June 22, 2015)
- PotashCorp Fireworks Festival
- SPS Community Consultation
- Experience Downtown Sidewalk Sale
- Broadway Street Fair
- Presentation at Ministry of Social Services Income Security Division
- Salvation Army Kettle Kickoff at Midtown Plaza
- SPS Community & Volunteer Appreciation Event
- Shop the Neighbourhoods event in all three BIDs
- Community Police Academy (SPS)
- Culture Days in Riversdale
- SPS Community BBQ
- Waterfront Art Show
- Poverty Awareness Week – attended events in the BID areas
- Rock 102 FM Show & Shine
- Civic Pancake Breakfast
- Bicycle Scavenger Hunt

- The Fringe Festival
- Delivered Volunteer Safety Presentation for the 2015 Homeless count
- SaskTel Saskatchewan Jazz Festival
- Community BBQ Station 20 West
- Pride Week activities – attended events in the BID areas
- Grand opening events for businesses that start up with the BIDs
- Victim Services open house
- YXE Food Festival
- Cold Weather Strategy meeting
- What's up with Housing and Homelessness Saskatoon event at Station 20 West
- Taste of Saskatchewan
- Saskatoon Exhibition Parade

The CSP Supervisor has representation on the following groups and committees:

- Street Activity Steering Committee
- Service Provider Group
- Most active persons case conferencing with SPS
- Central Division Advisory Committee – committee of the SPS
- Cooperative Policing
- Housing First
- The Lighthouse Stabilization Unit
- Cold Weather Strategy

Highlights and Challenges

Calls from businesses have steadily increased since inception, and they now exceed the patrol calls, which initially were the highest percentage of calls for service. Businesses are utilizing the program to express ongoing concerns, and CSP officers are responding through increased patrols and overall presence (at peak times of concerns whenever possible); business participation; and referrals to the SPS and other relevant agencies.

Overall, the program is being recognized on the street and in the community as a credible program, delivering community support and contributing to safer streets by aiding in identifying potential long-term solutions based on firsthand experience. As the program continues to mature, collaborative work with the Street Activity Steering Committee continues to evaluate and provide a service that offers businesses, the public, and vulnerable people the support that best suits the City of Saskatoon.

Some of the challenges of the program include the following: there continues to be difficulty when dealing with individuals who present with social needs, housing concerns, addictions issues and mental illness, or other health concerns. As a result, the program maintains contact with service providers, including the Saskatoon Health Region (i.e. Mental Health & Addiction Services, Community Mental Health Nurses, etc.), shelters, Ministry of Social Services, Saskatoon Crisis Intervention Services, and SPS to work on more effective methods of working together in the best interest of the individual.

Personnel concerns have been experienced as well. With a staff of five and patrols being done in teams of two, the Supervisor is required to cover days missed from holidays,

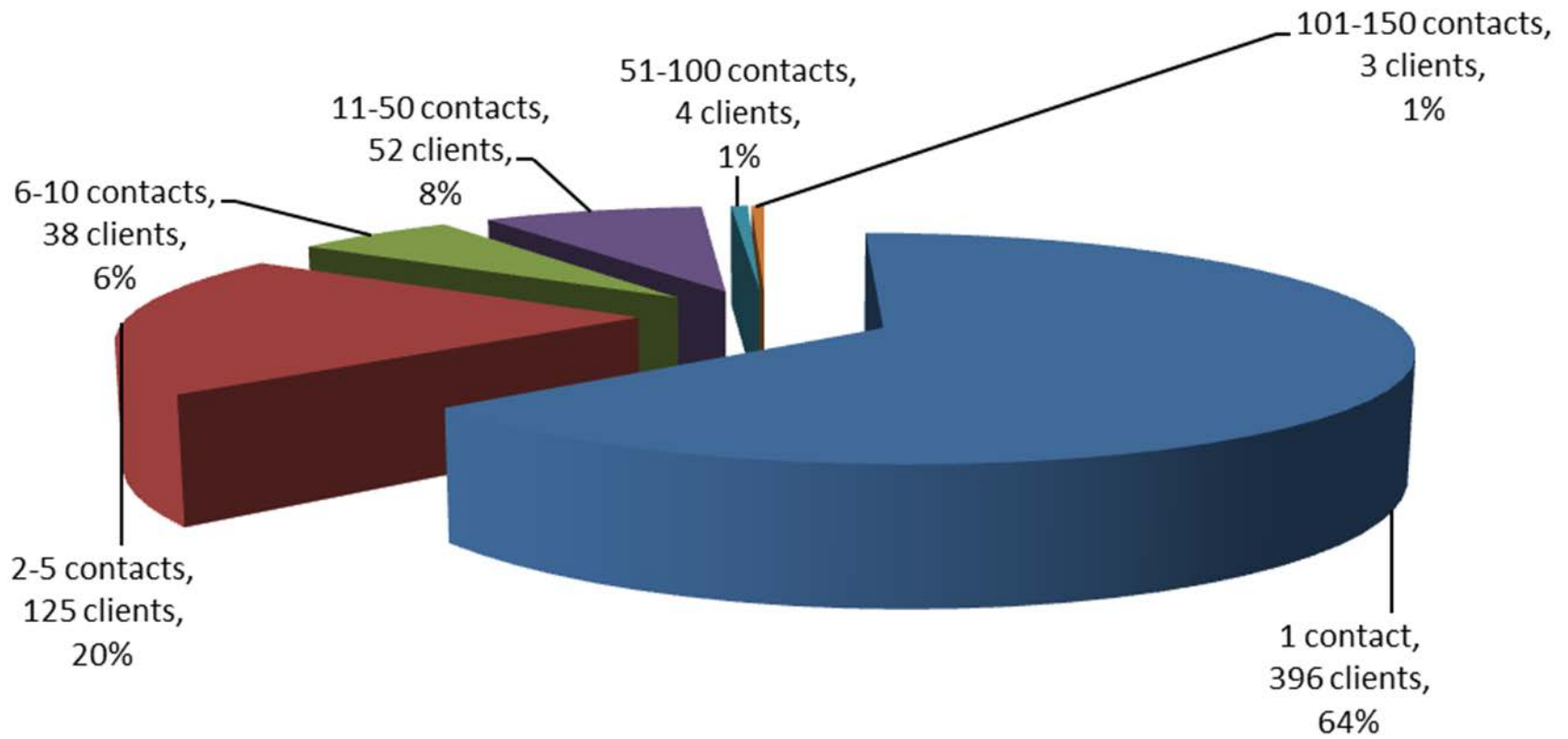
vacancies, sick or injured employees. As a result, there has been an unavoidable reduction of patrol time, which influences productivity and success of the program. In addition, there are challenges with patrolling a large area with only a small team, and adding resources in terms of officers would increase visibility and coverage.

Finally, one of the most difficult tasks involves capturing an accurate portrayal of what the program accomplishes. Work is continually being done to improve reporting procedures and statistical data. The database became operational in October of 2014, and since that time, data from January 2013 to present has been entered into the system. Work continues to be done to improve the information collected to identify trends that occur, highlight individuals or groups of individuals that may require attention, produce data tables that can display specific types of information as requested, and improve the type of data collected.

August 11, 2015

Lesley Prefontaine, Supervisor
Community Support Program

Frequency of Repeat Clients 2013 - 2015



STREET ACTIVITY BASELINE STUDY UPDATE 2015

Excerpts only



Executive Summary

BACKGROUND AND METHODOLOGY

The 2015 Street Activity Baseline Study Update is a follow-up to the 2013 Street Activity Baseline Study Update and the 2011 Street Activity Baseline Study.

The objectives of this study are to examine the following:

- Track changes since the 2011 and 2013 studies in perceptions of safety and street activity in Saskatoon and the three Community Support Program (CSP) areas: Downtown, Broadway, and Riversdale
- Measure awareness levels and impact of the CSP

In order to meet these objectives, Inshtrix Research employed several research methodologies including the following:

- An online street activity and CSP perceptions study with Saskatoon residents
- Intercept interviews with the general public in each BID as well as vulnerable persons where possible
- An online perceptions survey with businesses (owners, managers/supervisors, and employees) in each Business Improvement District (BID)
- Three focus groups with organizations that serve those identified as vulnerable persons (The Lighthouse, Crocus Co-op, and the Salvation Army)
- An online perceptions survey with service providers in each BID

Specific details on each of these can be found in the Methodology section of this report.

PERCEPTION-BASED STUDY

As with previous studies, it is important to note that this is a perception-based study meaning that each of the groups examined provided answers based on their own perceptions rather than established facts. Perceptions are important to know as they form the basis of residents' beliefs regarding safety and the impact of the CSP in Saskatoon. Additionally, gaps between perception and reality can be identified and addressed appropriately.

QUANTITATIVE & QUALITATIVE

This study includes both quantitative and qualitative results. Where applicable, quotas have been set for quantitative studies in order to make the results as representative as possible of the specific groups examined. Qualitative results do not use quotas and are not intended to be numerically representative of the group examined; rather these results are intended to help flesh out the quantitative ones by adding additional information to the overall picture.

KEY THEMES

The following are the key themes that emerged from the research.

Awareness of the Community Support Program Continues to Increase

More people report being aware of the program than in the previous wave of the study. Among the general public, awareness has risen from 41% in 2013 up to 49% in 2015 (a statistically significant difference). Currently, most businesses in the three BIDs, most vulnerable persons, and all Service Providers contacted have heard of the program.

Although awareness is increasing, there is still room to educate people on the full scope of the program, as many talk about the program as if it were simply additional security in the BIDs.

Most People Would Like the Program to Continue

Just knowing that the CSP Officers are around makes both the general public and vulnerable persons feel safer. In all three BIDs, the proportion of Saskatoon residents who believe the program has increased safety has risen.

When asked directly, most businesses and Service Providers say that they would like to see the program continue. Of interest is that 69% of businesses aware of the program say they would be willing to support the program through property tax (mill rate).

For the most part, Vulnerable Persons, including panhandlers as well as those with mental disabilities, want to see the program continue. Additionally, Vulnerable Persons say they would like to see the program expanded to run 24 hours a day with an increase in the number of CSP Officers.

Panhandling Does Not Affect Area Visitation

When talking to the General Public in each area, the general consensus is that panhandlers make people uncomfortable and are becoming more aggressive; a few even indicate that they cross the street when approaching panhandlers. However, few say the panhandlers have any influence on their visitation of the areas. Most also believe that the amount of panhandling has not changed over the past two years.

The General Population survey shows that there is a disconnect between perceptions and experiences. People say they believe the amount of panhandling has increased, however, the proportion of people who indicate they have seen panhandling has remained fairly consistent over all three waves of the study.

Note that while the effectiveness and recognisability of having the CSP Officers in uniforms was brought forward as a key theme in the 2013 report, it does not appear to be an issue currently as it was mentioned only in a single comment.

Conclusions from the Perceptions Study with Saskatoon Residents

The following are conclusions drawn specifically from the online perceptions survey done with residents of Saskatoon.

- Overall, most residents continue to feel safe in Saskatoon.
 - However, the feeling of safety is softening.
 - As with past waves of the study, Broadway is seen as the safest area, followed by Downtown, then Riversdale.
 - Although feelings of safety in Riversdale are comparatively the lowest of the three areas, the proportion of residents who feel safe during the day in this area has increased over each wave of the study (2011: 57%, 2013: 61%, 2015: 69%). Note that the difference between 2013 and 2015 is statistically significant.

- There is a gap between the perception that negative street activity in the city is increasing and the amount of street activity actually witnessed.
 - Although residents believe that the amount of most negative street activities has increased in Saskatoon, the proportions of residents who indicate they have actually witnessed or encountered these activities in the past twelve months has either remained consistent or declined.
 - It should be noted that just prior to data collection for this survey, there were a number of news stories that may have had an impact on residents perception of negative street activity in the city, regardless of whether they actually witnessed it or not.
 - Although the proportion of residents who have witnessed panhandling has not increased, there has been an increase in those who believe that the panhandling they have seen has become more aggressive.

- Awareness of the Community Support Program has increased significantly.
 - Although not necessarily top of mind, when given a description, one-half of Saskatoon residents (49%) say they have heard of the program (up from 41% in 2013)
 - The majority of businesses have heard of the program: Downtown (65%), Broadway (63%), and Riversdale (64%).

- The amount of residents who believe the Community Support Program is effective is growing.
 - Overall, about one-third of residents (35%) who have heard of the program currently believe it is effective at addressing issues related to street activity in Saskatoon (up from 30% in 2013).
 - In all three areas, the proportion of Saskatoon residents who believe that the presence of the Community Support Officers has made the area safer has increased.
 - In all cases, the proportions of residents who believe that the program is effective at addressing the various specific negative street activities have remained consistent or are increasing.

RECOMMENDATIONS

Recommendations moving forward, based on the study results, include the following:

- **There is a Consensus that the Program Should Continue**
 - Just knowing that the Officers are around increases feelings of safety among the general public. Businesses appreciate that there is someone they can call for issues that may not require the police. Service Providers and Vulnerable Persons value the assistance and friendship provided by the CSP Officers.

- **Consider Changes or Upgrades to the Program**
 - As with the previous wave of research, the belief among those consulted is that five people do not seem to be enough to efficiently run the program across all three BIDs.

- **Continue to Track Program Effectiveness**
 - It is recommended that progress be tracked in another two years to examine changes in awareness and perceptions across all affected stakeholders.
 - Measuring ROI (Return on Investment) is also recommended. Possibly comparing the amount spent on advertising with increases in awareness and perceptions of safety.
 - Consider a study that will measure the economic impact of the program.

INTRODUCTION & METHODOLOGY



Introduction

In 2011, the City of Saskatoon commissioned a research project aimed at measuring and understanding street activities in Saskatoon and, more specifically, in the three Saskatoon Business Improvement Districts (BIDs): Downtown, Broadway, and Riversdale.

To spearhead this, the Street Activity Steering Committee was established, and it included members from the three BIDs, the Saskatoon Anti-Poverty Coalition, the Saskatoon Police Service, and civic staff.

In July 2012, based on results from this study, the City of Saskatoon established the Community Support Program (CSP). CSP Officers address issues related to street activity in the three BIDs by engaging with the Public, Businesses, and Vulnerable Persons.

In 2013, a follow-up to the baseline study was completed.

The objectives of the 2015 Street Activity Baseline study are primarily the same as the 2013 study, but with an increased focus on those in the business community within CSP areas:

- Track changes since the 2011 and 2013 studies in perceptions of safety and street activity in Saskatoon and the three CSP areas in the Downtown, Broadway, and Riversdale BIDs
- Measure awareness levels and impact of the Community Support Program (CSP)

Methodology

In order to meet the research objectives, a number of key stakeholders were identified and consulted.

A detailed methodology is provided below for each research method.

ONLINE PERCEPTIONS SURVEY OF SASKATOON RESIDENTS

In order to determine public perceptions and opinions of safety and street activity among Saskatoon residents, as well as awareness and perceptions of the Community Support Program, an online survey was conducted.

Data were collected between April 13th and 27th, 2015 using Inshtrix's SaskWatch Research™ panel, which consists of over 15,000 Saskatchewan residents. In total, 627 respondents completed the study. Quotas were set by age, gender, FSA (Postal Code), and Aboriginal ancestry to ensure that results were representative of the Saskatoon population.

ONLINE PERCEPTIONS SURVEY OF BUSINESSES

An online perception study was completed with businesses in the three business improvement districts.

Data were collected between March 30th and April 18th, 2015 using three methodologies in order to maximize completed surveys:

- Online using Inshtrix Research's SaskWatch Research™ panel
- In-person intercepts in each of the three business improvement districts
- Follow-up e-mail survey links for those too busy to do the survey with the interviewer

In total, 357 completed surveys were obtained. Quotas were set by business district to be representative of businesses across the three areas. Note that the number of completed surveys for Riversdale exceeded the set quota so overall results have been weighted to ensure they remained representative.

VULNERABLE PERSONS - FOCUS GROUPS

To obtain the perspective of Saskatoon residents considered as vulnerable, focus group sessions were held with three organizations. Inshtrix worked with the organizations to ensure that each group contained a mix of different people and experiences. Participants included a mix of ages, genders, and races. Between six and eight participants were requested, however engagement at each location was high and word spread resulting in more participants attending than originally anticipated.

- Saskatoon Lighthouse (May 20th - 25 participants)
- Crocus Co-op (May 21st - 12 participants)
- Salvation Army (May 26 - 14 participants)

INTERCEPT INTERVIEWS

Trained Inshtrix interviewers conducted intercept interviews with the General Public in the three BIDs: Downtown, Broadway, and Riversdale. Efforts were made to interview a wide variety of Saskatoon residents. Where possible, vulnerable persons (panhandlers and buskers) were included in the intercept interviews.

In total 127 interviews were conducted (42 Downtown, 43 in Riversdale, 52 in Broadway). Of these 15 were with Vulnerable Persons (10 Downtown, 3 in Riversdale, 2 in Broadway).

Interviews were conducted between May 19th and 21st.

ONLINE PERCEPTIONS STUDY OF SERVICE PROVIDERS

Service providers (those who work with the Vulnerable Persons of Saskatoon) were invited to participate in an online perceptions study. From a sample size of 50 organizations, a target of 25 completed surveys was set, with 28 obtained.

Data were collected between April 21st and May 5th, 2015. Providers were initially contacted by phone and then provided an e-mail link to the survey. Telephone reminders were used to help maximize responses.

SASKATOON RESIDENTS' PERCEPTIONS



Saskatoon Residents' Perceptions

OBJECTIVES

The objective of this study is to better understand public opinions and perceptions of street activity in Saskatoon, as well as to examine awareness and perceptions of the Community Support Program that was introduced in 2012.

METHODOLOGY

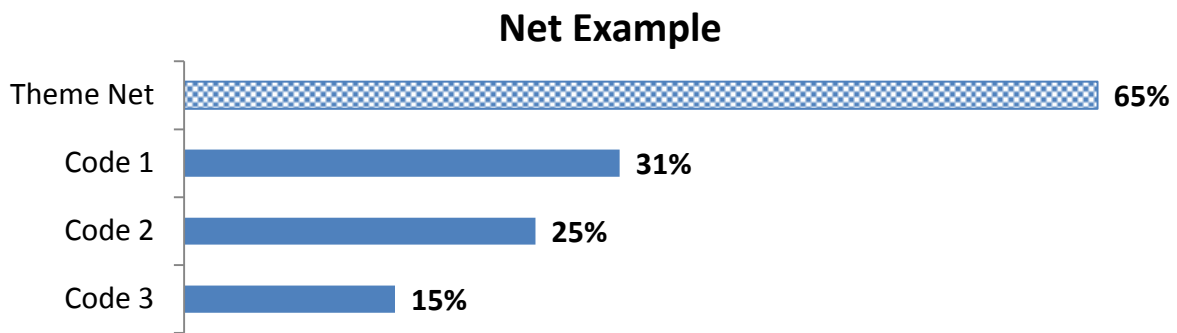
Quantitative Data Collection

Data were collected between April 13th and 27th, 2015 using Inshtrix's SaskWatch Research™ panel, which consists of over 15,000 Saskatchewan residents. In total, 627 respondents completed the study. Quotas were set by age, gender, FSA (Postal Code), and Aboriginal ancestry. As such, results from this survey can be considered to be representative of the population of Saskatoon.

NOTES ON REPORTING

- Each question includes a base description (n=#) which details the number of respondents who answered each particular question. Open ended questions have been themed and coded into common response categories based on similarities in responses provided.
- Statistically significant differences are highlighted where described. For this report, an alpha value of less than 0.05 is considered statistically significant. This means there is less than a 5% chance that the results would have occurred by chance. Statistically significant differences are noted using “▲” and “▼”.
- Statistical testing has been performed between the two most recent years of data collection, 2013 and 2015, in order to examine and highlight differences between the two waves of the study.
- Where appropriate, results have been compared across the different waves of the study.

- All figures are rounded to no decimal places, so percentages may not sum to 100% due to rounding.
- Similar themes and codes are organized into net themes based on overarching commonalities in the content of responses (i.e., positive or negative mentions). Net responses include individual, coded themes in order to illustrate the overarching themes that emerge from open-ended questions. Nets are coded in a different pattern, and all codes underneath this color are included in the net. The percentages of individual codes may not add up to the net total as multiple responses may be possible.



GENERAL POPULATION - KEY FINDINGS

Safety & Street Activity

- The majority of Saskatoon residents continue to feel safe (87%), although the proportion of those who feel 'very safe' has dropped as compared to 2013, and the proportion that feel 'somewhat safe' has increased.
- When asked if they feel more or less safe than three years previous, more respondents in 2015 than 2013 indicate they feel less safe (30% in 2013, 42% in 2015).
- As with previous results, Saskatoon residents feel safest during the day in the Broadway area (93%), followed by Downtown (89%), and Riversdale (69%). In all cases, feelings of safety decline at night.
 - The proportion of residents who feel safe in Riversdale during the day continues to trend upward (2011: 57%, 2013: 61%, 2015: 69%). Note that the difference between 2013 and 2015 is statistically significant.
- When asked what kinds of activity they have seen in Saskatoon in the past 12 months, residents most commonly indicate panhandling (88%) and groups of young people (82%).
 - However, the proportion who indicate they have seen panhandling has remained about consistent across the three waves of the study (2011: 91%, 2013: 88%, 2015: 88%), while those reporting seeing groups of young people has continually declined (2011: 91%, 2013: 87%, 2015: 82%)
- For the most part, the perceived negative impacts of street activity have remained relatively consistent with 2013 results, with the exception of panhandling, which increased from 38% to 46% in 2015.
- More residents in 2015 than 2013 believe that the following negative street activities have increased as compared to three years previous:
 - Panhandling (from 41% to 57%)
 - Drug trafficking (from 43% to 54%)
 - Loitering (from 41% to 44%)
 - Public drunkenness (from 35% to 40%)
- Among those who say they have witnessed panhandling in Saskatoon, the proportion of residents who say they have either sometimes or frequently witnessed or encountered a panhandler acting aggressively has increased (2013: 26%, 2015 42%).

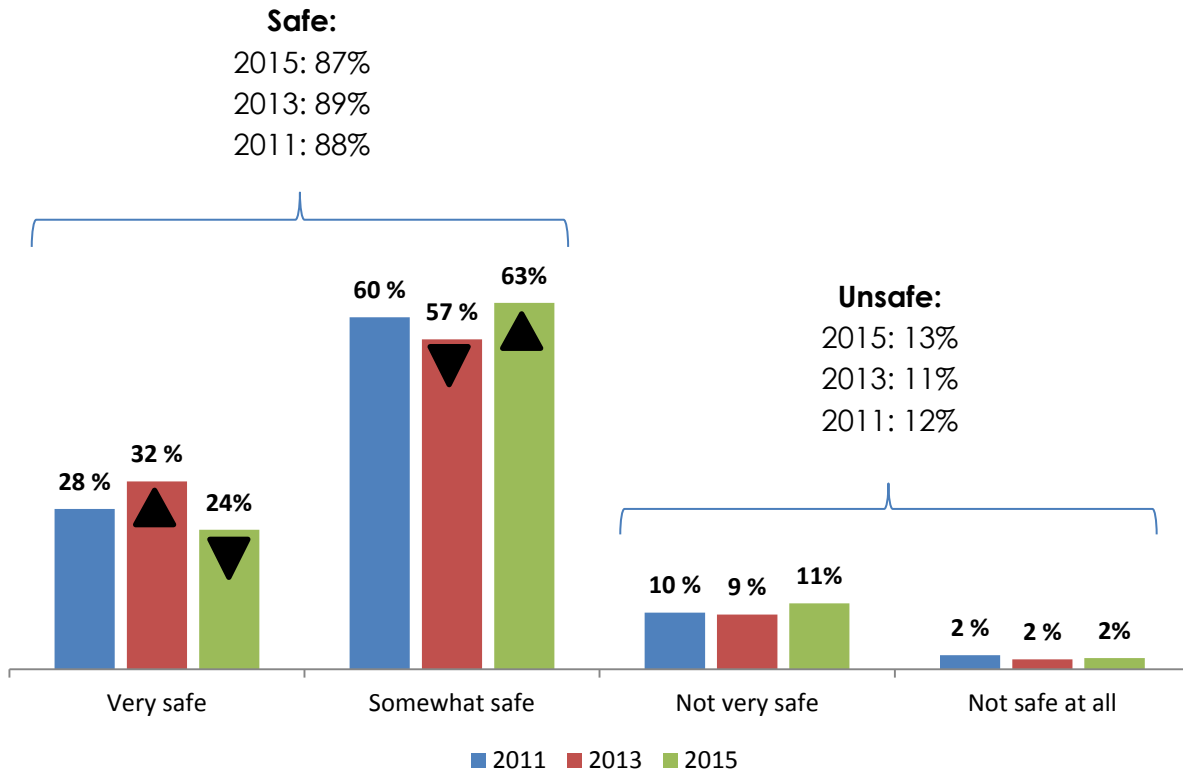
Community Support Program

- Unaided (given no name or description), a small proportion mention either community workers (2%) or the Community Support Program (1%) when asked what comes to mind when thinking of methods or programs currently used to address street activity issues.
 - When given the name, 41% of residents say they have heard of the program (up from 35% in 2013).
 - When provided with a description, the proportion of residents aware of the Community Support Program rises to 49% (up from 41% in 2013).
- As in the past, most are aware that the Community Support Program Officers are different from Police Officers (2013: 94%, 2015: 90%).
- As with 2013, the largest proportion of residents aware of the Community Support Program say they have never seen a CSP Officer. The remainder say they have seen the Officers in the following areas:
 - Downtown (2013: 42%, 2015: 43%)
 - Riversdale (2013: 20%, 2015: 17%)
 - Broadway (2013: 15%, 2015: 17%)
- Residents who are aware of the program believe that the Community Support Program has increased safety in all areas:
 - Downtown (2013: 31%, 2015: 38%)
 - Riversdale (2013: 25%, 2015: 30%)
 - Broadway (2013: 25%, 2015: 28%)
- More residents in 2015 rate the program as being effective in addressing issues related to street activity (35%) as compared to 2013 (30%).
 - Those who do not believe the program is effective say it is due to them not seeing or hearing about a difference (2013: 29%, 2015: 39%) or that the problem still exists (2013: 18%, 2015: 28%).
- The proportion of residents who believe the Community Support Program has been effective at addressing the specific issues has remained about consistent, with the exceptions of loitering (2013: 27%, 2015: 42%) and public drunkenness (2013: 25%, 2015: 33%) which increased.

TOP-OF-MIND IMPRESSIONS

Safety – Walking and Cycling

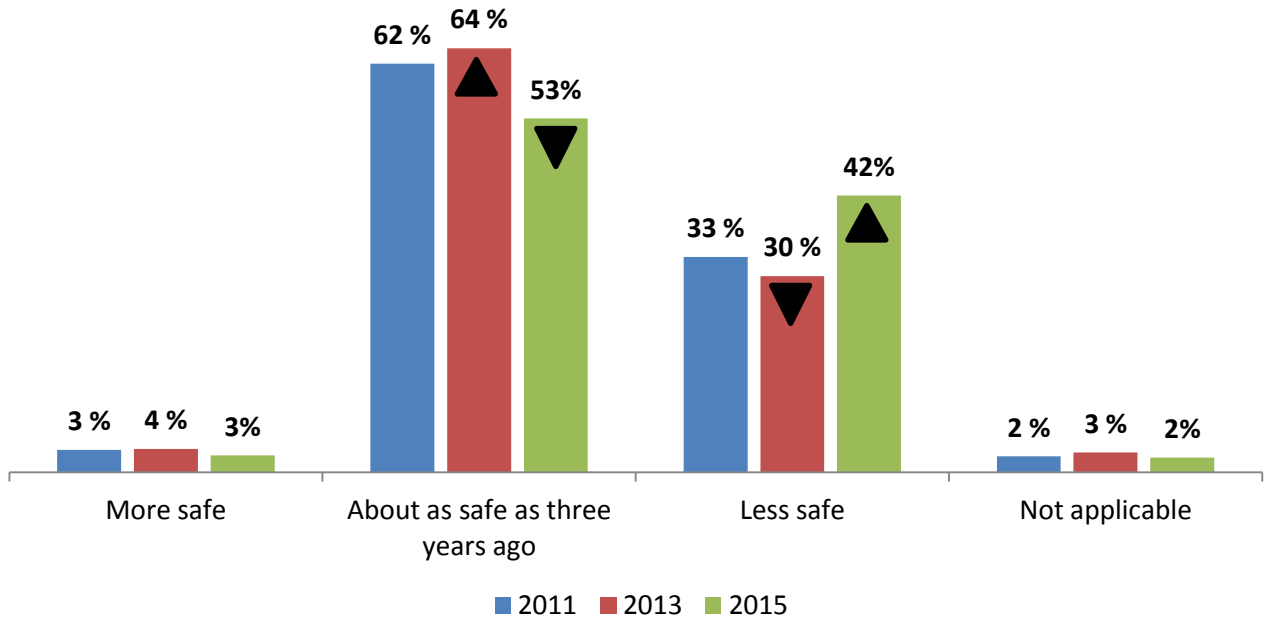
Overall, residents feel safe walking and cycling in Saskatoon. However, proportions within this group have shifted somewhat since 2013, with fewer residents saying they feel very safe (32% to 24%) and more residents saying they feel somewhat safe (57% to 63%).



Q6. This study is about your impressions of street activity and public safety in Saskatoon. First of all, overall how safe do you feel walking or cycling in public areas (i.e. streets, parks, outside of businesses) in Saskatoon? Base: All respondents, 2011 n=621, 2013 n=636, 2015 n=627. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Safety – Compared to Three Years Ago

Saskatoon residents are more likely to say they feel less safe (42%) in Saskatoon as compared to 2013 (30%).

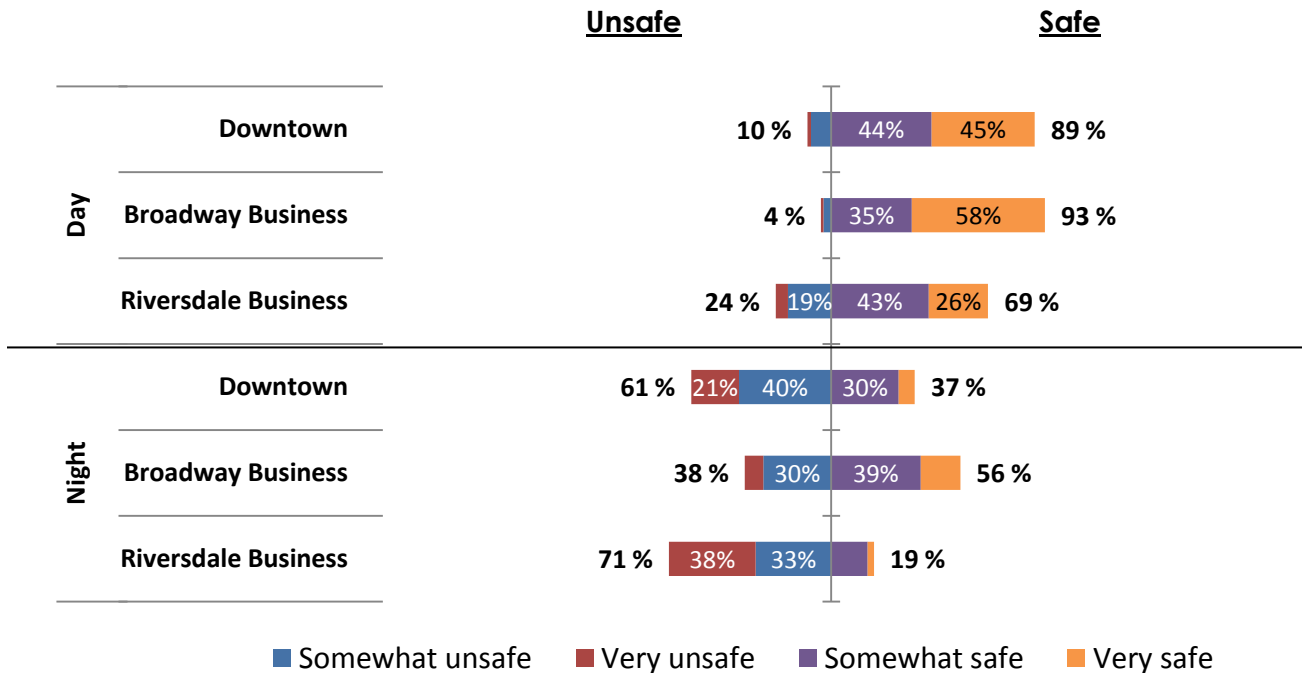


Women (47%) and those aged 55 and over (47%) are the most likely to say they feel less safe in Saskatoon as compared to three years ago.

Q7. Do you feel more or less safe than you did three years ago in Saskatoon? Base: All respondents, 2011 n=621, 2013 n=636, 2015 n=627. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Safety – Area and Time Specific

As with previous waves of data collection for this study, Saskatoon residents feel safest in the Broadway (Day: 93%, Night: 56%) and Downtown (Day: 89%, Night: 37%) areas. During the day, more than two-thirds of residents feel safe in Riversdale (69%) while one-fifth feel safe in Riversdale at night (19%).



The proportion of residents who feel very or somewhat safe in Riversdale during the day continues to trend upwards.

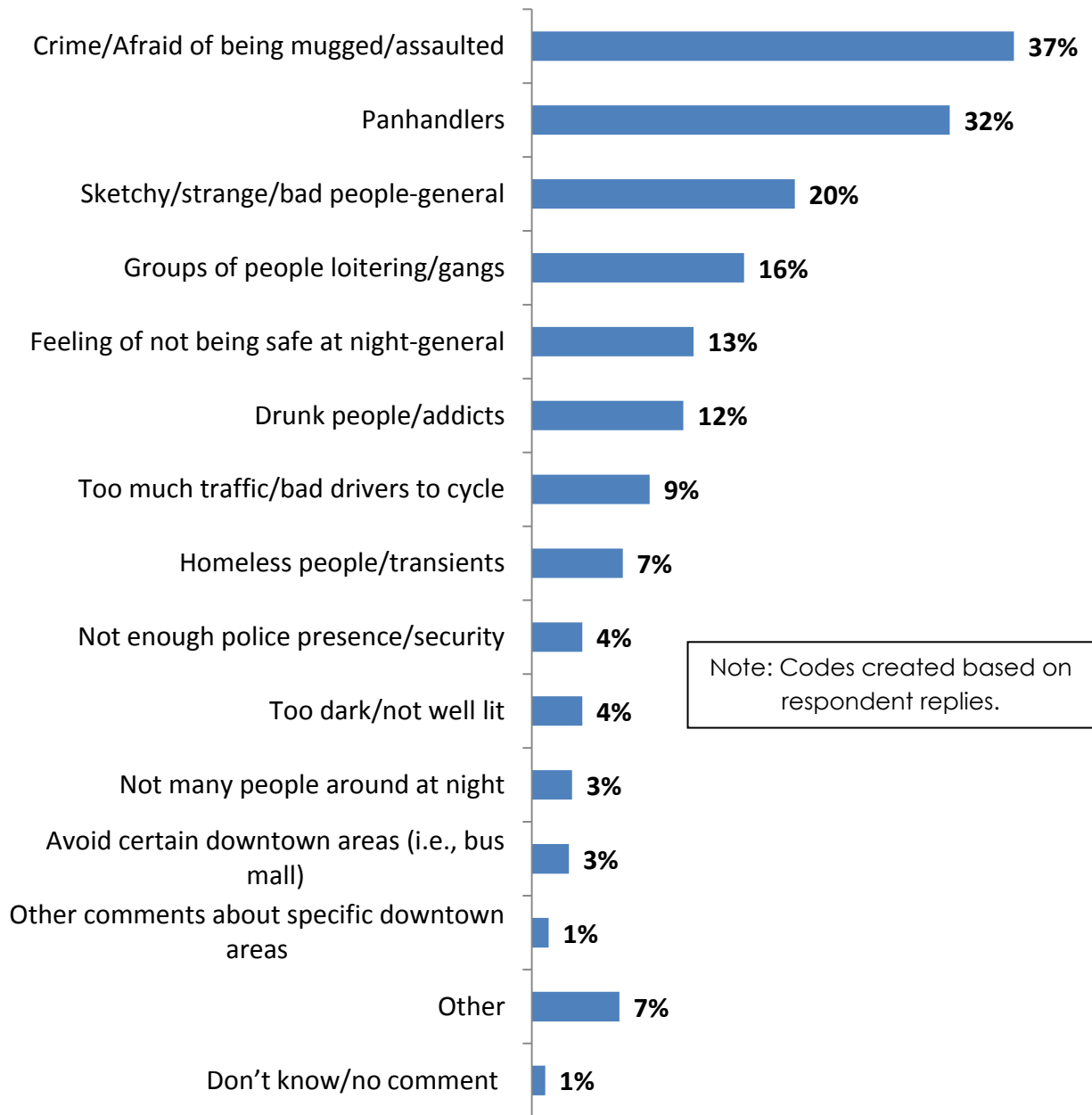
Daytime	% Very or somewhat safe				% Very or somewhat unsafe			
	2011	2013	2015	Difference 2013 to 2015 (p.p.)	2011	2013	2015	Difference 2013 to 2015 (p.p.)
Downtown	91%	88%	89%	1	8%	12%	10%	-2
Broadway business	93%	93%	93%	0	4%	5%	4%	-1
Riversdale business	57%	61%▼	69%▲	8	34%	30%▲	24%▼	-6

Night	% Very or somewhat safe				% Very or somewhat unsafe			
	2011	2013	2015	Difference 2013 to 2015 (p.p.)	2011	2013	2015	Difference 2013 to 2015 (p.p.)
Downtown	42%	44%▲	37%▼	-7	56%	54%▼	61%▲	7
Broadway business	60%	60%	56%	-4	34%	35%	38%	3
Riversdale business	14%	20%	19%	-1	75%	69%	71%	2

Q8. How safe do you feel walking or cycling in each of the following areas of the city and situations? Base: All respondents, 2011 n=621, 2013 n=636, 2015 n=627. p.p. = Percentage Points.

Reasons for Feeling Unsafe - Downtown

Residents say their main reasons for feeling unsafe Downtown are a fear of being mugged or assaulted (37%) and panhandlers (32%).



Q9. Why do you NOT feel safe walking or cycling in [insert response from Q8]? Base: All respondents who feel "somewhat" or "very" unsafe walking or cycling Downtown, n=384.

Reasons Given for Feeling Unsafe Downtown – Selected Comments

Because of the stories in the news describing how people have been attacked by panhandlers while trying to walk down the street or pay for parking.

There have been stabbings and robberies during the day in that area.

There are so many people downtown that don't seem to have anywhere to go. I have 3 children & am uneasy shopping downtown.

Recent media reports of violent crimes.

Only feel unsafe walking. Panhandlers can get quite aggressive. News of assaults is disconcerting.

Because I've been approached by a number of very scary people recently, and after hearing of the random acts of violence I feel even less safe.

Too much crime is happening during the day & at night. Too many panhandlers harassing pedestrians.

Being harassed for money makes for uncomfortable situations. That anxiety rises after hearing all of the crime in the area on the news.

Too many incidents of late happening downtown.

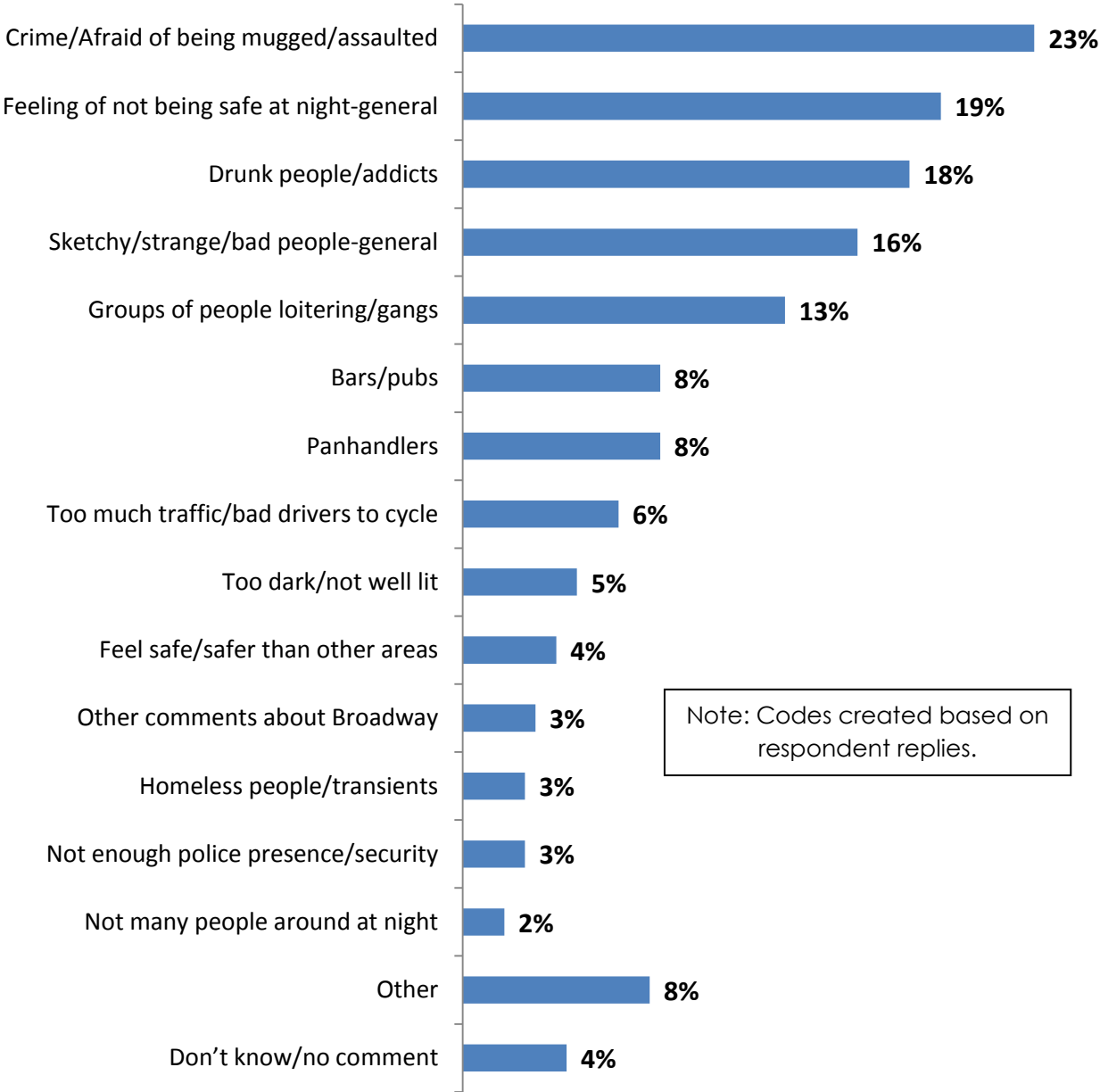
Seems to be a lot of shady people walking the streets at night. Many approach asking for something.

Note: Comments were selected to expand on the top answers given in the preceding graph.

Q9. Why do you NOT feel safe walking or cycling in [insert response from Q8]? Base: All respondents who feel "somewhat" or "very" unsafe walking or cycling Downtown, n=384. Full verbatim responses have been provided in a separate appendix.

Reasons for Feeling Unsafe - Broadway

In the Broadway area, the main reasons given for feeling unsafe include a fear of muggings or being assaulted (23%), general feelings of being unsafe at night (19%), and drunks or other addicts (18%).



Q9. Why do you not feel safe walking or cycling in [insert response from Q8]? Base: All respondents who feel "somewhat" or "very" unsafe walking or cycling on Broadway n=327.

Reasons Given for Feeling Unsafe in Broadway – Selected Comments

There are a lot of bars in the area and I just ideally wouldn't want to be walking around there by myself at night time.

Things that I have heard happen in that area.

There are too many people that think they can take from others, or are entitled to hurt or assault others. Drunkenness plays a part as well.

Too many younger people do not have consideration for older people and there is an amount of drug use in the area. With husband I have no problems although I would keep my eyes open as I think too many times older people are seen as targets

There are quite a few bars around there and at night and I'd rather not put myself in an unsafe situation.

Usually only at night. Bars attract people, which is fine. Just the drunks that don't know it's time to go home.

The amount of intoxicated people during the night hours is a recipe for disaster.

Too many bars and taverns with very drunk patrons.

Usually only at night. Bars attract people, which is fine. Just the drunks that don't know it's time to go home.

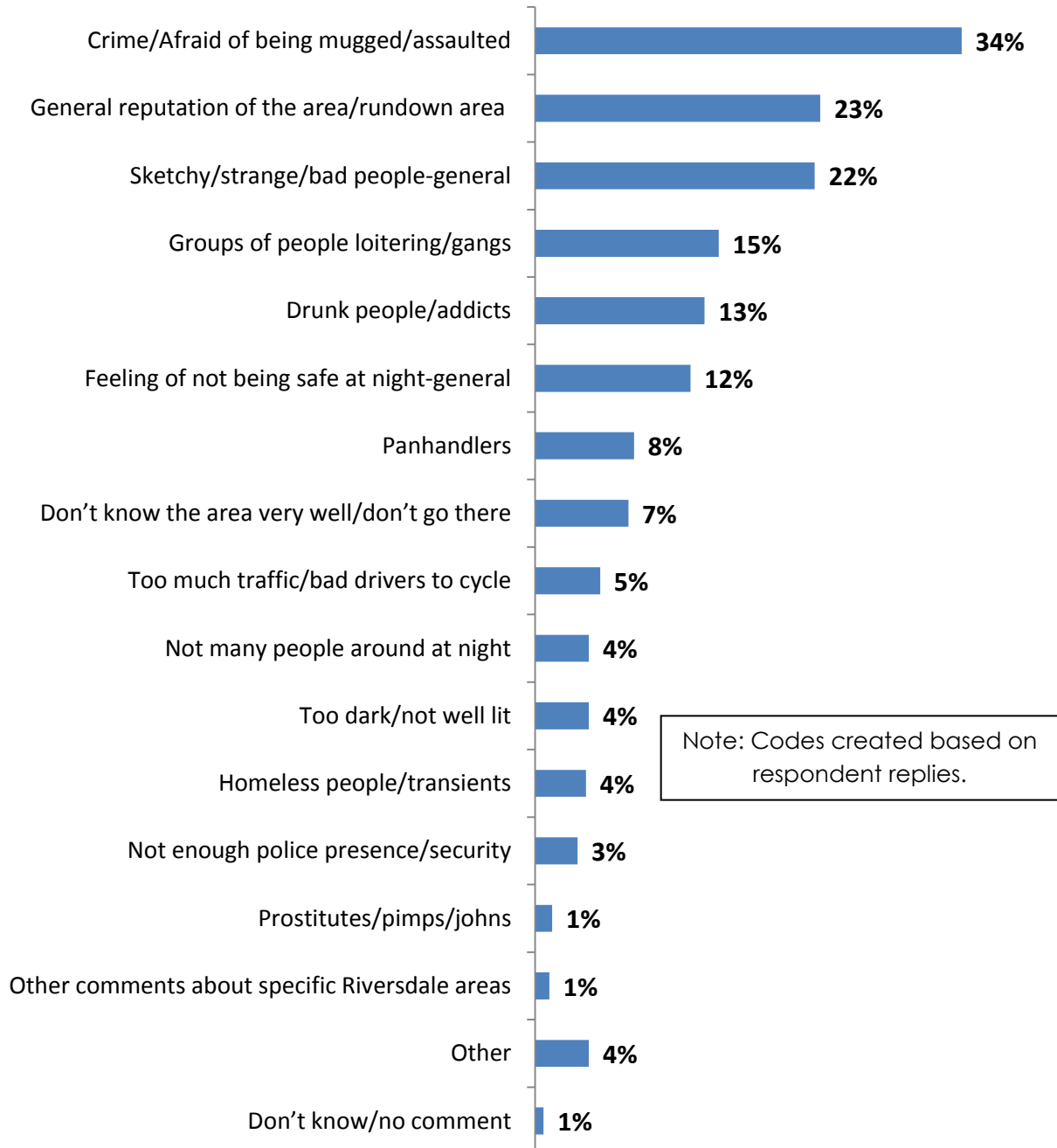
Too many drunks, panhandlers or people just loitering on the streets.

Note: Comments were selected to expand on the top answers given in the preceding graph.

Q9. Why do you not feel safe walking or cycling in [insert response from Q8]? Base: All respondents who feel "somewhat" or "very" unsafe walking or cycling on Broadway n=327. Full verbatim responses have been provided in a separate appendix.

Reasons for Feeling Unsafe - Riversdale

In Riversdale, the main concerns given for feeling unsafe is a fear of muggings and assaults (34%), as well as the general reputation of the area (23%), and "sketchy" or "bad" people (22%).



Q9. Why do you not feel safe walking or cycling in [insert response from Q8]? Base: All respondents who feel "somewhat" or "very" unsafe walking or cycling in Riversdale, n=446.

Reasons Given for Feeling Unsafe in Riversdale – Selected Comments

Too many vagrants and gangs or people just loitering on the streets.

Too many panhandlers, too many beggars and worried they'll swarm people.

Too many incidents in the past of people getting assaulted. Don't feel any sort of protection in the dark.

Too many crime stories and a bit of a sketchier neighbourhood.

This area, while in transition, is still an area that draws a disproportionately high crime rate and the adjacent residential areas seem to support this. I would feel unsafe walking alone or with my family in the evenings through this area.

Stories of violent assaults these past years and past reputation.

This area has a stigma of being unsafe that probably deters people from walking there. Especially at night.

This area is getting a better reputation. However it is difficult to overcome the sketchy reputation of the past.

Too much riff raff. People walking around drunk or gangsters using profanity. Not caring about the other people around, including children. I am afraid that me or anyone in my family will be robbed, injured or killed.

There are some shady people there at night.

Note: Comments were selected to expand on the top answers given in the preceding graph.

Q9. Why do you not feel safe walking or cycling in [insert response from Q8]? Base: All respondents who feel "somewhat" or "very" unsafe walking or cycling in Riversdale, n=446. Full verbatim responses have been provided in a separate appendix.

Perceived Safest Areas

As with past waves of data collection, residents give a wide variety of answers when asked to complete the sentence, "The safest area in Saskatoon is _____".

Specific neighbourhoods	2011	2013	2015
Silverwood/Lawson Heights	4%	6%	7%
Stonebridge	4%	5%	6%
Briarwood area	4%	5%	4%
Willowgrove	4%	6%	4%
University (Hospital) area	5%	4%	4%
Broadway area	2%	3%	3%
Downtown	2%	3%	2%
Lakeridge/Lakeview	2%	3%	2%
Montgomery Place	1%	2%	2%
Nutana area	1%	2%	1%
Erindale	1%	2%	1%
River Heights	1%	2%	1%
Silverspring	1%	0%	1%
Wildwood	1%	1%	0%
College Park	1%	2%	0%
Hampton Village	1%	1%	0%
Dundonald	1%	1%	0%
Other specific neighbourhoods	7%	15%	12%
General area mentions			
East side - general	18%	11%	16%
Outer edge of the city/suburbs/new areas	7%	6%	6%
Familiar areas/own home - general	12%	6%	4%
Police Station	2%	2%	4%
North end	4%	2%	3%
Eighth Street	1%	2%	2%
All over/anywhere	4%	3%	1%
Other general areas	7%	10%	7%
Other			
Daytime	2%	2%	1%
Other general	4%	1%	5%
Don't know/no comment	14%	8%	7%
None	5%	3%	4%

Q10. Next we'd like to understand how you feel about public spaces in Saskatoon. Please finish the following sentences: The safest area in Saskatoon is _____. Base: All respondents, 2011 n=621, 2013 n=636, 2015 n=627. P.P. = Percentage Points.

Perceived Least Safe Areas

When asked to complete the sentence, "The least safe area in Saskatoon is _____", residents continue to most commonly indicate the Riversdale neighbourhood. However, it should be noted that this proportion has been steadily declining over the three waves of data collection.

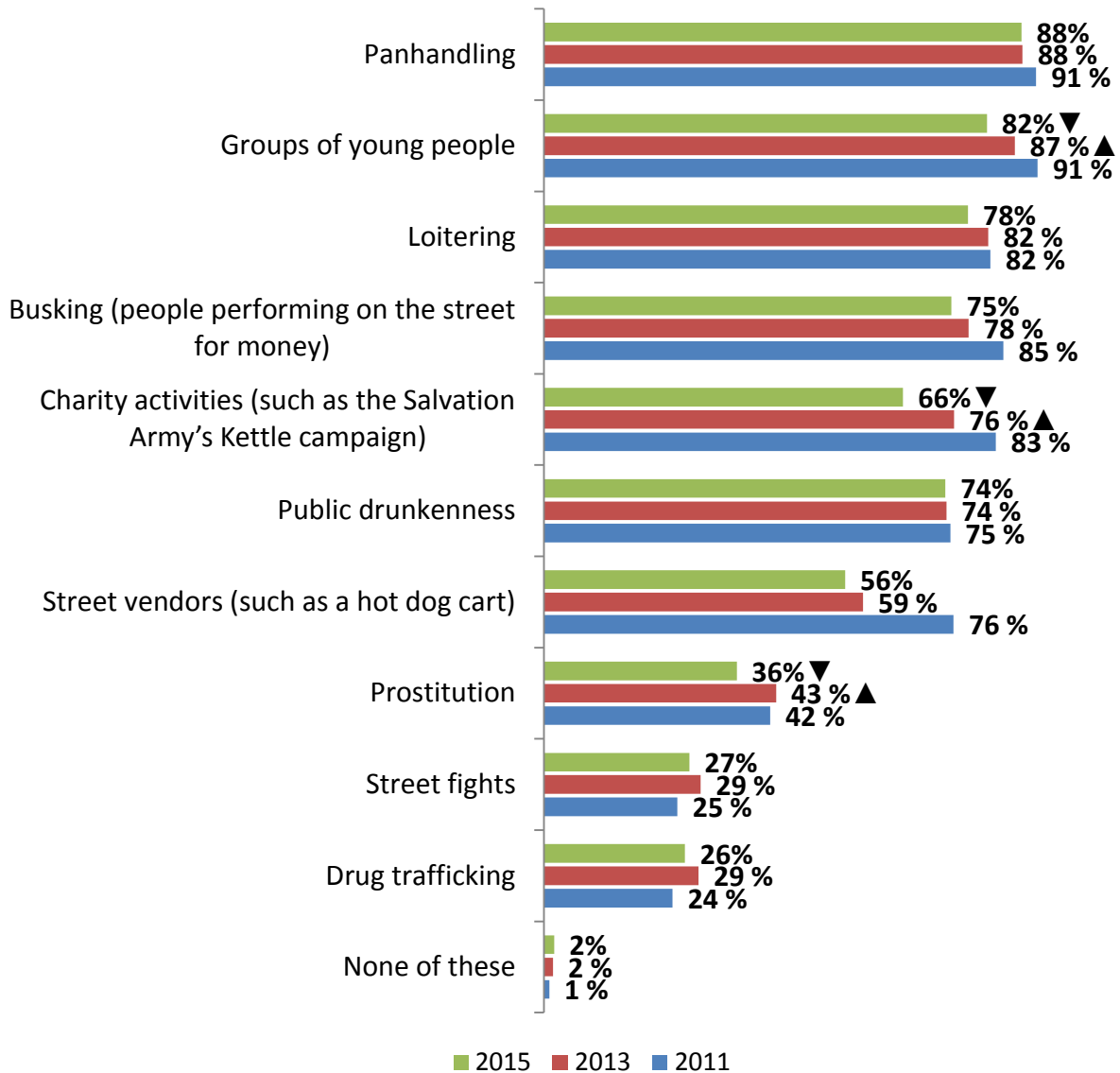
Specific neighbourhoods	2011	2013	2015
Riversdale	24%	22%	16%
Pleasant Hill	8%	10%	11%
Downtown/City centre	7%	8%	11%
Core neighbourhoods/Inner city	2%	2%	3%
Confederation Park	3%	2%	3%
Meadowgreen	1%	2%	1%
Caswell Hill	1%	1%	0%
Mayfair	1%	1%	0%
Fairhaven	1%	0%	0%
Other specific neighbourhoods	5%	4%	3%
General area mentions			
20th Street	21%	15%	12%
West side - general	13%	10%	12%
'Alphabet' avenues - general	10%	12%	12%
22nd Street	10%	7%	9%
Everywhere/anywhere	3%	2%	4%
33rd Street	3%	1%	3%
Idylwyld	4%	1%	3%
Ave P	2%	1%	1%
Riverbank/Meewasin	1%	2%	1%
Ave H	2%	1%	0%
Other general area mentions	15%	14%	5%
Other			
St. Paul's Hospital	3%	3%	3%
At night	6%	4%	2%
Other general	5%	5%	5%
Don't know/no comment	6%	4%	3%

Q10. Next we'd like to understand how you feel about public spaces in Saskatoon. Please finish the following sentences: The least safe area in Saskatoon is _____. Base: All respondents, 2011 n=621, 2013 n=636, 2015 n=627. P.P. = Percentage Points.

Street Activity Prevalence

Most commonly, residents indicate that they have witnessed or encountered panhandling or groups of young people in Saskatoon public areas. Note that the proportion who says they have seen panhandling has remained consistent with 2013 and the proportion who says they have seen groups of young people has been steadily declining.

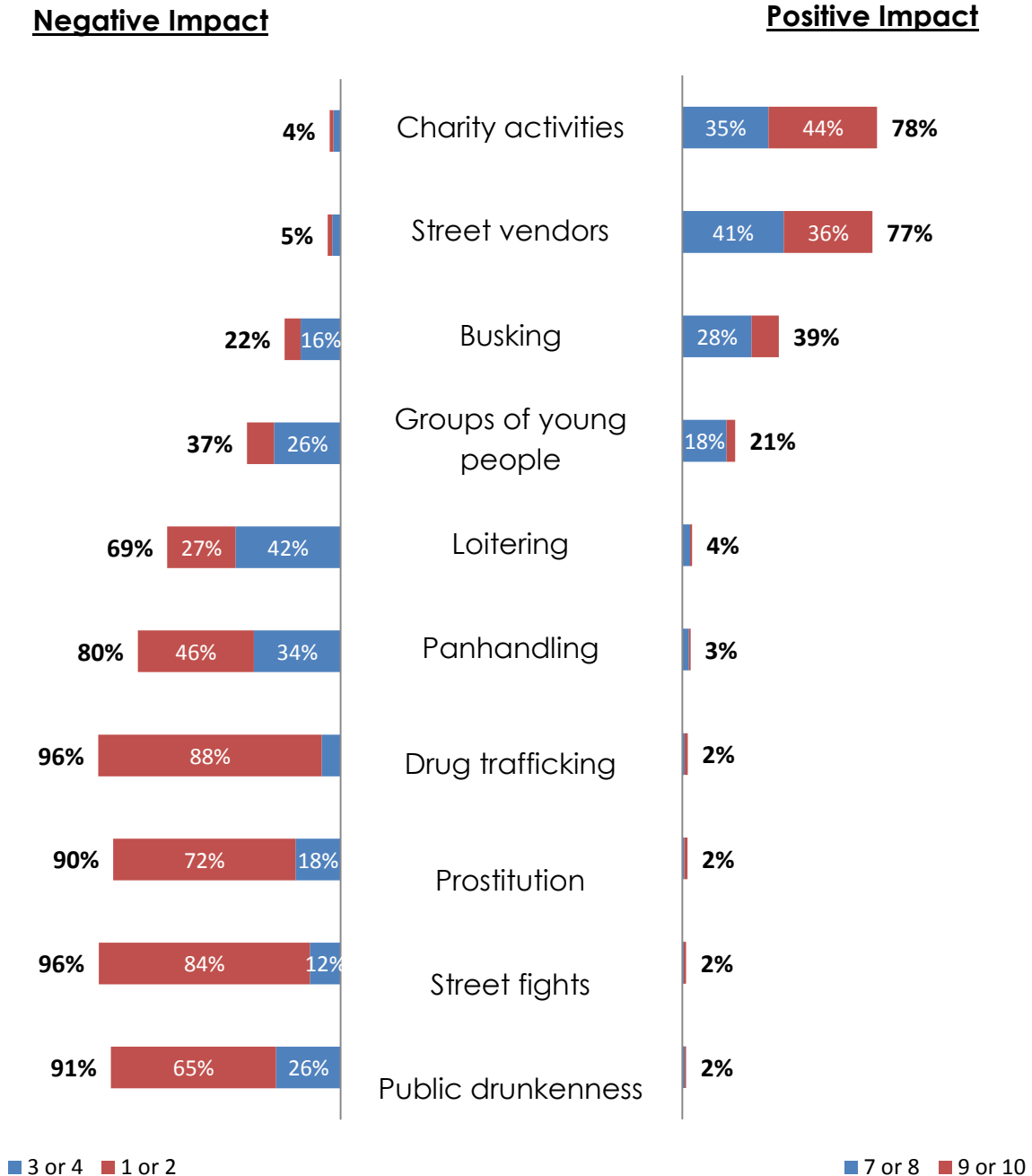
Proportion that have seen each activity



Q11. Which of the following activities have you witnessed or encountered in public areas in Saskatoon, such as on streets, in parks, or outside of businesses, within the past 12 months? Base: All respondents, 2011 n=621, 2013 n=636, 2015 n=627. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Street Activity Impact on Public Safety

Charity activities (78%) and street vendors (77%) are seen as having the most positive impact on public safety in Saskatoon, while drug trafficking (96%) and street fights (96%) are seen as having the most negative.



Q12. How much of a positive or negative impact does each of the following have on public safety in Saskatoon? Base: All respondents, 2011 n=621, 2013 n=636, 2015 n=627.

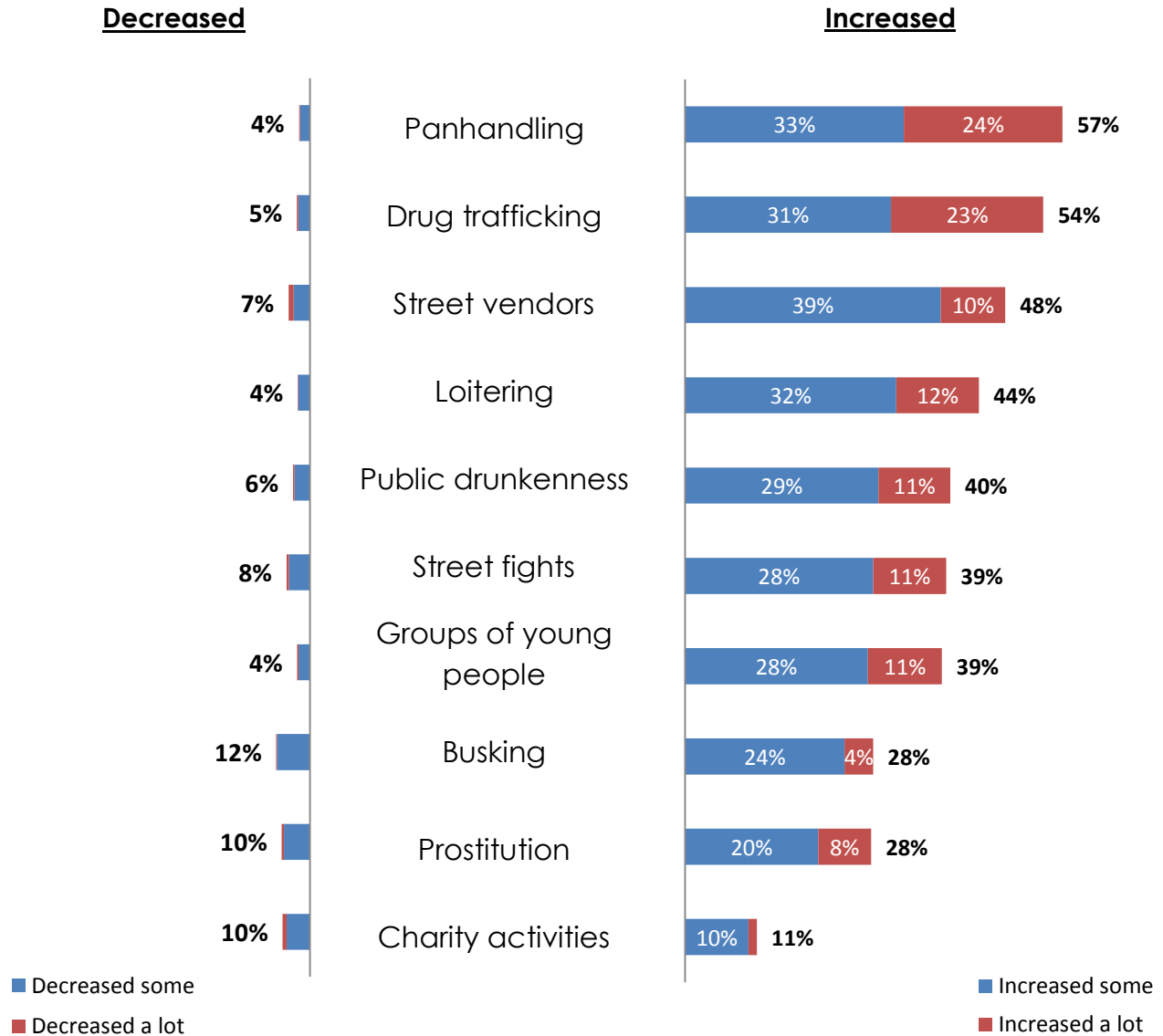
For the most part, the perceived positive and negative impacts of each activity have remained relatively consistent with the exception of Panhandling, which has increased from 38% very negative in 2013 up to 46% very negative in 2015. Note that the 46% very negative in 2015 is still below the 2011 result of 52%.

	Very Positive (9 or 10)				Very Negative (1 or 2)			
	2011	2013	2015	Difference 2014 to 2015 (p.p.)	2011	2013	2015	Difference 2014 to 2015 (p.p.)
Charity activities	53%	44%	44%	0	2%	2%	1%	-1
Street vendors	29%	32%	36%	4	2%	2%	2%	0
Busking	10%	11%	11%	0	8%	8%	6%	-2
Groups of young people	3%	3%	4%	1	16%	14%	11%	-3
Prostitution	1%	1%	1%	0	75%	68%	72%	4
Drug trafficking	1%	1%	1%	0	90%	88%	88%	0
Street fights	1%	1%	1%	0	91%	86%	84%	-2
Loitering	1%	1%	1%	0	38%	30%	27%	-3
Panhandling	1%	1%	1%	0	52%	38%▼	46%▲	8
Public drunkenness	1%	1%	1%	0	67%	63%	65%	2

Q12. How much of a positive or negative impact does each of the following have on public safety in Saskatoon? Base: All respondents, 2011 n=621, 2013 n=636, 2015 n=627. P.P. = Percentage Points. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Street Activity Change

Over half of respondents believe that panhandling (57%) and drug trafficking (54%) have increased in Saskatoon as compared to three years ago.



Q13. Do you feel each of these activities has increased, decreased, or remained about the same, compared to three years ago? Base: All respondents, 2011 n=621, 2013 n=636, 2015 n=627. P.P. = Percentage Points.

Residents believe that most activities have increased as compared to 2013.

	Increased				Decreased			
	2011	2013	2015	Difference 2014 to 2015 (p.p.)	2011	2013	2015	Difference 2014 to 2015 (p.p.)
Panhandling	49%	41%▼	57%▲	16	6%	9%▲	4%▼	-5
Drug trafficking	46%	43%▼	54%▲	11	4%	6%	5%	-1
Street vendors	20%	32%▼	48%▲	16	11%	8%	7%	-1
Loitering	42%	41%	44%	3	3%	4%	4%	0
Public drunkenness	36%	35%	40%	5	6%	7%	6%	-1
Street fights	36%	30%▼	39%▲	9	7%	10%	8%	-2
Groups of young people	42%	42%	39%	-3	3%	3%	4%	1
Busking	27%	28%	28%	0	12%	11%	12%	1
Prostitution	30%	27%	28%	1	6%	8%	10%	3
Charity activities	13%	11%	11%	0	12%	12%	10%	-2

Q13. Do you feel each of these activities has increased, decreased, or remained about the same, compared to three years ago? Base: All respondents, 2011 n=621, 2013 n=636, 2015 n=627. P.P. = Percentage Points. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

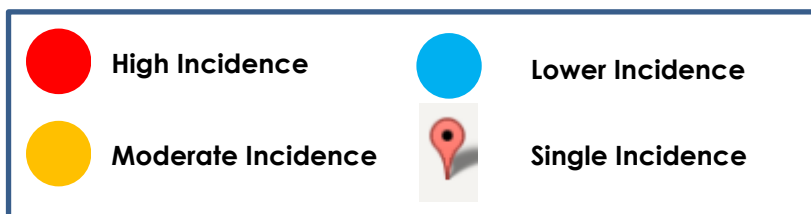
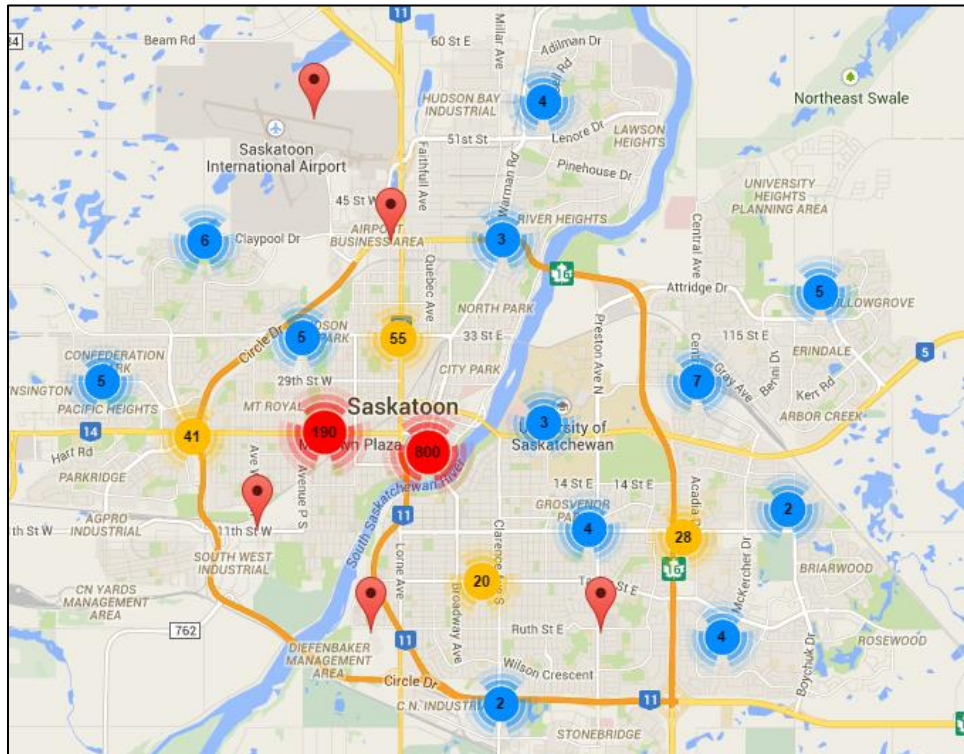
Street Activity Experience Locations

Using a Google Map tool, respondents were able to zoom down to street level to indicate where they had seen or experienced what they perceived to be negative street activity.

The maps below illustrate the frequency that an area was selected. The number displayed on the map represents the amount of times the area was selected by respondents. In total, the 627 survey respondents noted 1198 incidences of activity.

High Level

A high level view of Saskatoon shows that the majority of negative street activity is witnessed or experienced in the Downtown area.

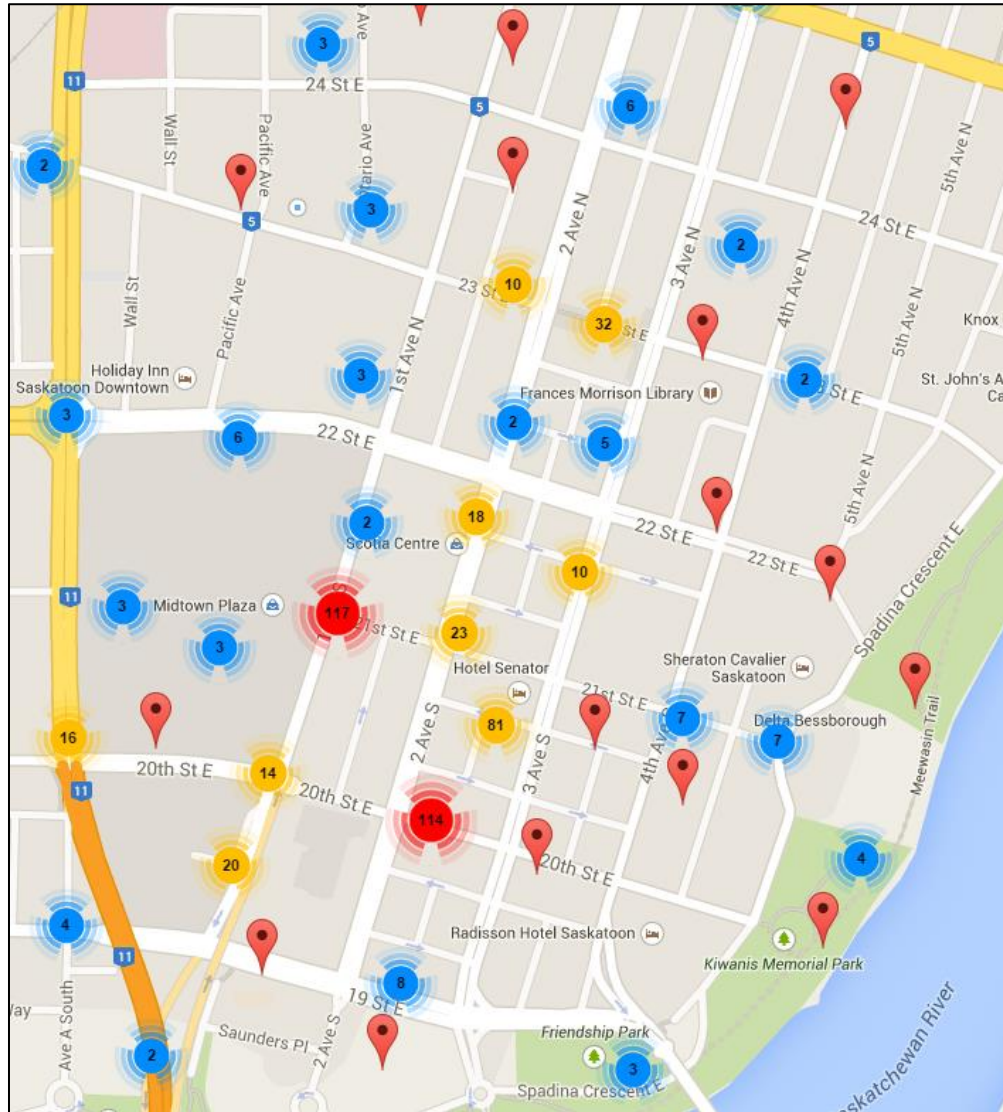


Q14. Please indicate on the map where you have witnessed or encountered negative street activity in the past 12 months (such as public drunkenness, prostitution, drug trafficking, etc.)

Downtown

While negative street activity is seen or witnessed throughout the Downtown area, it is most concentrated in the Downtown core, around 1st Avenue & 21st Street and 2nd Avenue & 20th Street.

For a visual comparison of all three years of data collection, please refer to the appendix at the end of this report.

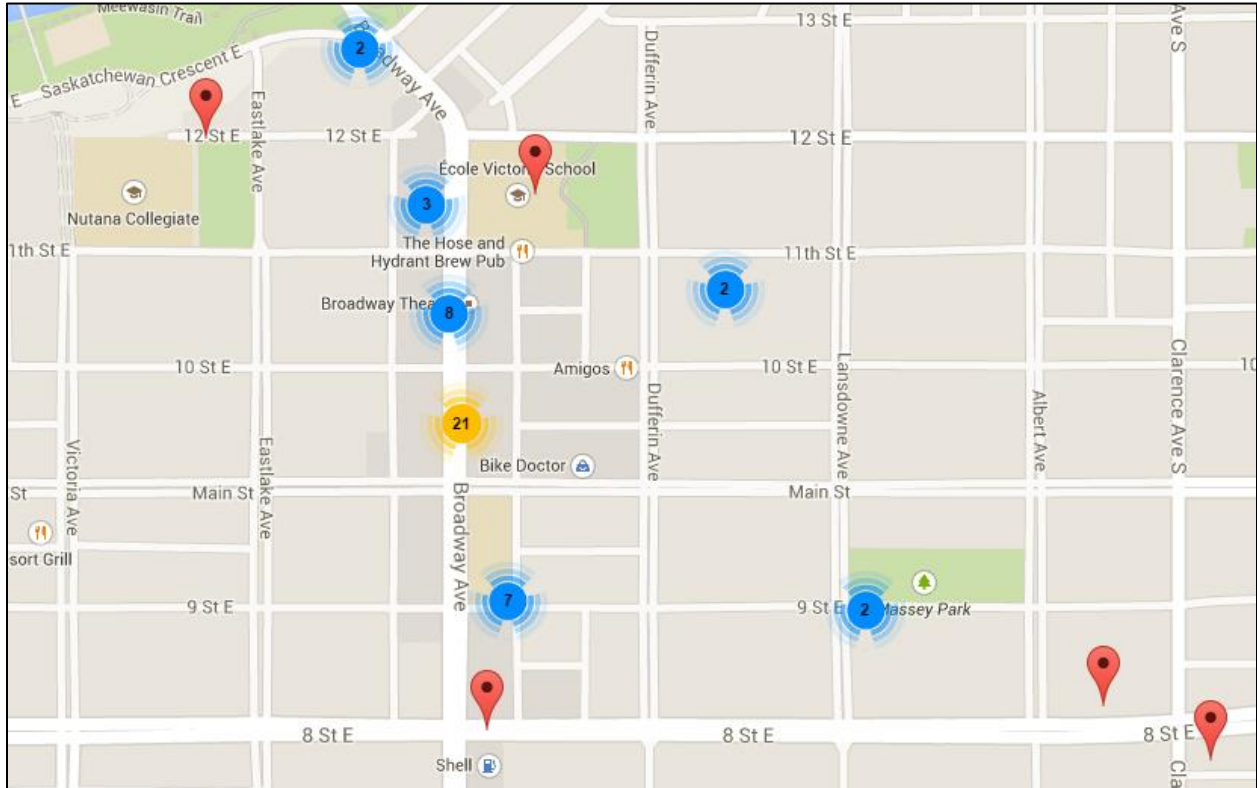


Q14. Please indicate on the map where you have witnessed or encountered negative street activity in the past 12 months (such as public drunkenness, prostitution, drug trafficking, etc.)

Broadway

Comparatively fewer respondents indicate witnessing or encountering negative street activity in the Broadway area.

For a visual comparison of all three years of data collection, please refer to the appendix at the end of this report.

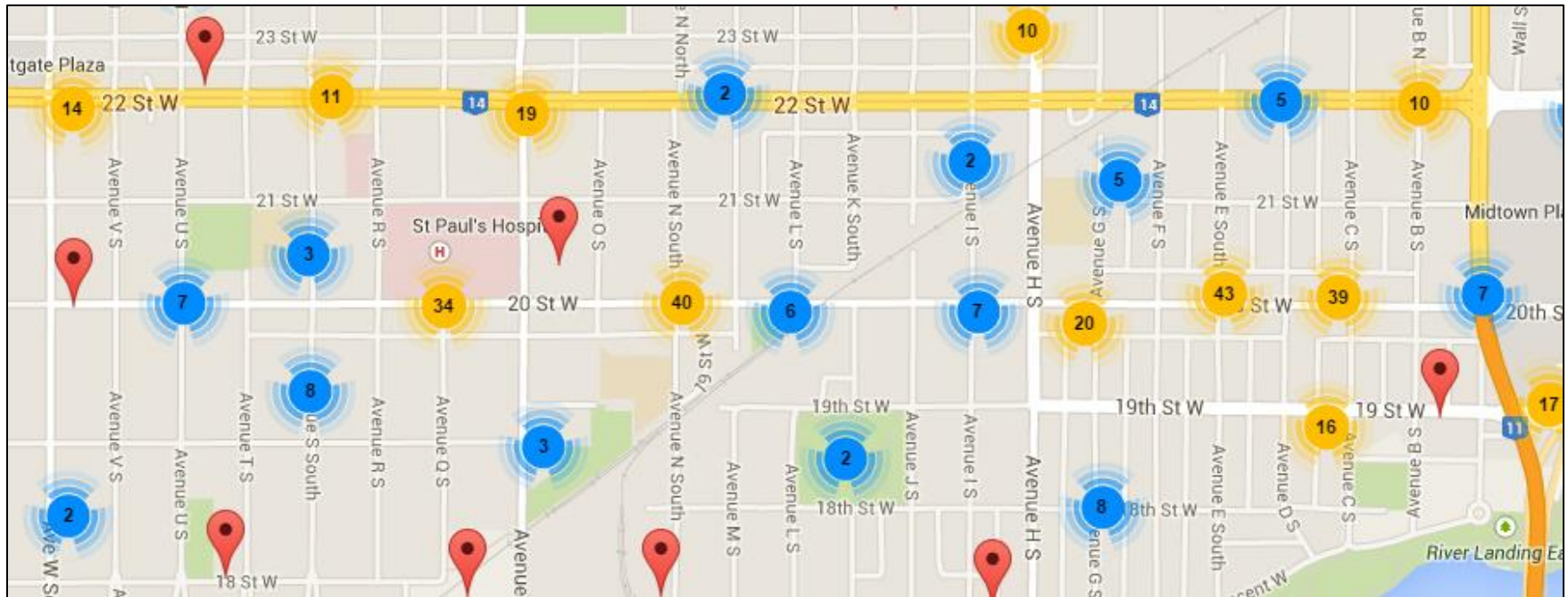


Q14. Please indicate on the map where you have witnessed or encountered negative street activity in the past 12 months (such as public drunkenness, prostitution, drug trafficking, etc.)

Riversdale

The majority of negative street activity in the Riversdale area tends to be along 20th street.

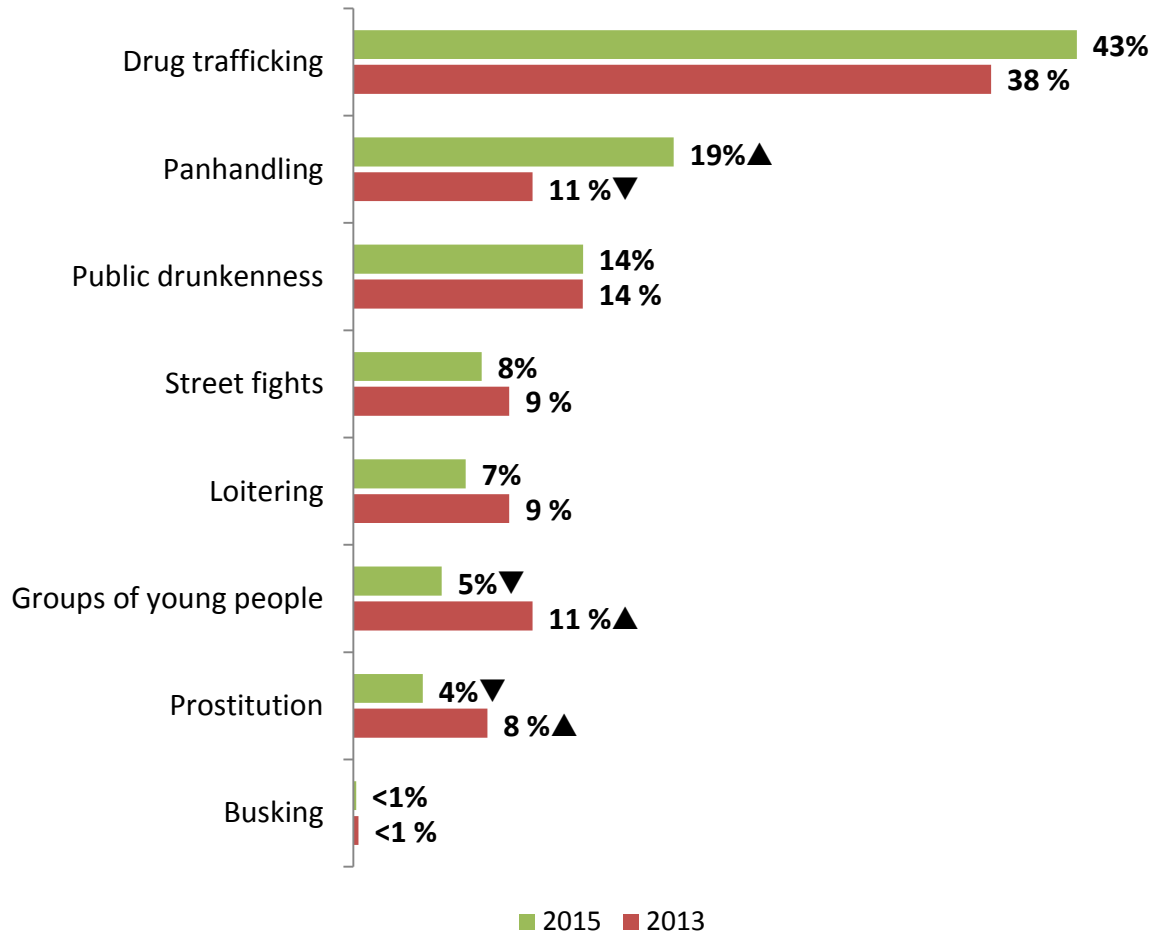
For a visual comparison of all three years of data collection, please refer to the appendix at the end of this report.



Q14. Please indicate on the map where you have witnessed or encountered negative street activity in the past 12 months (such as public drunkenness, prostitution, drug trafficking, etc.)

Biggest Issue Related to Street Activity

Saskatoon residents continue to believe that drug trafficking (43%) is the biggest issue related to street activity. The proportion of those who believe panhandling is the biggest issue has increased from 11% in 2013 to 19% in 2015.



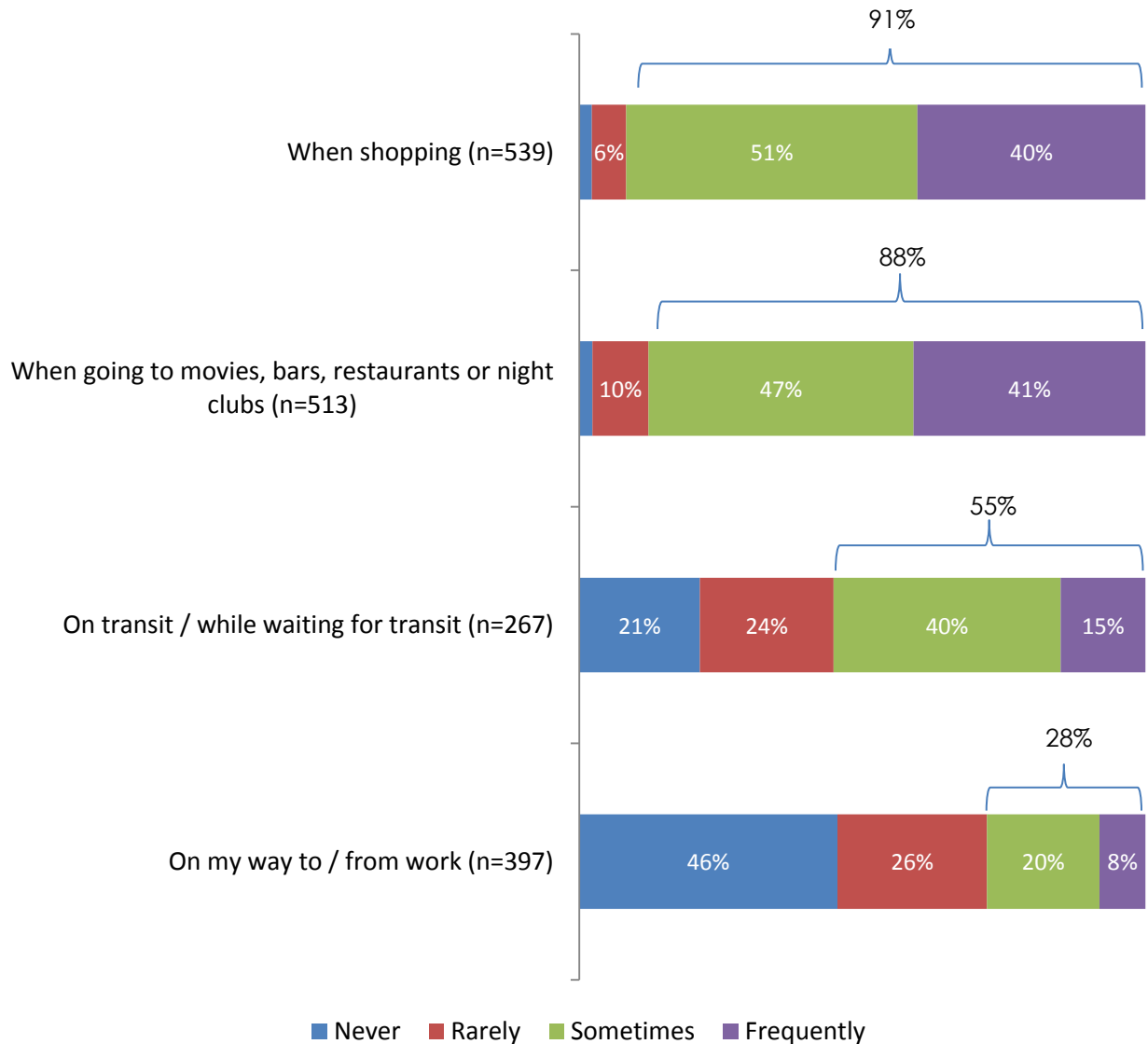
Those aged 55 and older are the most likely (49%) to believe that drug trafficking has increased as compared to those younger (18-34: 37%, 35 to 54: 43%).

Q15. Which of the following do you believe is the biggest issue related to street activity in Saskatoon? Base: All respondents, 2013 n=636, 2015 n=627. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

PANHANDLING

Frequency of Encounters

Panhandlers are most commonly encountered when shopping (91%) or going out to movies, bars, restaurants or night clubs (88%).



Women (45%) and those aged 18 - 34 (46%) are the most likely to say they frequently encounter panhandling when shopping, while those aged 55 and over are the least likely to say they frequently encounter panhandlers when going to movies, bars, restaurants, or night clubs (24%).

Q16. How frequently do you witness or encounter panhandlers in Saskatoon in each of the following situations? Base: Those who have witnessed panhandling in public areas in Saskatoon excluding "not applicable" responses, n=267 to 539.

More residents in 2015 than 2013 indicate they encounter panhandlers when shopping or going to movies, bars, restaurants, and night clubs.

Sometimes and Frequently	2011	2013	2015
When shopping	92%	87%▼	92%▲
When going to movies, bars, restaurants or night clubs	59%	80%▼	88%▲
On transit / while waiting for transit	47%	58%	55%
On my way to / from work	29%	35%▲	28%▼

Q16. How frequently do you witness or encounter panhandlers in Saskatoon in each of the following situations? Base: Those who have witnessed panhandling in public areas in Saskatoon excluding "not applicable" responses, 2011 n=257 to 559, 2013 n=285 to 556, 2015 n=267 to 539.

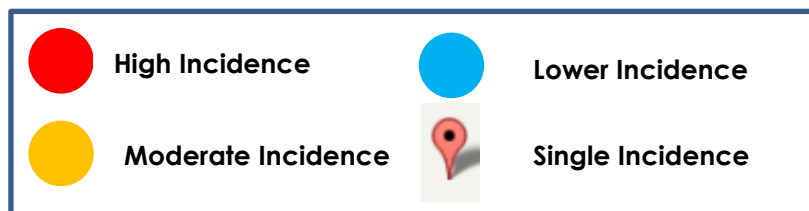
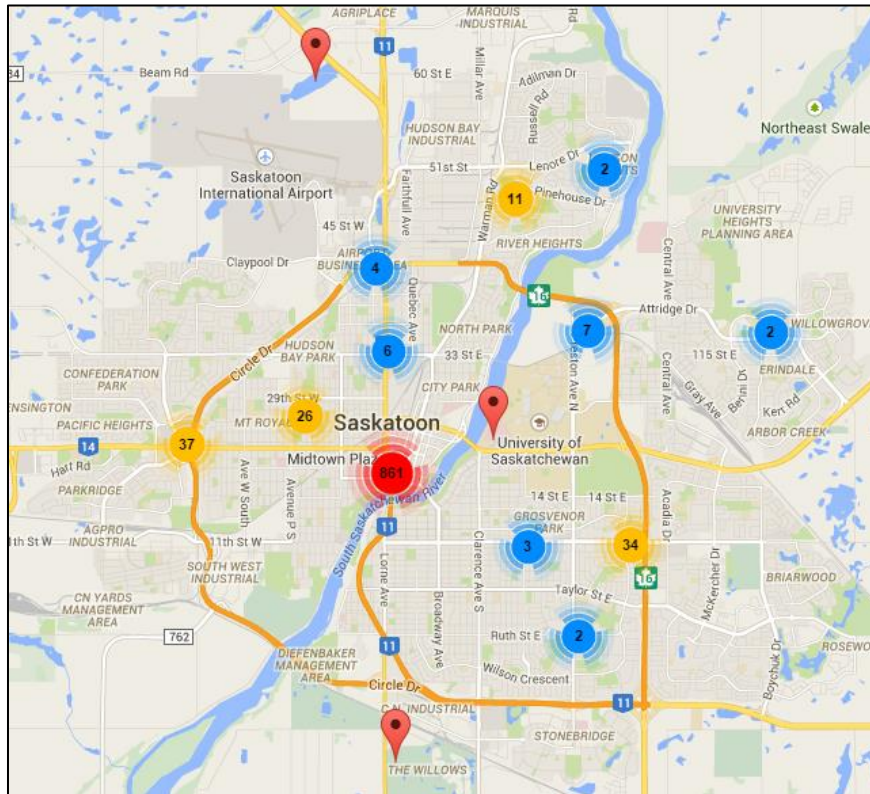
Panhandling Experience Locations

Using a Google Map tool, respondents were able to zoom down to street level to indicate where they had seen or experienced what they perceived to be panhandling.

The maps below illustrate the frequency that an area was selected. The number displayed on the map represents the amount of times the area was selected by respondents. In total, the 627 survey respondents noted 1001 incidences of panhandling.

High Level

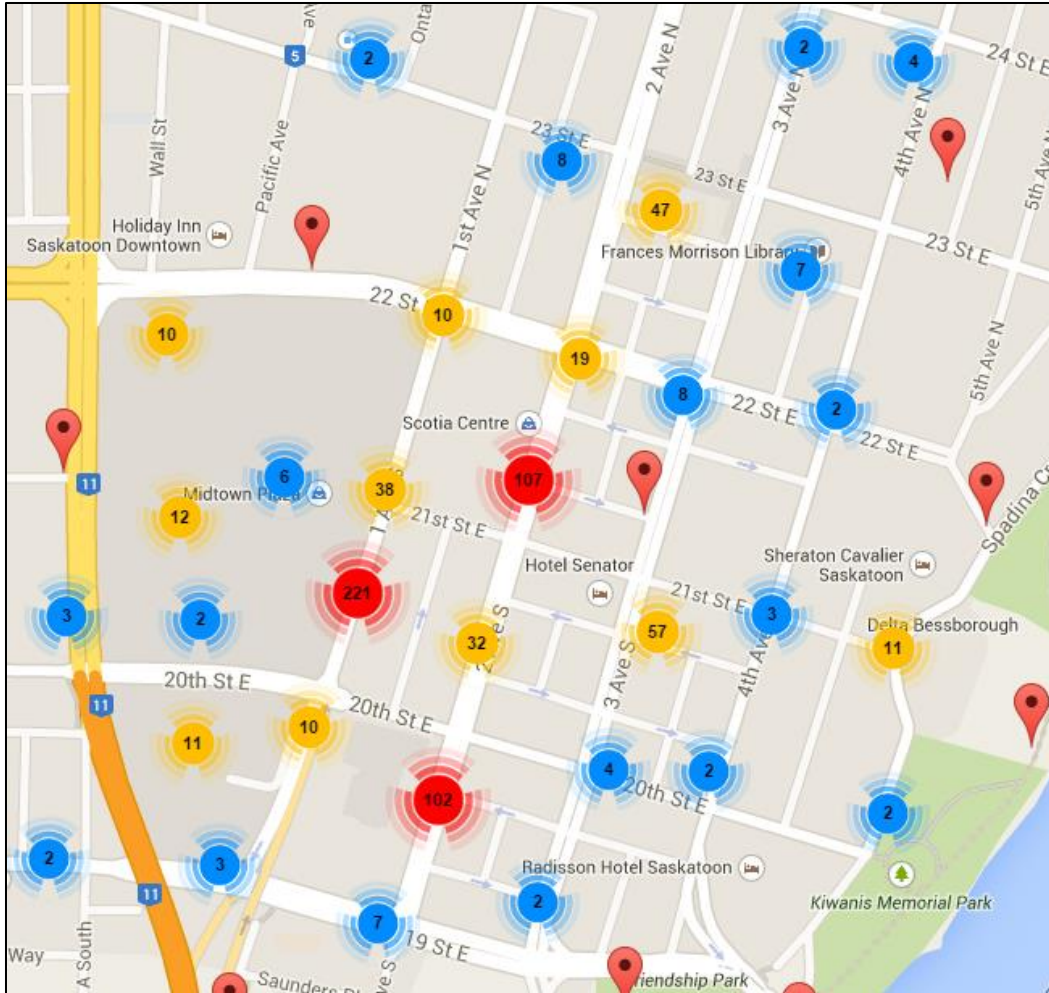
Although panhandling is reported in other areas of the city, it is mostly concentrated in the Downtown area.



Q17. Please indicate on the map where you have witnessed or encountered panhandling within the past 12 months.

Downtown

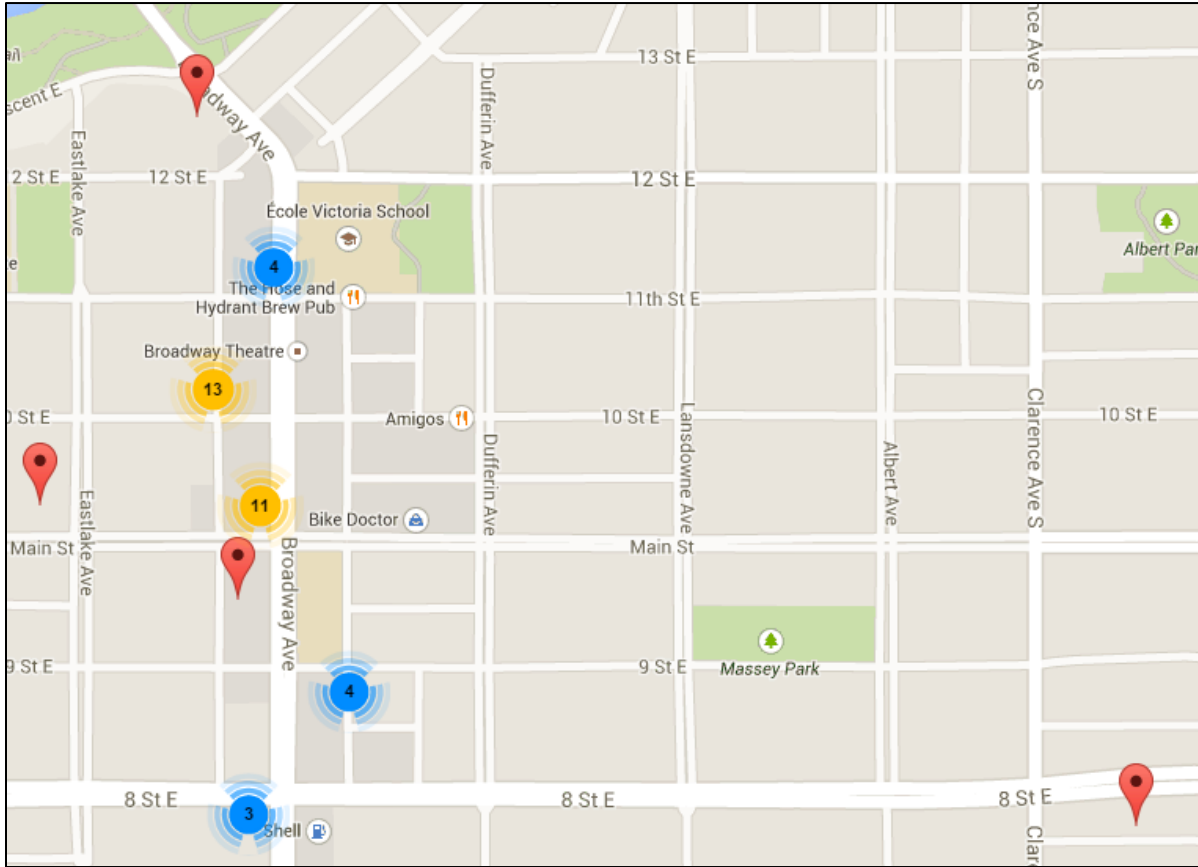
The majority of panhandling seen or experienced Downtown is on 1st Avenue, and 2nd Avenue.



Q17. Please indicate on the map where you have witnessed or encountered panhandling within the past 12 months.

Broadway

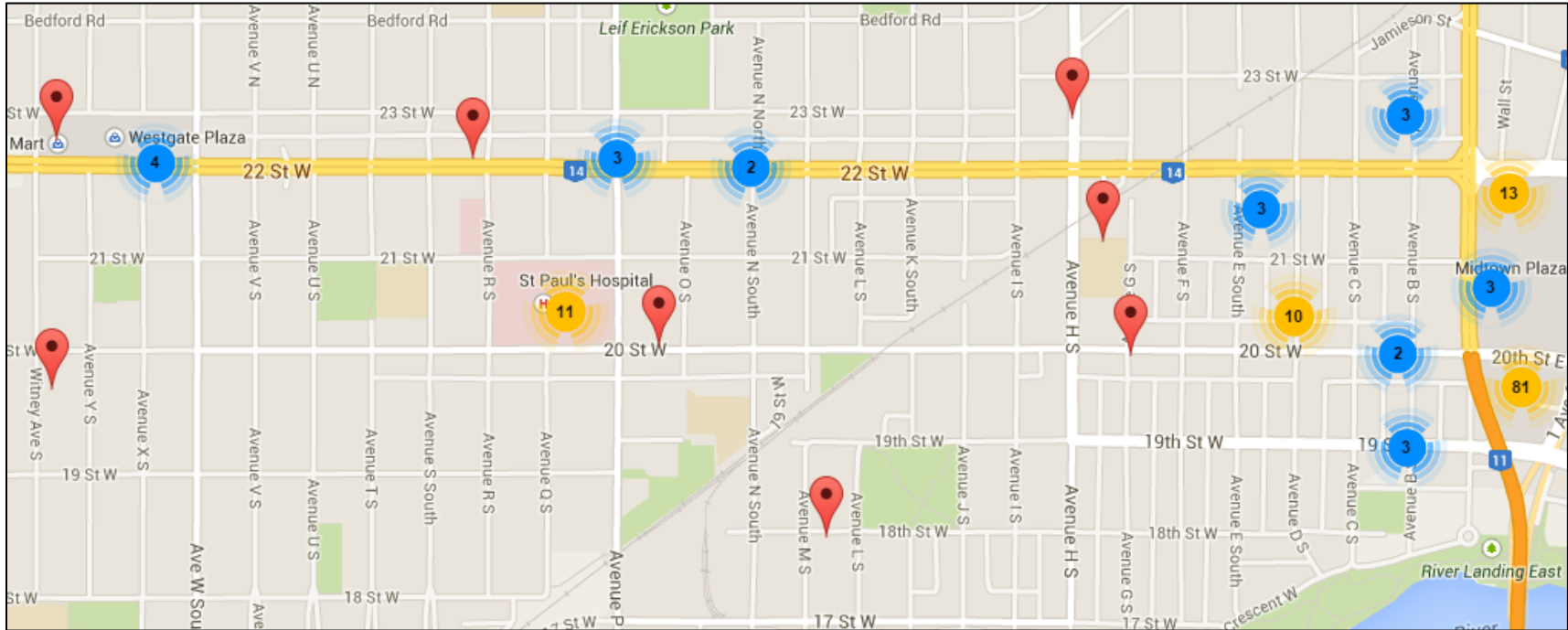
Some panhandling is seen and experienced in the Broadway area, primarily on Broadway Avenue itself, from the bridge to 8th Street.



Q17. Please indicate on the map where you have witnessed or encountered panhandling within the past 12 months.

Riversdale

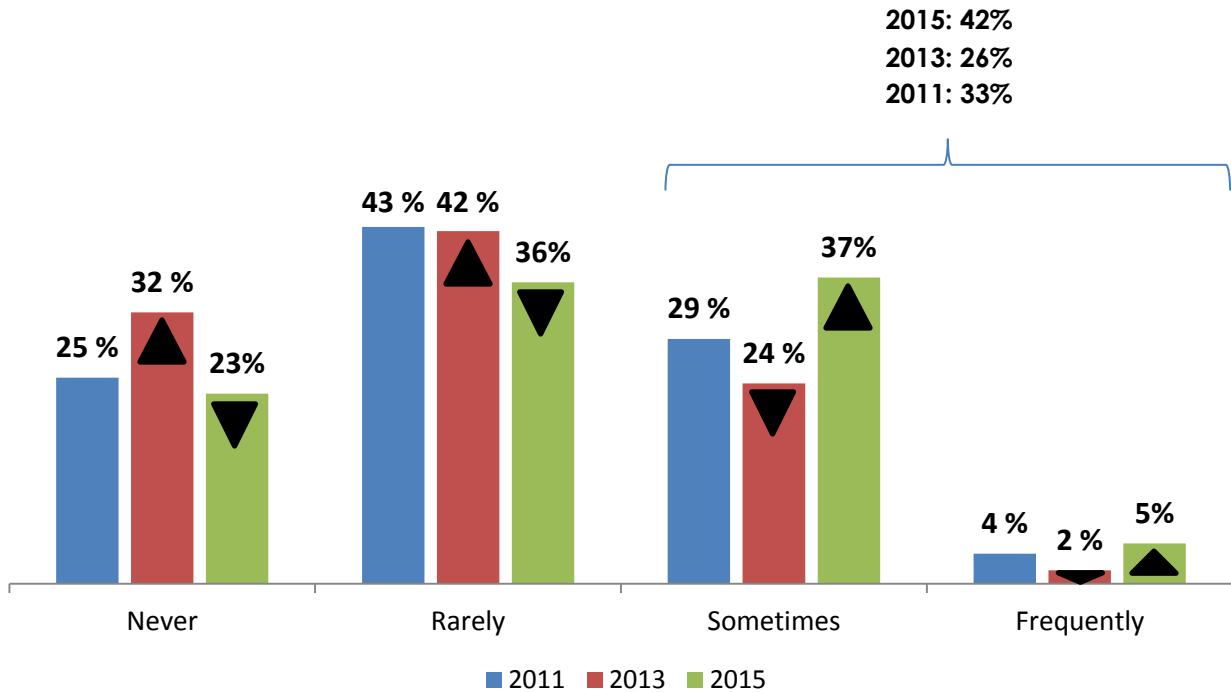
Panhandling is primarily seen or experienced in Riversdale in and around 20th Street, and 22nd Street, closer to Downtown.



Q17. Please indicate on the map where you have witnessed or encountered panhandling within the past 12 months.

Aggressive Panhandlers

The proportion of Saskatoon residents who say they have sometimes or frequently witnessed or encountered panhandlers acting aggressively has increased from 26% in 2013 up to 42% in 2015.



Women (40%) are more likely than men (31%) to say they have rarely encountered a panhandler acting aggressively.

Q18. How often have you witnessed or encountered a panhandler acting aggressively? Base: Those who have witnessed panhandling in public areas in Saskatoon, 2011 n=561, 2013 n=561, 2015 n=542. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

COMMUNITY SUPPORT PROGRAM

Unaided Recall

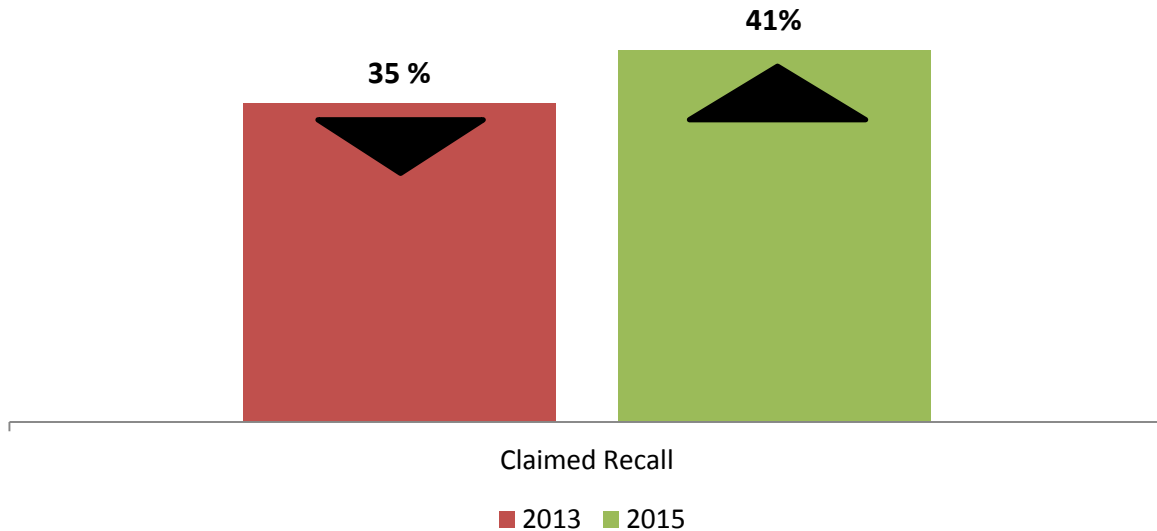
When asked what first comes to mind when thinking about programs or methods currently used to address issues related to street activity, Saskatoon residents most commonly mention the police (17%). Community workers and resource officers are mentioned by 2%, with a small proportion (1%) of that indicating the Community Support Program directly.

	2013	2015
Program/method - NET	17 %	20%
Lighthouse	2 %	12%
Egadz	5 %	3%
Community workers/resource officers	4 %	2%
Salvation Army	2 %	2%
Meal/food resources (i.e., food bank, Friendship Inn)	2 %	1%
Community Support Program	N/A	1%
Youth programs (i.e., White Buffalo)	N/A	1%
Removing amenities (i.e., benches)	2 %	0%
Other specific programs	3 %	4%
Program/method general-NET	37 %	33%
Police-general	17 %	17%
Police walking/biking	9 %	10%
Enforce no loitering/panhandling	4 %	3%
Laws/bylaws	2 %	3%
Health promotions/needle exchange	1 %	2%
Homeless shelters	2 %	1%
Youth programs	1 %	0%
Housing incentives	1 %	0%
Other general programs	5 %	4%
Other (NET)	41 %	39%
Not enough being done/ineffective	20 %	21%
None/nothing is being done	15 %	13%
Other	6 %	6%
Don't know/no comment	11 %	17%

Q19.What first comes to mind when thinking about methods or programs that are currently used to address issues related to street activity in Saskatoon? Base: All respondents, 2013 n=636, 2015 n=627. See "Notes on Reporting" for a definition of NETS.

Claimed Recall

The proportion of Saskatoon residents who say they have heard of the Community Support Program (when given only the name) has risen from 35% in 2013 up to 41% in 2015.

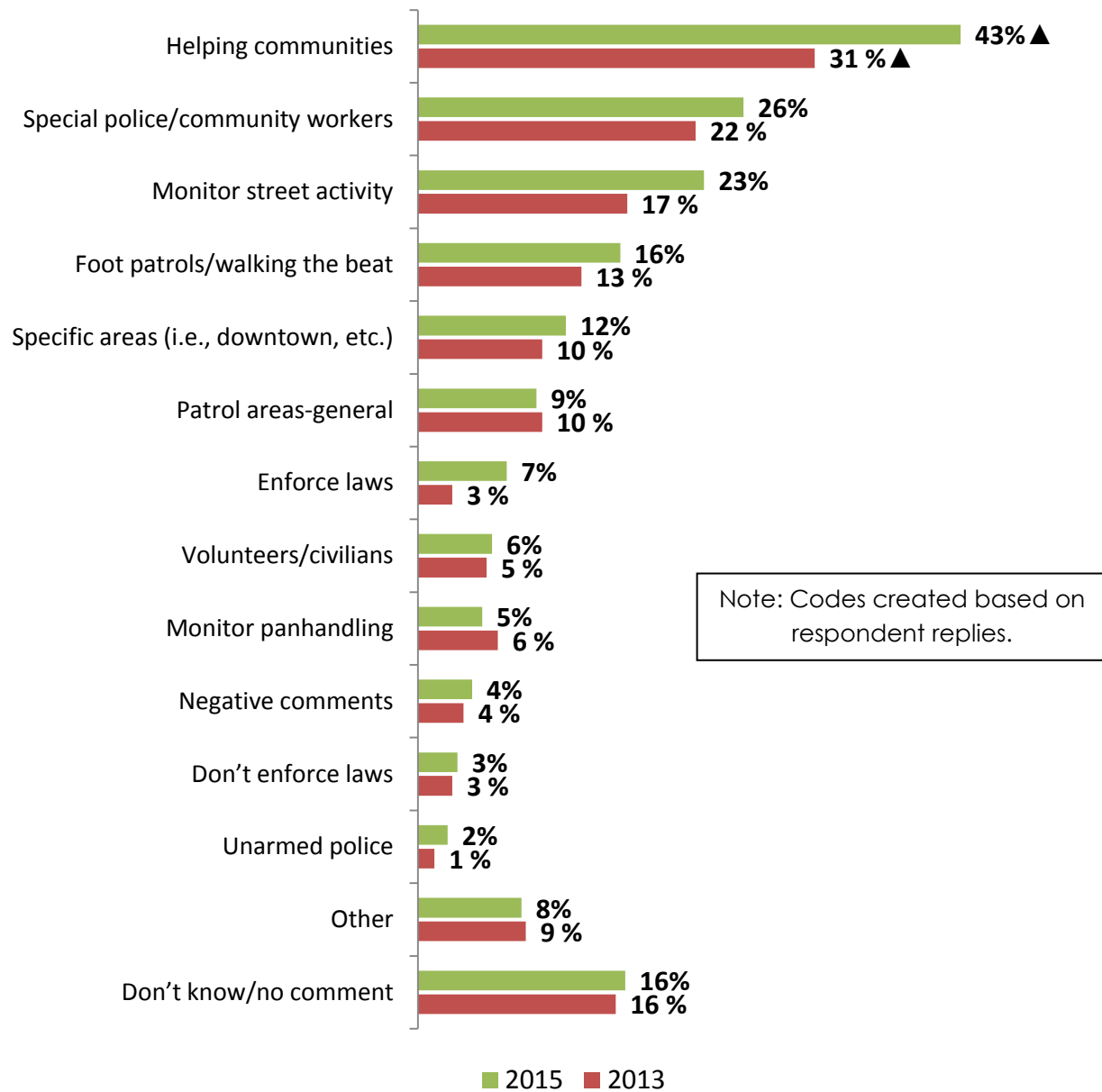


Those aged 55 and over (49%) are the most likely to say they have heard of the Community Support Program as compared to those aged 18 to 34 (29%) and those aged 35 to 54 (44%).

Q20. Have you heard of the City of Saskatoon Community Support Program (CSP) or Community Support Officers? Base: All respondents, 2013 n=636, 2015 n=627. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Proven Recall

When those who indicated they had heard of the Community Support Program were asked to describe it, the most common description is that the program helps communities (up to 43% in 2015 from 31% in 2013).



Q21. To the best of your knowledge, what is the Community Support Program (CSP)? Base: Those who have heard of the City of Saskatoon Community Support Program (CSP) or Community Support Officers, 2013 n=224, 2015 n=257. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

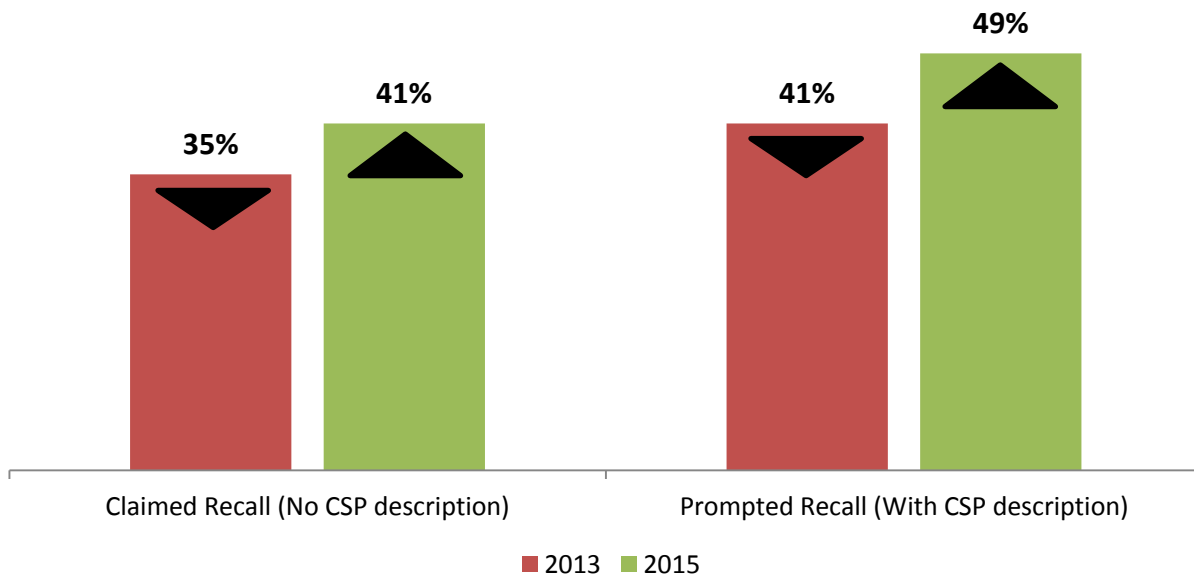
Prompted Recall

At this point in the questionnaire, respondents were given the following description and then asked if, having heard the description, they had heard of the Community Support Program:

In July of 2012, the City of Saskatoon established a Community Support Program (CSP) aimed at addressing street activity in the Broadway, Downtown and the Riversdale Business Improvement Districts. This program includes and engages:

- **The Public** through a highly visible presence that reassures and responds to the public in the Downtown, Broadway, and Riversdale Business Improvement Districts.
- **Business Owners** through foot patrols that liaise with local businesses to identify issues and collaborate to generate solutions.
- **Vulnerable Persons** by connecting community members in need to the appropriate service providers or other supports.

With the description, the proportion of residents who have heard of the program increased from 41% to 49%.

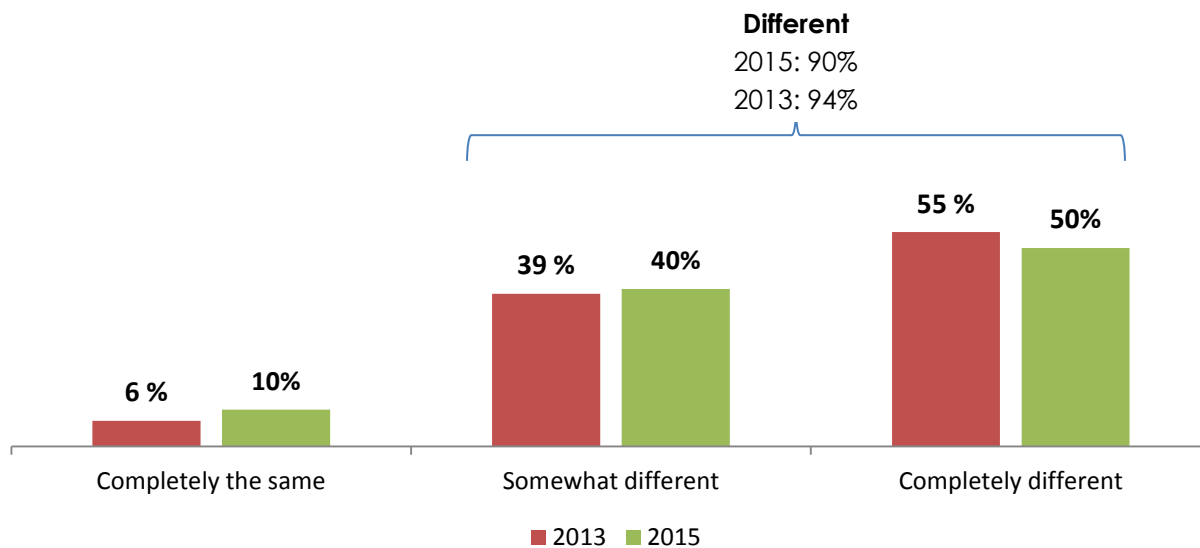


Those aged 55 and over are the most likely to say they have heard of the CSP Program (59% vs. 52% for ages 35 – 54 and 37% for ages 18 – 24).

Q22. Now that you have heard this description, have you heard of this program? Base: All respondents, 2013 n=636, 2015 n=627. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

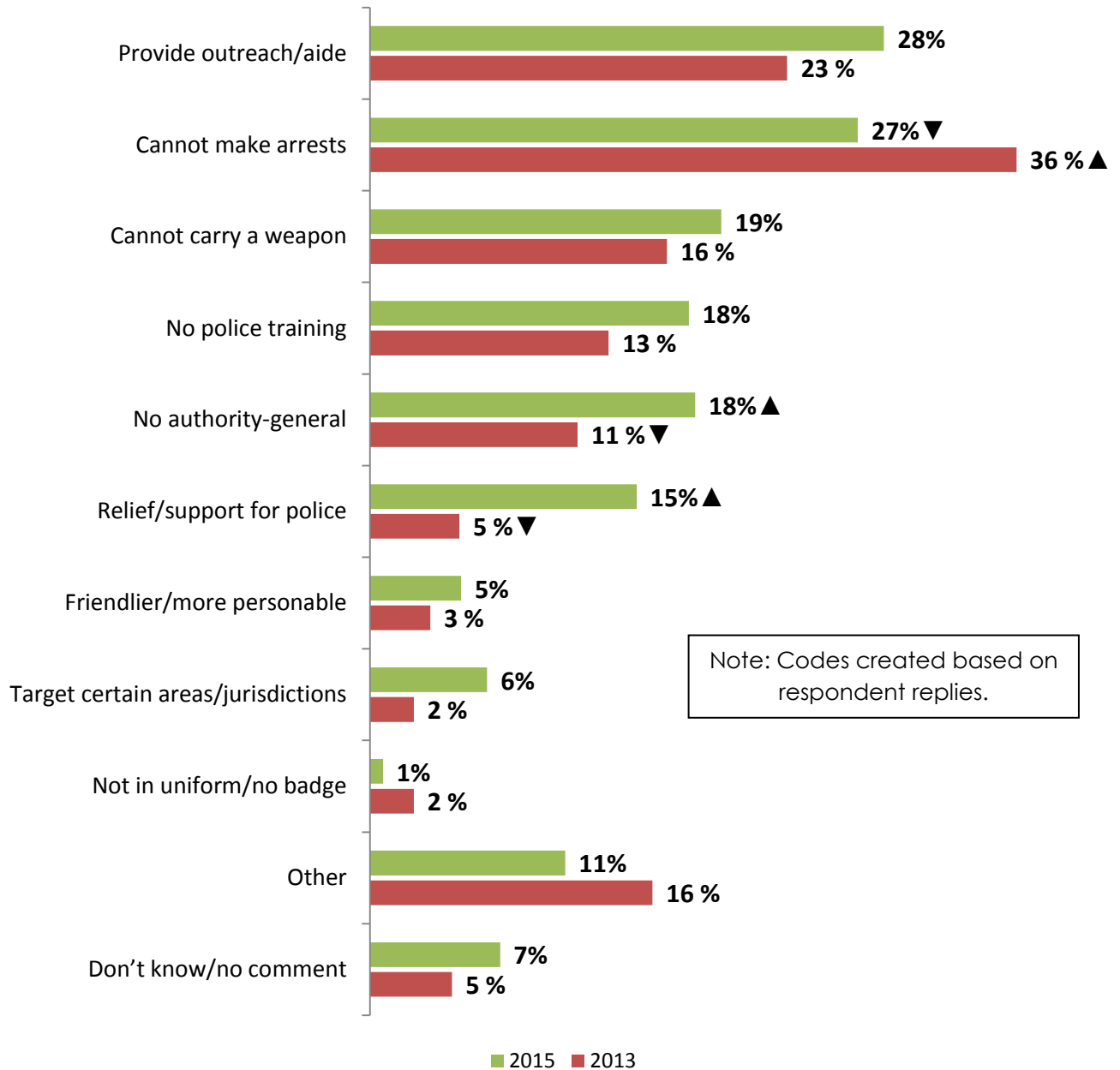
Comparison to Police Officers

Most residents of Saskatoon believe that Community Support Program Officers are different from Saskatoon Police Officers.



Q23. Community Support Program Officers and City of Saskatoon Police Officers are... Base: Those who have heard of the City of Saskatoon Community Support Program or Community Support Officers, 2013 n=262, 2015 n=309.

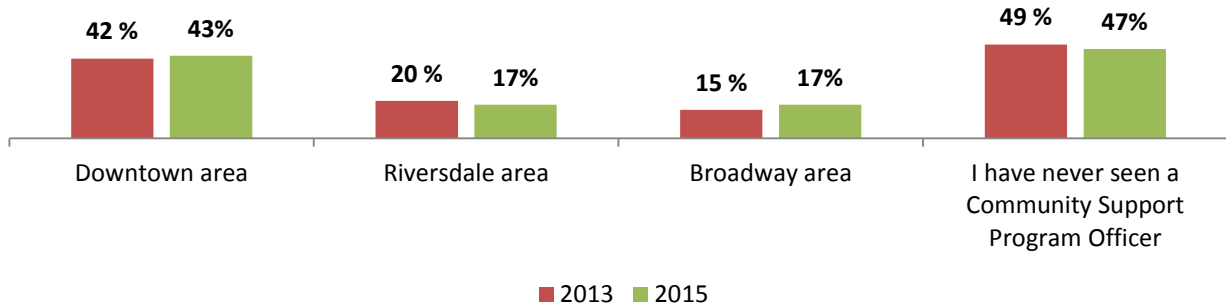
The top two things that residents believe make Community Support Officers different from Saskatoon Police Officers are that they provide outreach and aide (28%) and that they cannot make arrests (27%).



Q24. To the best of your knowledge, what makes a Community Support Program Officer different from a City of Saskatoon Police Officer? Base: Those who have heard of the program (prompted recall) and do not believe that Community Support Officers and City of Saskatoon Police Officers are completely the same, 2013 n=245, 2015 n=280. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Locations Seen

As with results from 2013, Community Support Officers are most commonly seen in the Downtown area.



Have Seen CSP Officers in...	Work Downtown		Work in Riversdale		Work in Broadway		Work Elsewhere	
	Count	%	Count	%	Count	N %	Count	N %
Downtown Area	28	68%	3	60%	0	0%	102	39%
Riversdale Area	9	22%	5	100%	0	0%	40	15%
Broadway Area	4	10%	2	40%	3	75%	45	17%
Never Seen	7	17%	0	0%	1	25%	136	53%

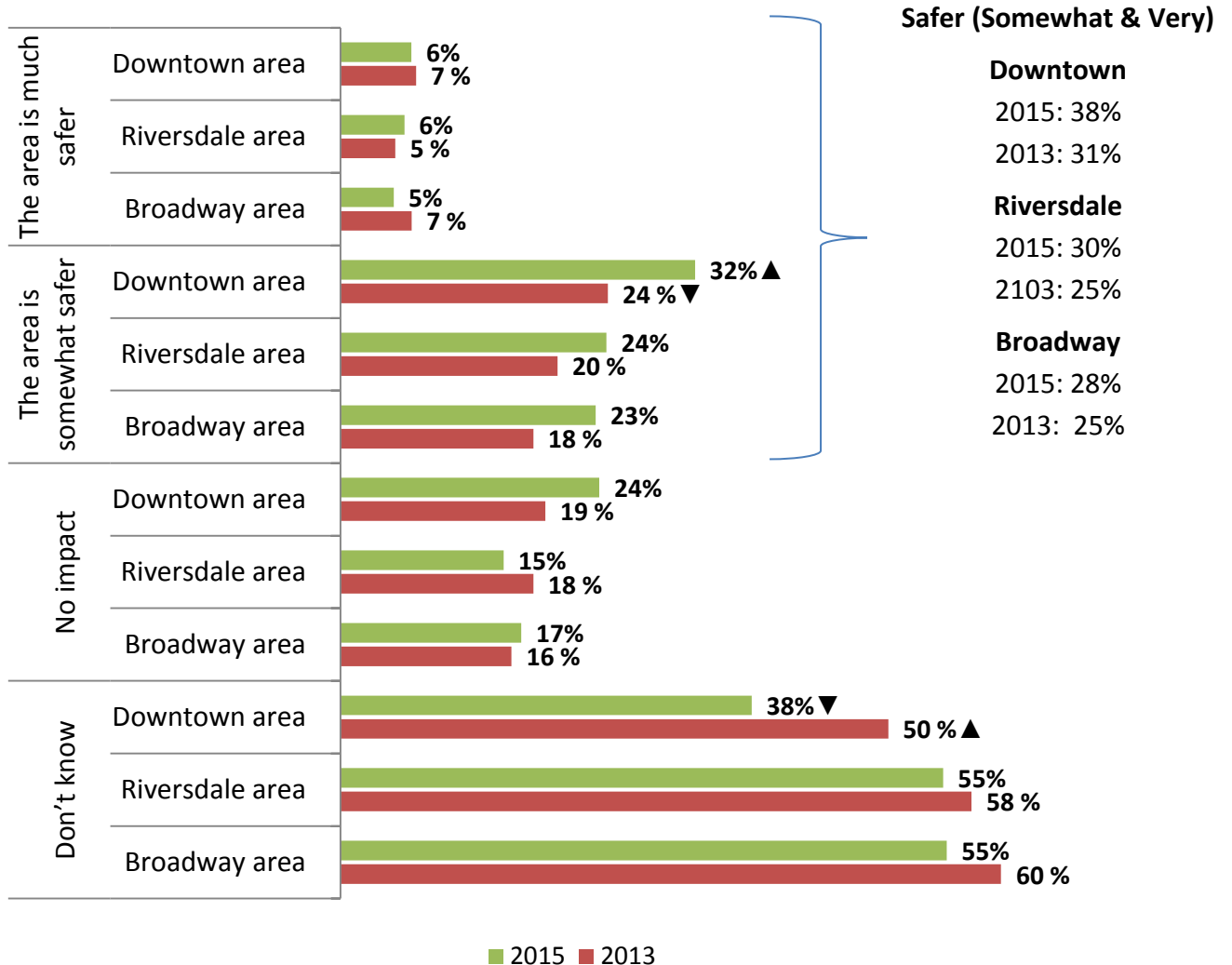
Note that the following pictures were provided to respondents to help clarify what the Community Support Officers look like:



Q25. Have you seen the Community Support Program Officers in any of the following locations? (Select all that apply) Base: Those who have heard of the City of Saskatoon Community Support Program or Community Support Officers, 2013 n=262, 2015 n=309.

Perceived Program Impact

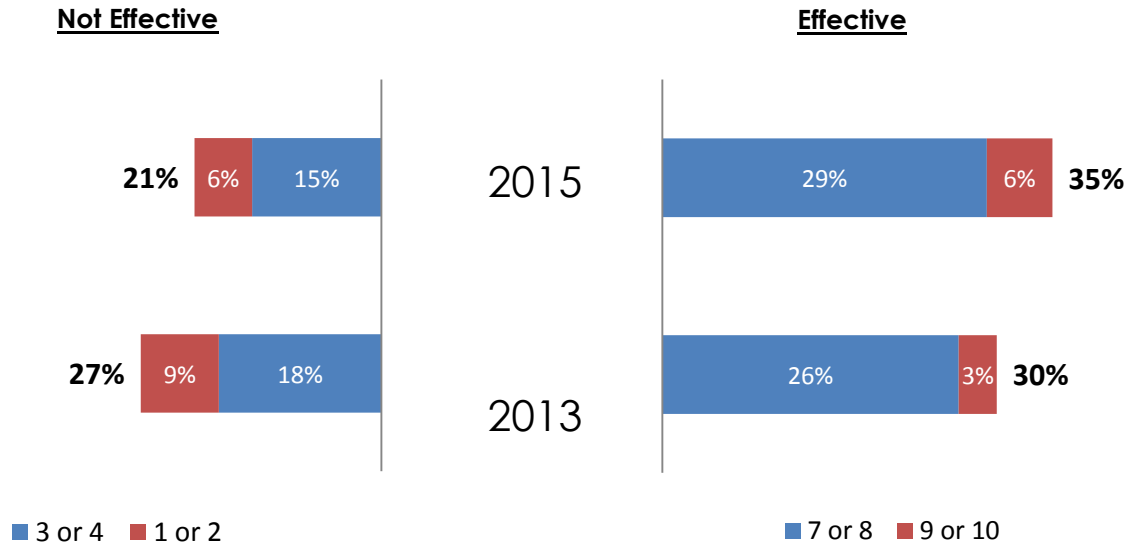
More residents in 2015 believe that the presence of Community Support Program officers has had an impact on the safety in each area. Currently, 38% believe the Downtown area is safer (up from 31%), 30% believe Riversdale is safer (up from 25%), and 28% believe that the Broadway area is safer (up from 25%).



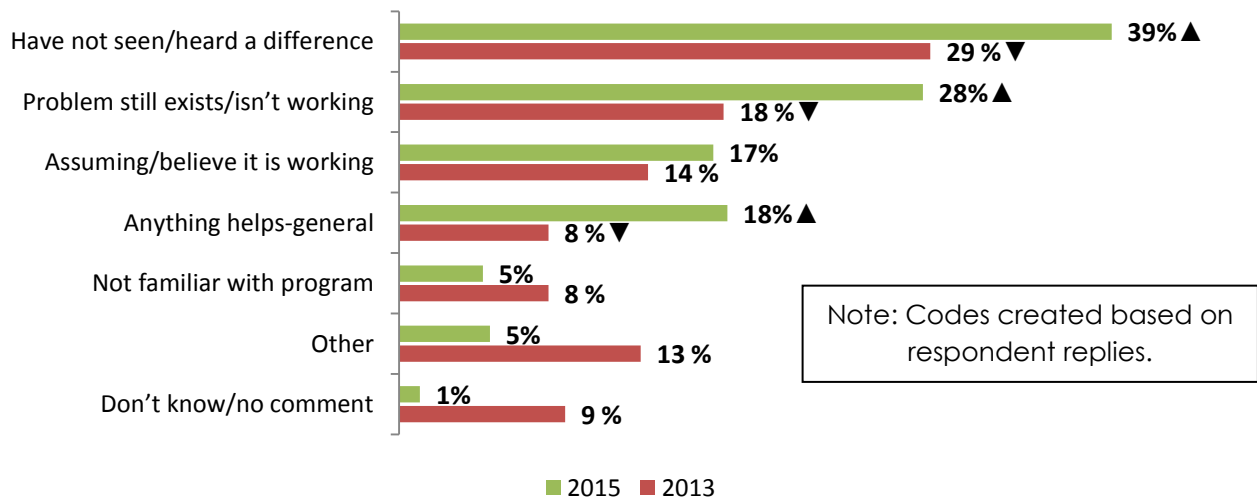
Q26. How do you believe the presence of the Community Support Program Officers has impacted safety in the... Base: Those who have heard of the City of Saskatoon Community Support Program or Community Support Officers, 2013 n=262, 2015 n=309. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Perceived Overall Effectiveness

One-third of Saskatoon residents (35%, up from 30% in 2013) who have heard of the CSP program believe that the program is effective.



Those who rated the effectiveness of the program as less than 8 most commonly say the reason is that they have not seen a difference (39%) or that the problem still exists (28%)

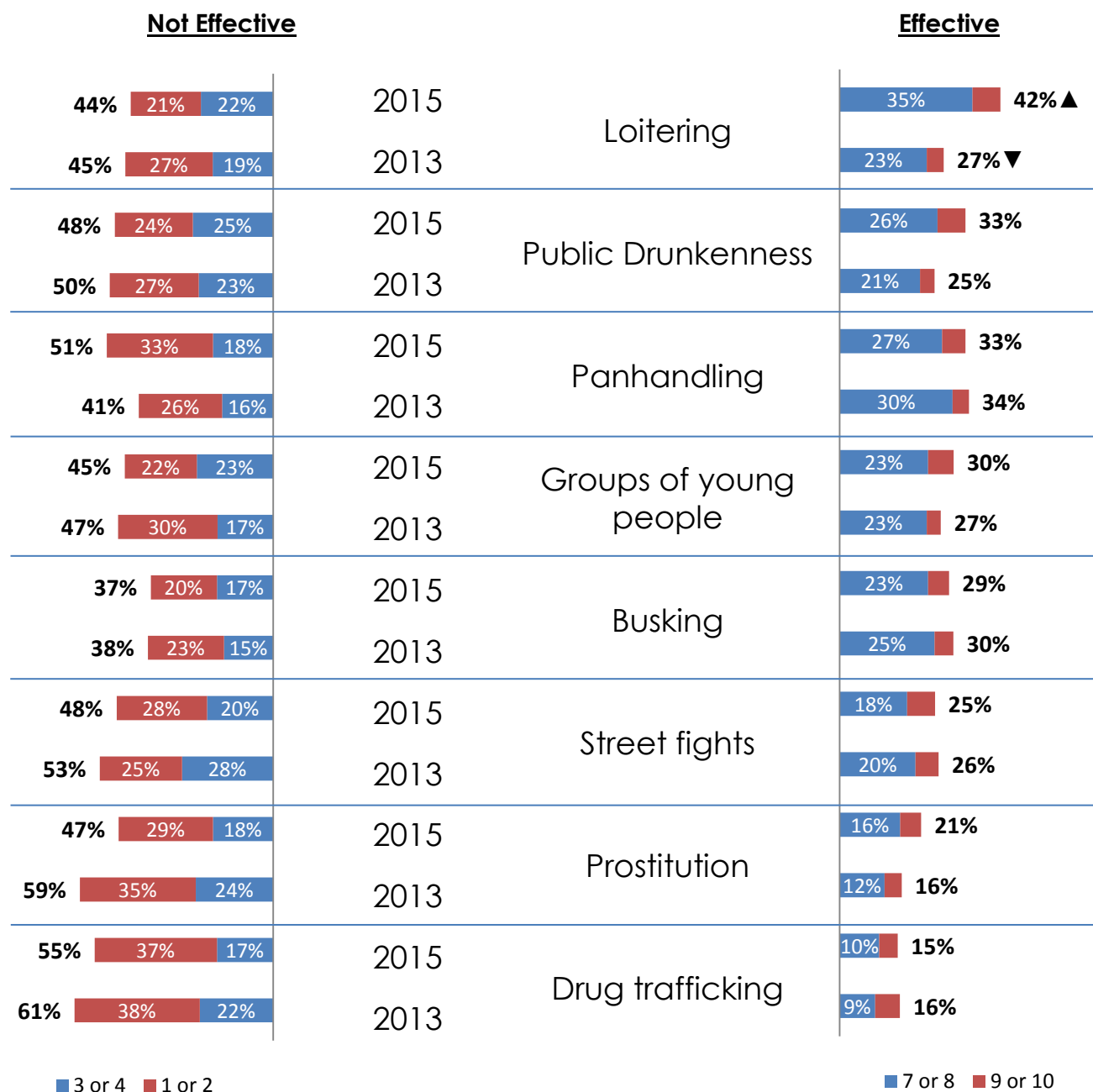


Q27. On a scale from one to ten, where one is 'not at all effective' and ten is 'extremely effective, how would you rate the overall effectiveness of the Community Support Program in addressing issues related to street activity in Saskatoon? Base: Those who have heard of the City of Saskatoon Community Support Program or Community Support Officers, 2013 n=262, 2015 n=309.

Q28. Why did you rate the overall effectiveness of the Community Support Program as a _____? Base: Those who rated the overall effectiveness of the Community Support Program less than 8, 2013 n=222, 2015 n=264. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Perceived Effectiveness – Specific Issues

The proportion of residents who believe the Community Support Program has been effective at addressing the specific issues has remained about consistent, with the exceptions of loitering (2013: 27%, 2015: 42%) and public drunkenness (2013: 25%, 2015: 33%) which increased.



Q29. Using the same scale, how effective do you believe the Community Support Program has been at specifically addressing the following issues in Saskatoon? Base: Those who have heard of the City of Saskatoon Community Support Program or Community Support Officers excluding "don't know" responses, 2013 n=107-141, 2015 n=149 - 193. See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Business Survey



METHODOLOGY

Quantitative Data Collection

Data were collected between March 30th and April 18th, 2015 using three methodologies in order to maximize completed surveys:

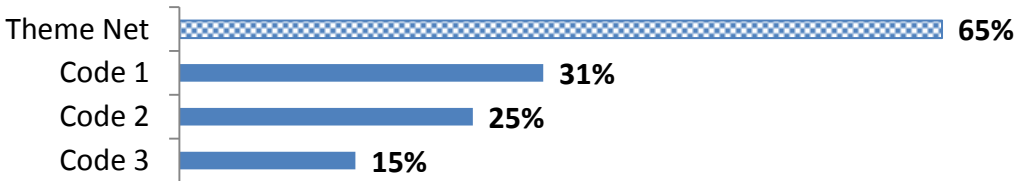
- Online using Inshtrix Research's SaskWatch Research™ panel
- In-person intercepts in each of the three Business Improvement Districts
- Follow-up e-mail survey links for those too busy to do the survey with the interviewer

In total, 357 completed surveys were obtained. Quotas were set by business district to be representative of businesses across the three areas. Note that the number of completed surveys for the Riversdale exceeded the set quota so overall results have been weighted to ensure they remained representative.

NOTES ON REPORTING

- Each question includes a base description (n=#) which details the number of respondents who answered each particular question. Open ended questions have been themed and coded into common response categories based on similarities in responses provided.
- Statistically significant differences are highlighted where described. For this report, an alpha value of less than 0.05 is considered statistically significant. This means there is less than a 5% chance that the results would have occurred by chance. Statistically significant differences are noted using “▲” and “▼”.
- All figures are rounded to no decimal places, so percentages may not sum to 100% due to rounding.
- Similar themes and codes are organized into net themes based on overarching commonalities in the content of responses (i.e., positive or negative mentions). Net responses include individual, coded themes in order to illustrate the overarching themes that emerge from open-ended questions. Nets are coded in a different pattern, and all codes underneath this color are included in the net. The percentages of individual codes may not add up to the net total as multiple responses may be possible.

Net Example



BUSINESS - KEY FINDINGS

Street Activity

- The most common negative street activities business owners say they have witnessed around their businesses include panhandling (29%) and intoxicated people (23%).
 - The proportion of business owners who have seen panhandling around their business is significantly higher in the Downtown area (37%), as compared to the Broadway (12%) or Riversdale (11%) areas.
- When asked about the impact of these negative activities, business owners say that people feel harassed or intimidated (27%), fewer people come to the area or store (20%), and that they believe it is dangerous for people (18%).
 - Of interest is the proportion of businesses in each area who believe that the negative activity has no impact on them: Riversdale (24%), Broadway (32%), and Downtown (16%).

Community Support Program Awareness & Interaction

- When asked about positive street activity witnessed around the business, 8% of business owners mention the Community Support Program. When asked about programs or methods currently being used to address issues related to negative street activity, this number climbs to 28%.
 - When provided with the name of the program, this rises to 65%. Providing a description of the program increases awareness to 67% overall: Downtown (66%), Broadway (73%), and Riversdale (69%).
- When asked about the overall effectiveness of the program, over half (55%) rate the program as a 7-10 out of ten.
- More than half of those surveyed who had been at their position for two years or less (58%) say they were made aware of the program when they started.
- Two-fifths of businesses aware of the program (40%) say they have interacted with the Officers. Most commonly, this was for service calls to deal with issues (43%) and general friendly interactions (36%).
- About half of those aware of the program say they know how to contact the Officers (48%), with one-third of these (34%) saying they have called the program to have a specific problem addressed. Among those who have called for a specific problem, 75% say that the program is effective.

Community Support Program Funding & Program Continuation

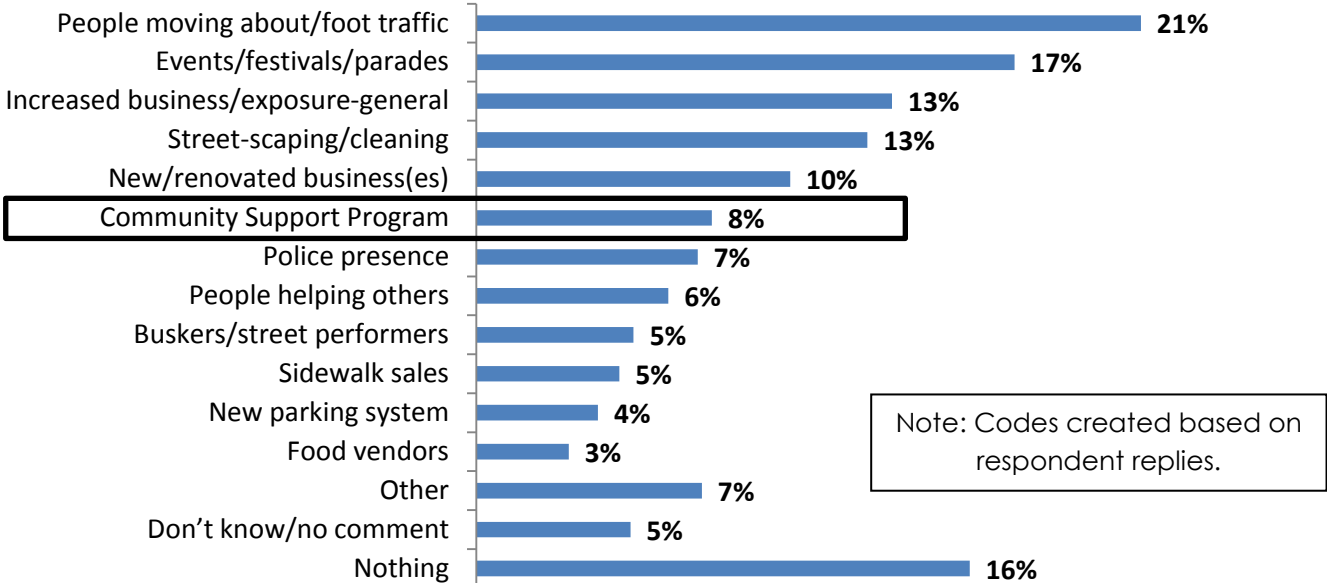
- When asked if they would like to see the program continue, 90% say yes.
- Few businesses (6%) are currently aware that the program is funded through parking meter revenue.
- When those aware of the program were asked if they would be willing to support the program through property taxes, 69% say they would.

Business - Study Results

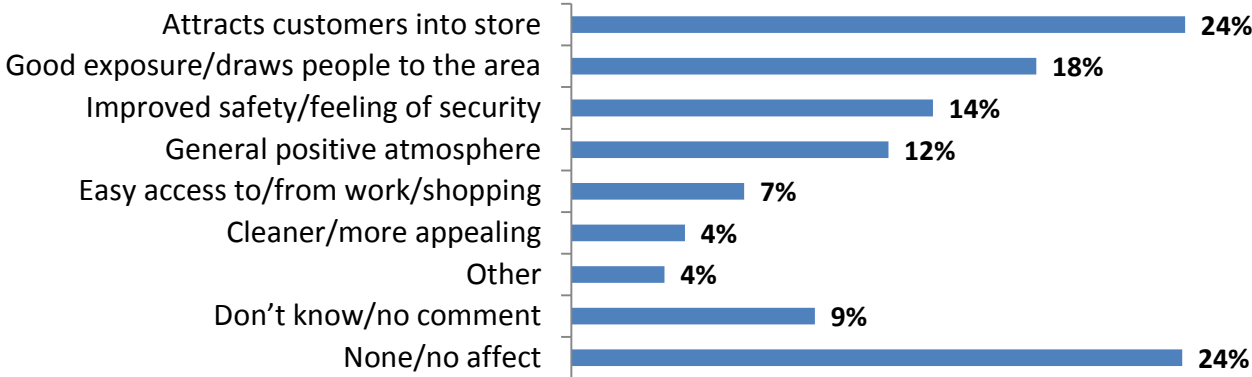
STREET ACTIVITY

Positive Street Activity

When asked about positive street activity around their business, respondents note a variety of activity. Note that 8% of businesses in the three business improvement districts specifically mention the Community Support Program as a positive activity.



Postive Activity Impact

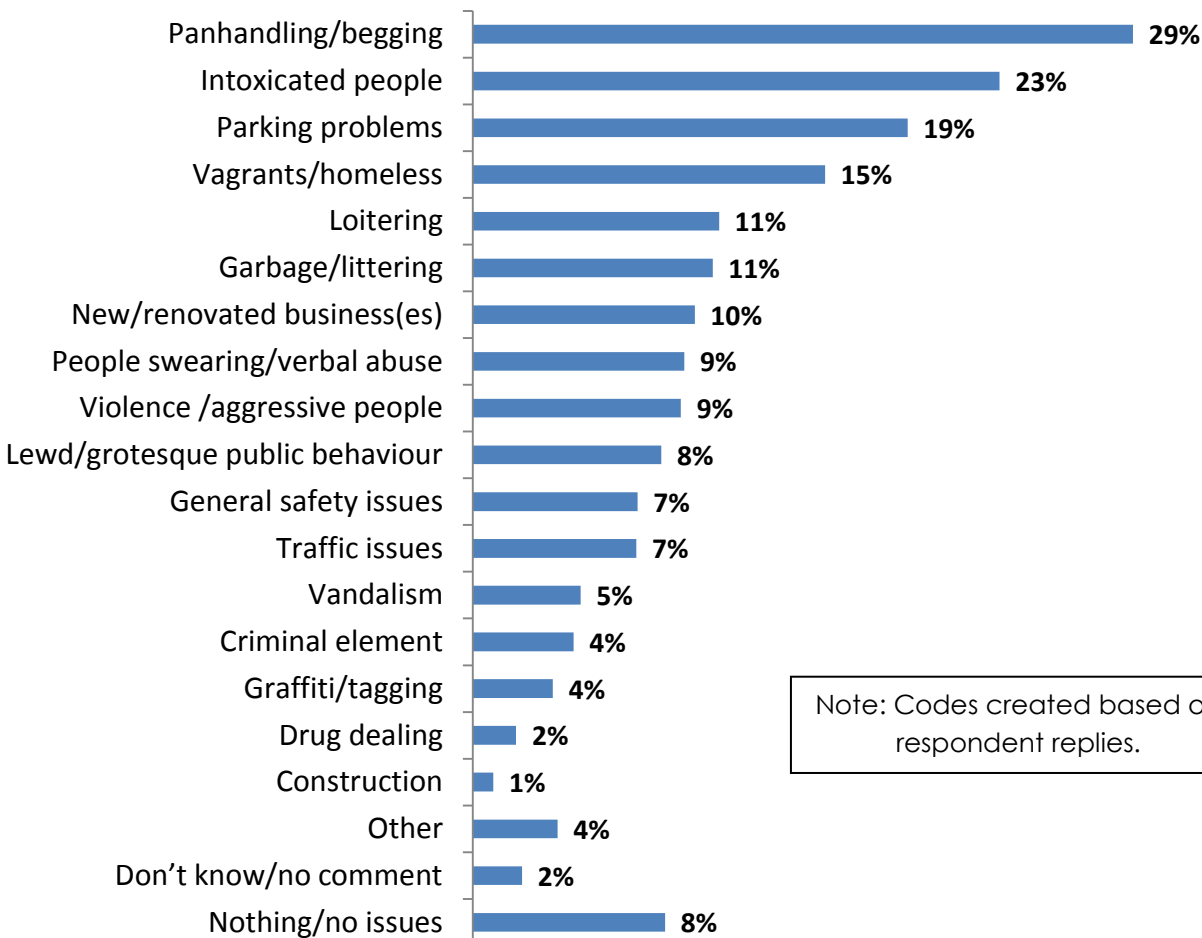


Q1. What kinds of **positive** street activity have you witnesses around your business? Base: All respondents, overall weighted n=358.

Q2. How do these types of **positive** street activities affect your business? Base: Base: All respondents, overall weighted n=358.

Negative Street Activity Witnessed

The top negative street activities noted by businesses include panhandling (29%), intoxicated people (23%), problems with parking (19%), and homeless people (15%).



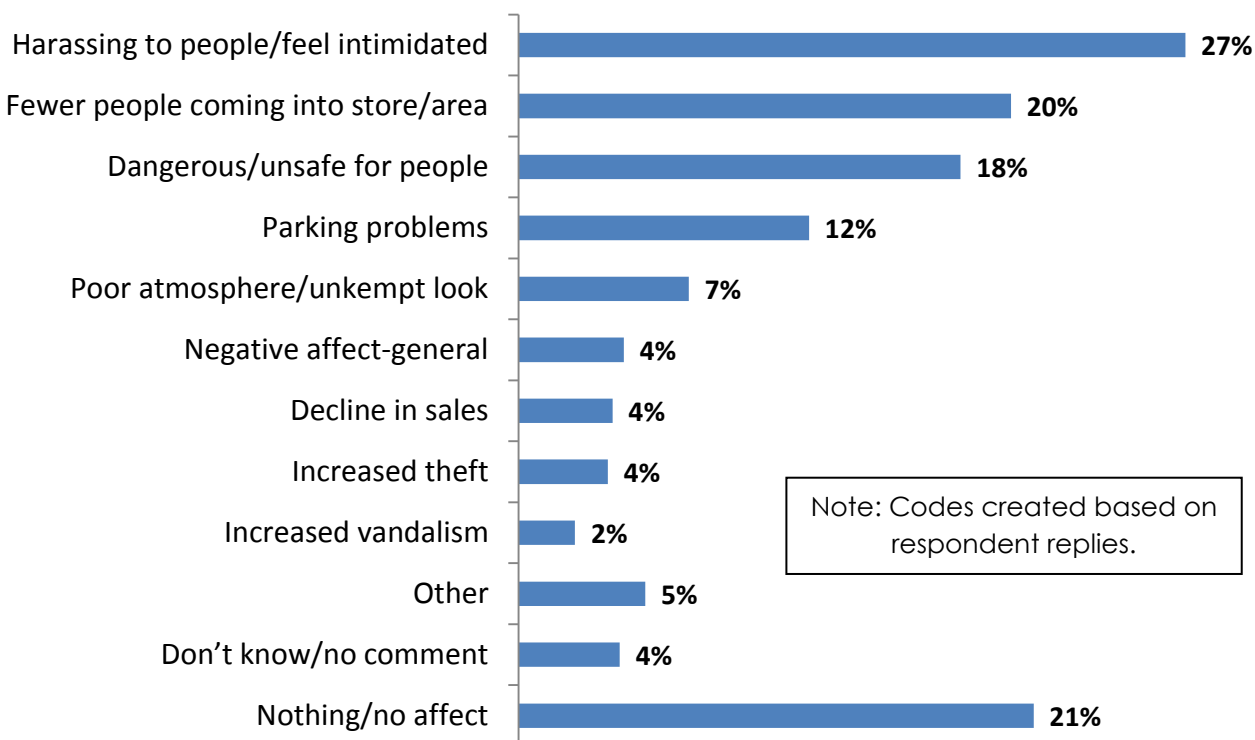
Businesses in the Downtown area are the most likely to report issues related to panhandling.

	Downtown	Broadway	Riversdale
Panhandling/begging	37%▲	12%▼	11%▼
Intoxicated people	21%	22%	31%
Parking problems	23%▲	20%▲	6%▼
Vagrants/homeless	19%▲	5%▼	8%

Q3. What kinds of issues related to **negative** street activity have you witnessed? Base: All respondents, overall weighted n=358 (Downtown n=213, Broadway n=41, Riversdale n=103). See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

Negative Street Activity Impact

When asked how the negative street activity they had witnessed affects their business, responses commonly included that it was intimidating to people (27%), affected the number of people coming into the store (20%), and that it was dangerous or unsafe (18%). One-fifth (21%) indicate that they do not believe the activities affect their business.



Businesses in the Riversdale area are the most likely to say that the negative street activities witnessed have no effect on their business.

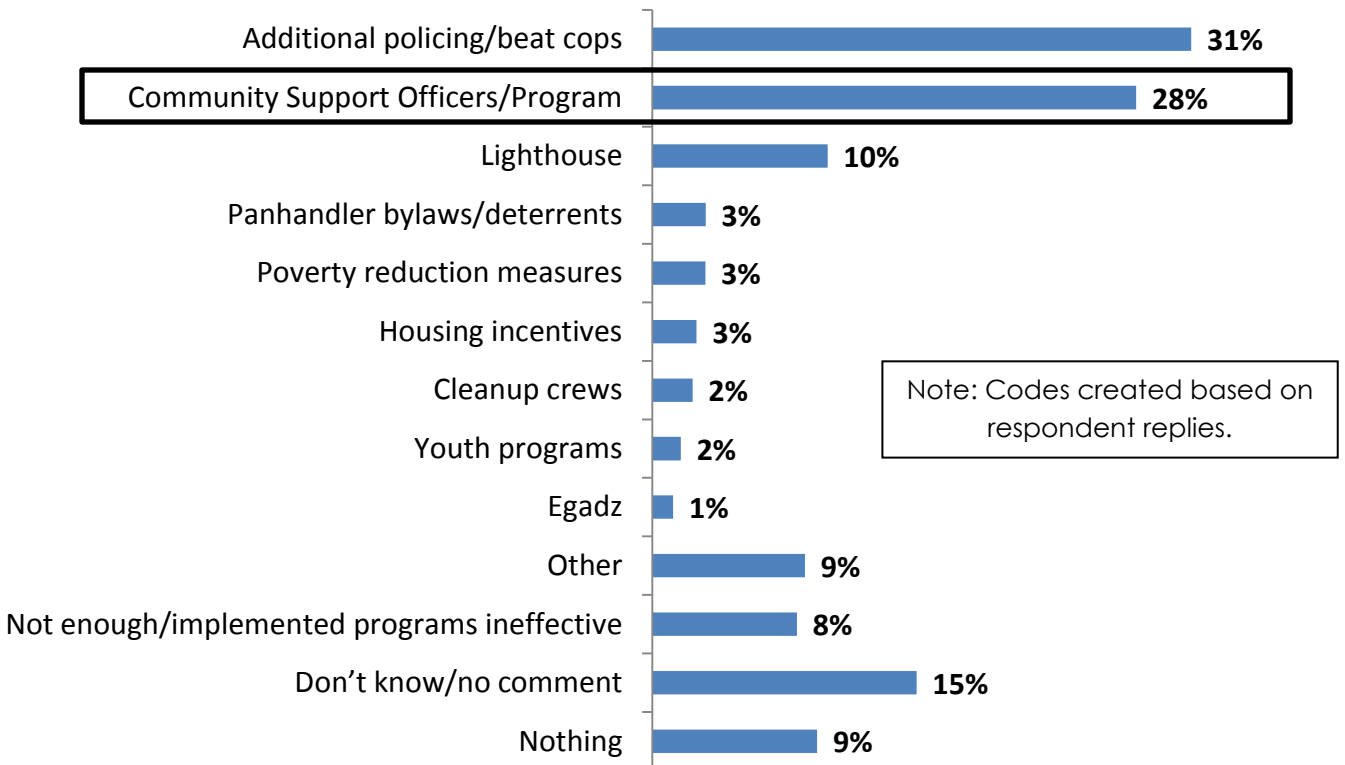
	Downtown	Broadway	Riversdale
Harassing to people/feel intimidated	28%	29%	23%
Fewer people coming into store/area	23%	17%	14%
Dangerous/unsafe for people	21%	7%	16%
Nothing/no affect	16%▼	32%	34%▲

Q4. How do these types of **negative** street activities affect your business? Base: All respondents, overall weighted n=358 (Downtown n=213, Broadway n=41, Riversdale n=103). See "Notes on Reporting" for a definition of statistical significance as noted by "▼" and "▲."

COMMUNITY SUPPORT PROGRAM

Unaided Recall

When asked what first comes to mind when thinking about methods or programs used to address issues related to negative street activity, businesses most commonly mention additional police officers (31%), while 28% indicate the Community Support Program directly.



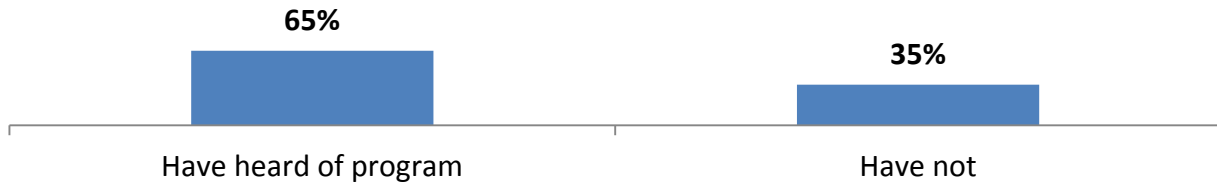
Businesses in the Downtown and Broadway areas are more likely to specifically reference the Community Support Program than those in Riversdale.

	Downtown	Broadway	Riversdale
Community Support Officers/Program	29%	29%	22%

Q5. What first comes to mind when thinking about methods or programs that are currently used to address issues related to **negative** street activity in Saskatoon? Base: All respondents, overall weighted n=358 (Downtown n=213, Broadway n=41, Riversdale n=103).

Claimed Recall

When provided with the name of the program only, the majority of businesses say they have heard of the Community Support Program.



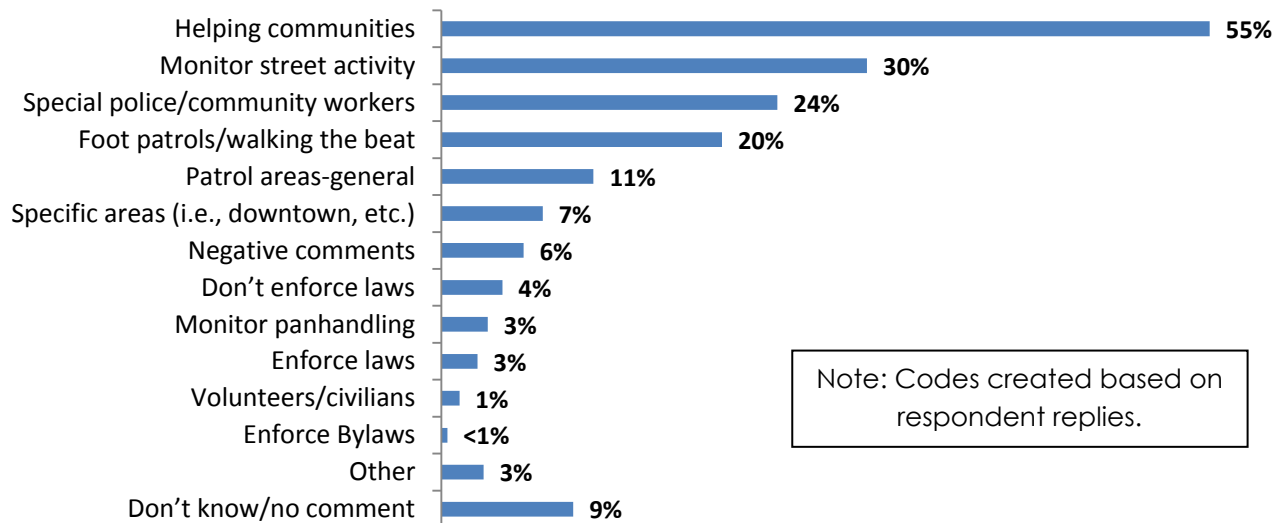
There is little difference between areas in terms of program awareness when given just the name of the program.

	Downtown	Broadway	Riversdale
Have heard of program	65%	63%	64%

Q6. Have you heard of the City of Saskatoon's Community Support Program (CSP) or Community Support Officers? Base: All respondents, overall weighted n=358 (Downtown n=213, Broadway n=41, Riversdale n=103).

Proven Recall

Over half of businesses describe the program as being in place to help the communities.



Q7. To the best of your knowledge, what is the Community Support Program? Base: All respondents that have heard of the Community Support Program, weighted n=232.

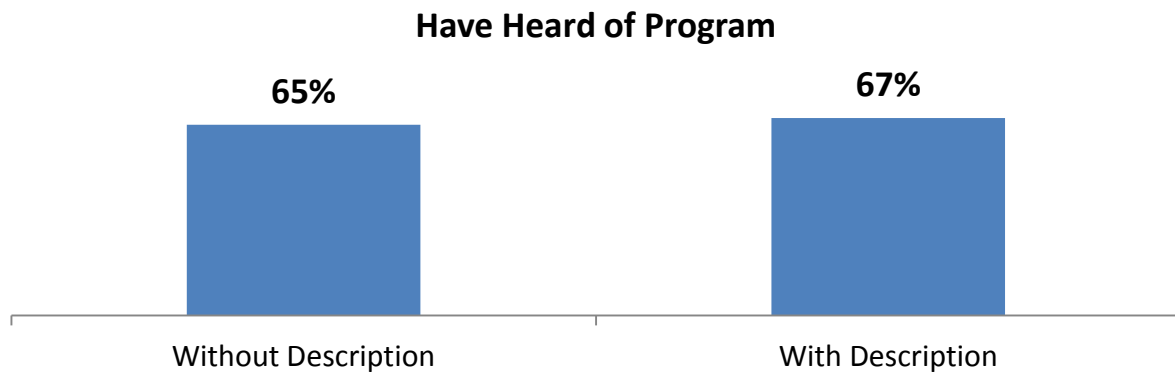
Prompted Recall

At this point in the questionnaire, respondents were given the following description and then asked if, having heard the description, they had heard of the Community Support Program:

In July of 2012, the City of Saskatoon established a Community Support Program (CSP) aimed at addressing street activity in the Broadway, Downtown and the Riversdale Business Improvement Districts. This program includes and engages:

- **The Public** through a highly visible presence that reassures and responds to the public in the Downtown, Broadway, and Riversdale Business Improvement Districts.
- **Business Owners** through foot patrols that liaise with local businesses to identify issues and collaborate to generate solutions.
- **Vulnerable Persons** by connecting community members in need to the appropriate service providers or other supports.

With the description, the proportion of residents who have heard of the program increased very slightly, from 65% up to 67%.



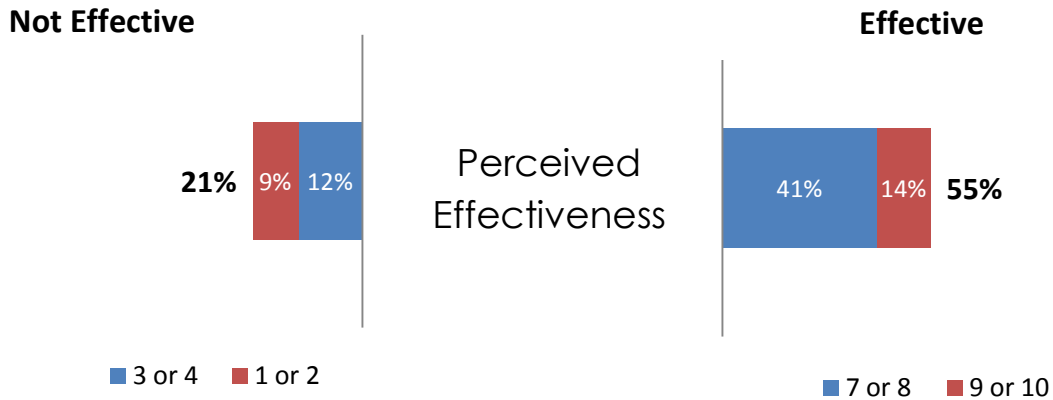
The biggest increase in program awareness when given a description is in the Broadway area, where the proportion increased from 63% up to 73%.

	Downtown	Broadway	Riversdale
Have heard of program (Without description)	65%	63%	64%
Have heard of program (With description)	66%	73%	69%

Q8. Now that you have heard this description, have you heard of the program? Base: All respondents, overall weighted n=358 (Downtown n=213, Broadway n=41, Riversdale n=103).

Perceived Effectiveness

Among those aware of the program, most businesses (55%) believe that the Community Support Program is being effective overall at addressing negative street activity in Saskatoon.

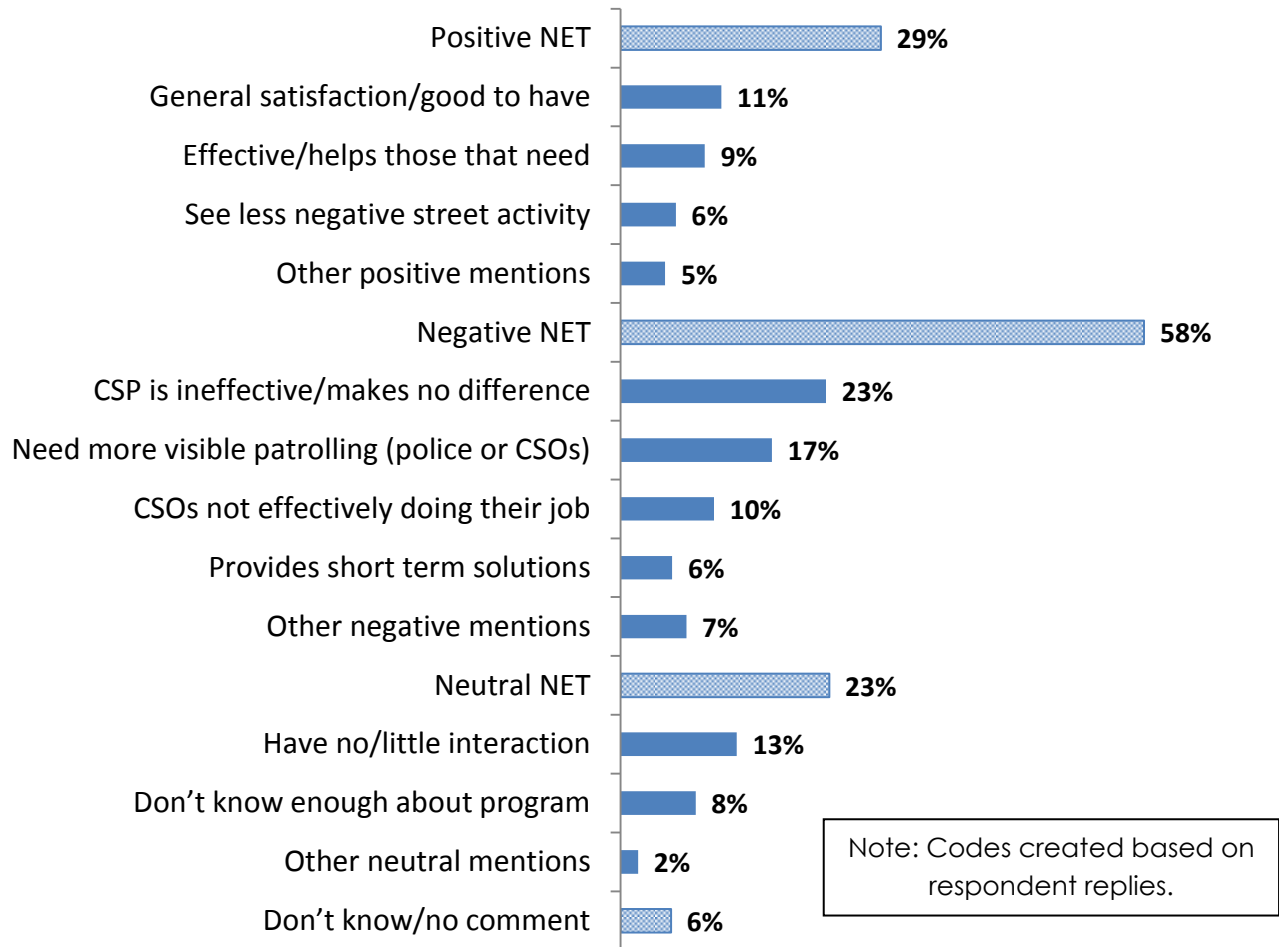


On average, businesses in the Broadway area gave the highest rating.

	Overall	Downtown	Broadway	Riversdale
Average Rating	6.3	6.1	7.2	6.4

Q9. On a scale from one to ten, where one is 'not at all effective' and ten is 'extremely effective', how would you rate the overall effectiveness of the Community Support Program in addressing issues related to negative street activity in Saskatoon? Base: All respondents that have heard of the Community Support Program, weighted n=240 (Downtown n=140, Broadway n=30, Riversdale n=71).

The most common reasons given for rating the overall effectiveness of the Community Support Program as less than eight are that it is believed that the program makes no difference (23%) or that both police and Community Support Officers need to be more visible (17%).

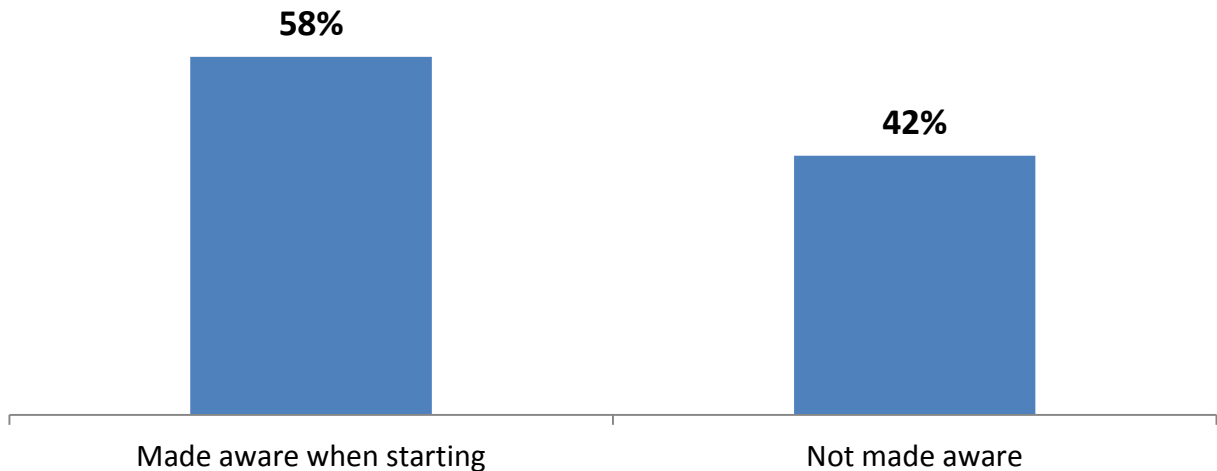


Q10. Why did you rate the overall effectiveness of the Community Support Program as a **[Insert from Q9]**?
 Base: All respondents that have heard of the Community Support Program and rated overall effectiveness as less than eight, weighted n=154. See "Notes on Reporting" for a definition of NETS.

PROGRAM INTERACTION

Program Awareness at Start of Employment

More than half of those aware of the Community Support Program who have been at their current employment for less than two years say they were made aware of the program when they first started, either by others at the workplace or through the program officers themselves.



	Downtown		Broadway		Riversdale	
	Count	%	Count	%	Count	%
Made aware when starting	22/35	63%	7/9	78%	11/29	38%

Q11. When you started at your current position, were you made aware of the Community Support Program, either through others at your workplace, or by the Community Support Officers themselves? Base: All respondents who have heard of the Community Support Program and have been at their current employment for less than two years, weighted n=69 (Downtown n=35, Broadway n=9, Riversdale n=29).

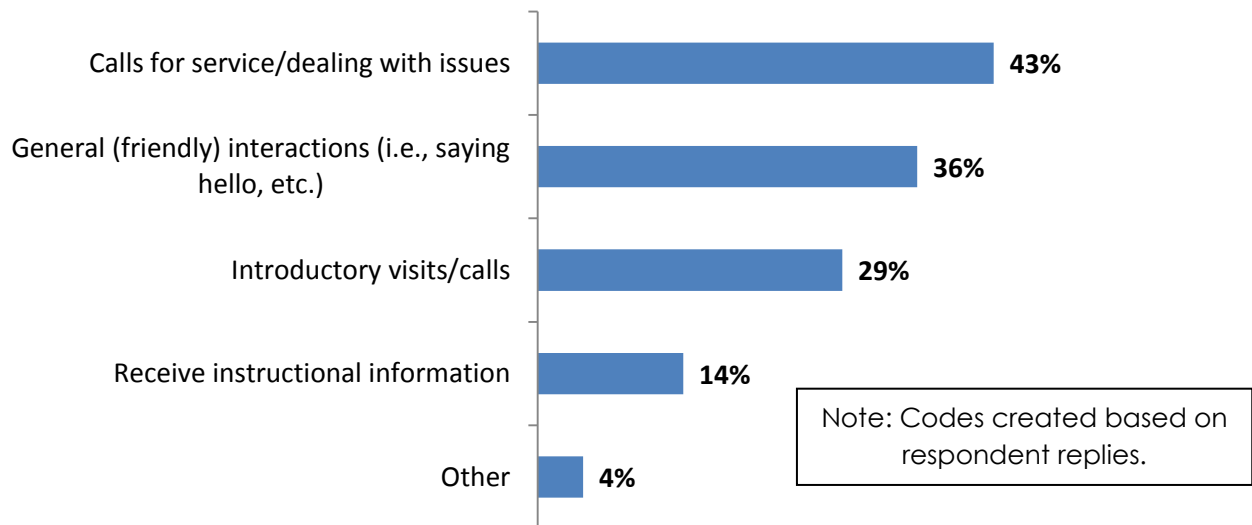
Officer Interaction

Two-fifths of those aware of the program (40%) have interacted with Community Support Officers.



	Downtown	Broadway	Riversdale
Interacted with Community Support Officer	39%	40%	44%

Most commonly interaction included calls for service (43%), friendly interactions (36%), and introductory visits or calls (29%).

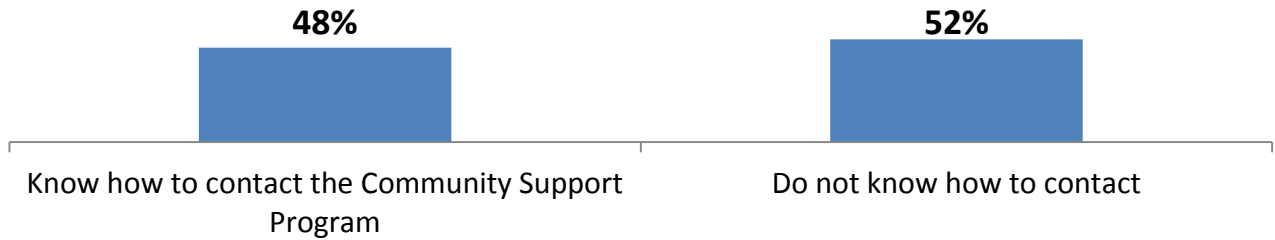


Q12. Have you ever interacted with a Community Support Officer for any reason? Base: All respondents that have heard of the Community Support Program, weighted n=240 (Downtown n=140, Broadway n=30, Riversdale n=71).

Q13. Please describe the types of interaction you've had with the Community Support Program Officers. Base: All respondents who have interacted with a program officer, weighted n=97.

Contact Knowledge

About half of those aware of the program (48%) say they know how to contact the officers.



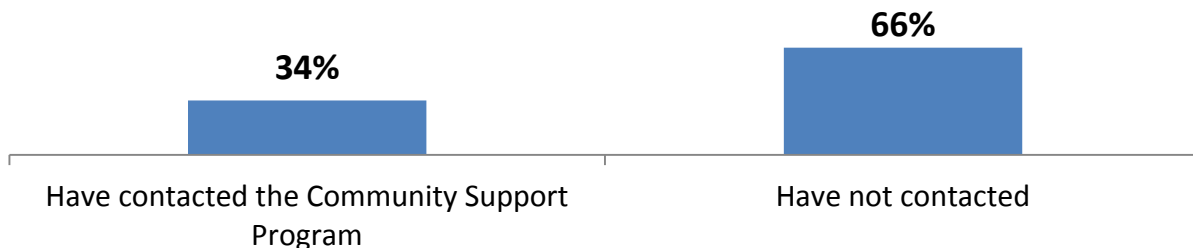
Those in the Broadway area are the most likely to say they know how to contact the program.

	Downtown	Broadway	Riversdale
Know how to contact the program	48%	57%	42%

Q14. Do you know how to contact the Community Support Program? Base: All respondents that have heard of the Community Support Program, weighted n=240 (Downtown n=140, Broadway n=30, Riversdale n=71).

Contact Action

One-third of those aware of how to contact the program say they have called to have a specific problem addressed (34%).



	Downtown		Broadway		Riversdale	
	Count	%	Count	%	Count	%
Have contacted the Program	23/67	34%	4/17	24%	12/30	40%

Q15. Have you ever contacted the Community Support Program to address a specific issue? Base: All respondents that know how to contact the Community Support Officers, weighted n=115.

Contact Amounts

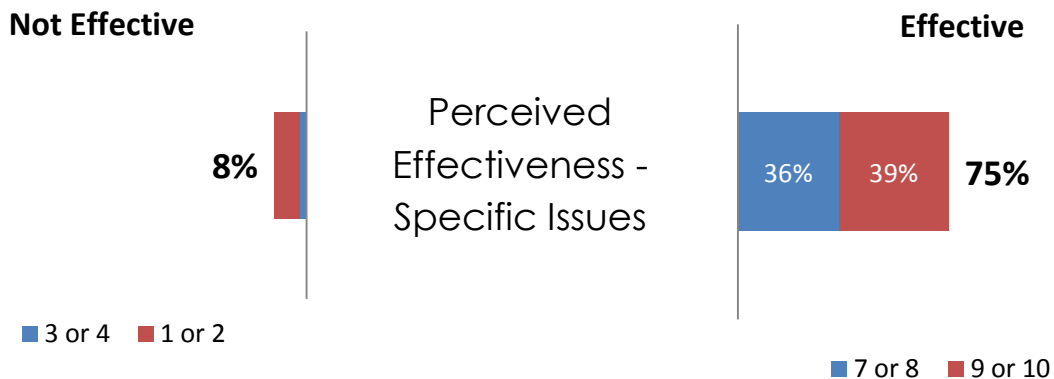
Overall, businesses in the three improvement districts have contacted the Community Support Program an average of nine times.

Average Number of Contacts							
Overall		Downtown		Broadway		Riversdale	
Count	Average	Count	Average	Count	Average	Count	Average
39	9.0	23	9.4	4	1.0	12	11.5

Q16. Approximately how many times have you contacted the Community Support Program? Base: All respondents that have contacted the Community Support Program, weighted n=39 (Downtown n=23, Broadway n=4, Riversdale n=12).

Perceived Effectiveness - Specific Issues

Most businesses that have contacted the Community Support Program for a specific issue rate the program as being effective at addressing the issue.



Average Rating							
Overall		Downtown		Broadway		Riversdale	
Count	Average	Count	Average	Count	Average	Count	Average
39	7.6	23	7.5	4	7.5	12	8.1

Q17. How would you rate the effectiveness of the Community Support Program in addressing the specific issues you've contacted them for? Base: All respondents that have contacted the Community Support Program, weighted n=39 (Downtown n=23, Broadway n=4, Riversdale n=12).

Perceived Effectiveness - Reason for Rating Lower than Eight

A common reason for rating the effectiveness of the program at addressing specific issues as less than eight is that the time between contact and response is too long.

Downtown

Although they come it is a short term solution and sometimes they are not nearby to come ASAP. Sometimes they are interfering in business but not breaking law.

By the time CSO got here, the people who vomited were gone. But they did help in cleaning the mess and all.

By the time they got here, the issue was overcome.

It seems like they are doing the same thing. Spinning wheels.

Just because of the delay in response to the call.

Not enough given to the public to tell them what they are about.

One unconscious person outside was moved out and another inside was removed but left no impression as I had to resort to Police to have the person removed and another outside was not pro-actively taken care of. Two cases were an ineffective deterrent to the problem.

Slow response.

That are good for tourists and not for responding to business needs when called.

They were late.

Broadway

Because I had already dealt with the guy by the time CSP got here.

I think I didn't find it helpful at all, they were not able to catch the shoplifter and they are still searching for the guy who shoplifted.

Riversdale

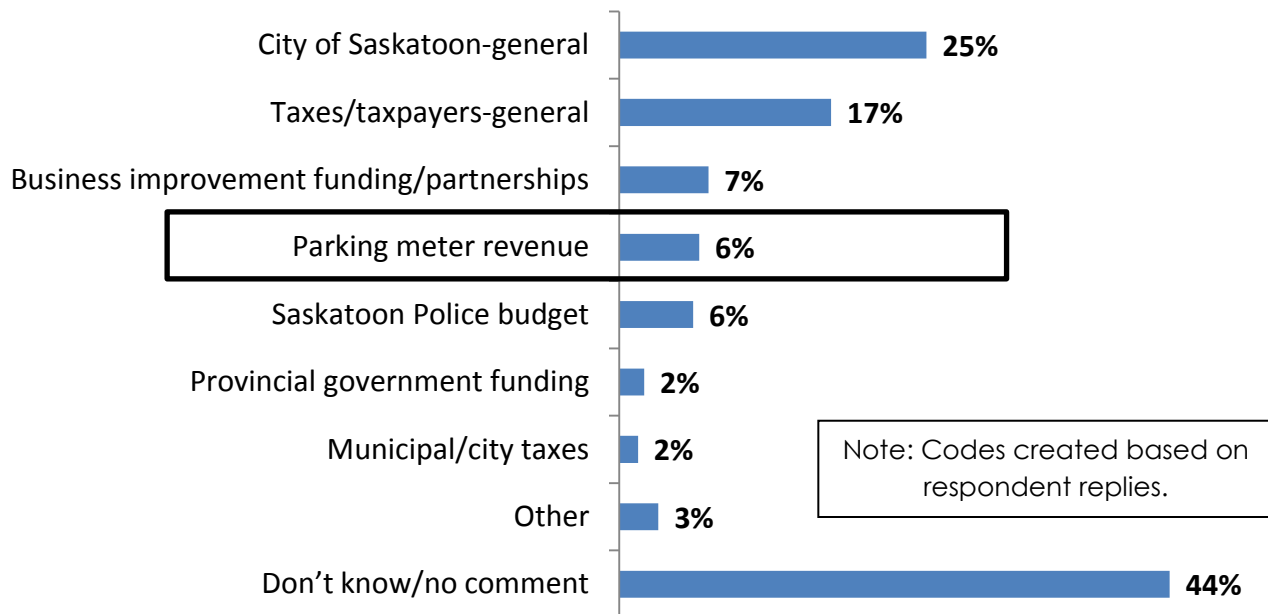
When we call it takes them a significant amount of time to come to our business, and by then the individual has usually already left.

Q18. Why did you rate the effectiveness of the Community Support Program in addressing the **specific** issues you contacted them for as a **[insert from Q17]**? Base: All respondents that rated the effectiveness of the Community Support Program in addressing specific issues they were called for as less than eight, Downtown n=10, Broadway n=2, Riversdale n=1.

FUNDING

Funding Knowledge

Few businesses are currently aware that the Community Support Program is funded through money collected from parking meters (6%).

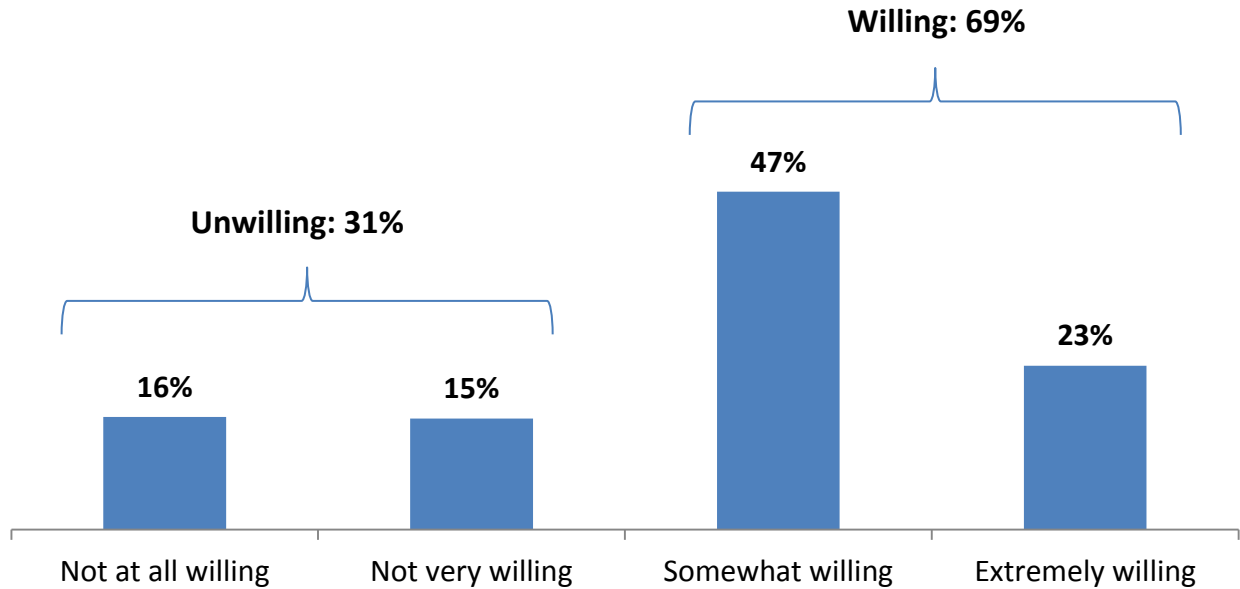


	Downtown	Broadway	Riversdale
Parking meter revenue	7%	3%	6%

Q19. To the best of your knowledge, how is the Community Support Program funded? Base: All respondents that have heard of the Community Support Program, weighted n=240 (Downtown n=140, Broadway n=30, Riversdale n=71).

Program Funding Using Property Tax

The majority of those aware of the Community Support Program (69%) say they would be willing to support the program through property tax (mill rate).



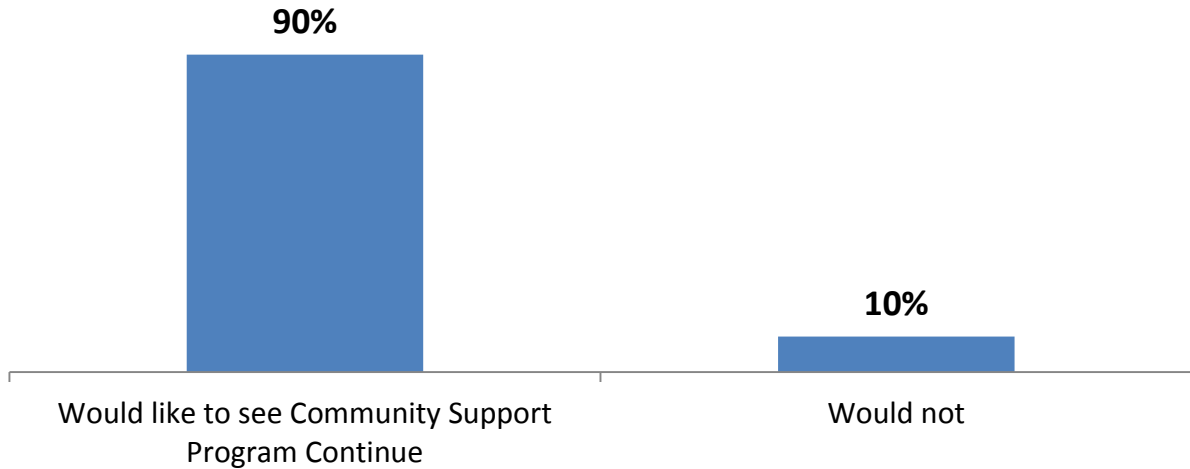
Businesses in the Broadway area are the most likely to be willing to support the program through property tax (80%), followed by those in the Riversdale area (72%), then the Downtown area (66%).

	Downtown	Broadway	Riversdale
Unwilling	34%	20%	28%
Not at all willing	19%	3%	13%
Not very willing	15%	17%	15%
Willing	66%	80%	72%
Somewhat willing	46%	60%	41%
Extremely willing	21%	20%	31%

Q20. Currently, the Community Support Program is funded through money collected from Saskatoon parking meters. If this funding was not available to the program, how would you rate your willingness to support the program using property tax (mill rate)? Base: All respondents that have heard of the Community Support Program, weighted n=240 (Downtown n=140, Broadway n=30, Riversdale n=71).

Program Continuation Support

Most of those aware of the Community Support Program say they would like to see the program continue (90%).



	Downtown	Broadway	Riversdale
Would like to see Community Support Program Continue	87%	97%	96%

Q21. Would you like to see the Community Support Program continue? Base: All respondents that have heard of the Community Support Program, weighted n=240 (Downtown n=140, Broadway n=30, Riversdale n=71).

Vulnerable Persons



Vulnerable Persons

As with past iterations of the study, it was also important to examine the perspective of those most vulnerable and most likely to come in contact with the Community Support Program Officers.

Two methodologies were used to accomplish this:

- Focus groups were held at the Lighthouse Supported Living Shelter, the Crocus Co-op, and the Saskatoon Salvation Army.
- Where possible, panhandlers and buskers in each Business Improvement District were approached and interviewed as part of the general population in-person intercepts.

VULNERABLE PERSONS FOCUS GROUPS

Lighthouse Focus Group

Participant engagement for the focus group held at the Lighthouse was high. Between six and eight participants were requested, but word spread among the residents and between 35 and 40 residents showed up to participate in the group. As the group progressed the size diminished somewhat, with about 25 residents staying for the entire duration.

As with past waves of the study, the group started with a general discussion of likes and dislikes about Saskatoon, followed by a series of more specific topics including the following:

- Feelings of safety in Saskatoon
- Panhandling in Saskatoon
- Awareness and perceptions of the CSP

For the most part, residents of the Lighthouse like living in Saskatoon, although there are concerns about violence, gangs, and the number of homeless people.

Most participants in the group indicated that they either currently panhandled or had done so in the past. A number told stories of encountering violence while out on the streets, mostly from other panhandlers. Despite this, the general

feeling is that most panhandlers are friendly and not aggressive or violent and that recent news stories were creating a false impression. For the most part, Lighthouse residents indicated they understood why businesses wouldn't want them panhandling outside, but the general sentiment seemed to be that this wouldn't really affect where they decided to sit and panhandle.

All Lighthouse residents were familiar with the Community Support Program Officers. Most said that they valued the program, but there were a few who were unhappy because they'd been asked to move or had been fined for panhandling. Others told stories of the Officers helping them by bringing warm clothing or helping out people who had passed out in the street. When asked if the program should continue, all residents were in favour. Suggestions for improvements to the program focussed mainly on having the program expanded so that Officers were on patrol and available 24 hours a day.

Saskatoon Likes – Verbatim Comments

The cops.
There are friendly people.
People with different origins.
The River.
Lots of opportunities, if you have money.
The tourism and the people in the summer.
Even without money, there are opportunities for skills and trades.
Easy access to the liquor store for panhandlers.
Good Library.
The Lighthouse.

Saskatoon Dislikes – Verbatim Comments

Mean people that ignore you on the street.
The murders.
Violence.
The gangs.
The West side.
Lots of homeless people.
There are lots of drugs.
The aggression from people. Some are not as nice as others.
I hate the cops.

It's good that they are around. They help people passed out. They'll stop and wake you up.
I was panhandling across the street. They fined me \$200 for being there.
They gave me a card so I could get a hold of them.
They are good at helping people who are out in the cold. Give out mitts and stuff. They support the people who need it.
If they weren't around, it wouldn't be as safe.
People would act up without them.
I want them to continue, but not to give us tickets for panhandling.
Continue the program.
Continue it, but have them work around the clock.

Crocus Co-op Focus Group

Although not to the same extent as at the Lighthouse, more participants showed up to the Crocus Co-op focus group than had been initially expected. In total, 12 people attended the Crocus Co-op group. Engagement was high with most participants contributing to the discussion. As no one in the group had panhandled, discussion topics included:

- Likes and dislikes about Saskatoon
- Safety in Saskatoon
- Perceptions of panhandling
- Awareness and perceptions of the Community Support Program

Participants of the Crocus Co-op focus group enjoy living in Saskatoon, but feelings of safety in the city have declined over the past few years. Several participants said they had heard of others encountering problems, or had bad experiences themselves, such as being robbed. Other said the problems had always been there. The biggest safety concern among this group was the bus mall downtown, as the bus is a primary mode of transportation among this group. Panhandling was not a big concern.

All participants of the Crocus Co-op focus group said they had seen the Community Support Officers, and many recalled when the Officers had stopped by to speak with them at the Co-op. Perceptions of the program are very positive and many believe they would be less safe without the Officers. Just having the Officers say hi to them increases feelings of safety. Suggestions for program improvements include expanding the program so that it runs 24 hours a day and increasing the number of program officers.

Salvation Army Focus Group

The focus group at the Salvation Army was also well attended. A sign-up sheet was posted by the Salvation Army and a total of 14 participants attended the group, although some left and some came in partway through.

Discussion topics during this group included:

- Likes and dislikes about Saskatoon
- Safety in Saskatoon
- Panhandling perceptions
- Perceptions of the Community Support Program

As with the other focus groups, participants at the Salvation Army group like living in Saskatoon. The key dislike among this group is a perceived lack of affordable housing and homeless shelters. Most feel safe in Saskatoon, but indicate that some areas are less safe than others. Only one person in this group said they panhandled, and they had only started doing so about a week previous.

Almost all participants indicated they had heard of the Community Support Program and had seen them around, but there was a general lack of knowledge about program specifics. There were some criticisms about the program, but when participants were informed that there were currently five officers, all participants were quite surprised and complimented the program for doing a good job with what was seen as very limited resources.

Most participants questioned how people who they saw as 'young, white graduate students from the East side' could possibly relate to them enough to help them. Suggestions for program improvements were mostly focussed on having the composition of the program officers modified to include officers from the communities they patrol who have more of a 'street' background.

Saskatoon Likes – Verbatim Comments

River Landing.
The YMCA.
It's very multicultural.
I like the people. For the most part they are very friendly.



Saskatoon Downtown Business Improvement District

Executive Director
 The Partnership
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Memorandum

TO: *Street Activity Steering Committee*

FROM: Brent Penner, Executive Director
 Saskatoon Downtown Business Improvement District

DATE: July 15, 2015

SUBJECT: *BID Board Responses to Questions of the Street Activity Steering Committee*

Introduction

At the in camera portion of the Street Activity Steering Committee (SASC) meeting held on May 20, 2015, a series of questions was developed to be asked of each BID involved in the Community Support Program (CSP). At the June meeting of the respective BID Board of Management meeting, the CSP was discussed and the Boards provided answers to the questions posed by the SASC. The questions posed to each Board are listed below and a summary of the responses of each BID will follow.

This report is to remain confidential until presented to the City of Saskatoon Standing Policy Committee on Planning, Development and Community Services.

General Program Support

1. What have been the benefits of the CSP for your district?

Program Management

1. Would you support program management continuing as a responsibility of The Partnership?
2. Would you support program management as a responsibility of your own BID?
3. Would you support program management as a responsibility of the Saskatoon Police Service?
4. Would you prefer to see the program manage itself as its own entity?
5. Would you prefer to see the CSP absorbed or managed by some other entity or organization as long as it maintained its existing key elements?

Program Funding

1. Would you support funding to continue from parking meter reserves (Streetscape Reserve-BID)?
2. Would you support or prefer the program was funded from parking meter revenue which currently is applied directly to the mill rate?

3. Would you support the program being funded by a raised BID levy with equal contributions from each City Centre BID?
4. Do you think funding for this program should be shared with various groups (i.e. BID levy / City of Saskatoon / Province / other)?
5. Based on the type of program and where it operates, do you see another logical funding source for the CSP? If so, what is it?

Program Continuation

1. Do you support the continuation of the CSP and its current activities?
2. Are you prepared to live without a program and contact the police and other service emergency and service providers directly instead?
3. If the CSP is discontinued, do you see your BID as becoming directly involved in some other type of safety programming in your area?

Responses of Downtown BID

General Program Support – Overall the Board was supportive of continuing the CSP and stated the following as benefits for Downtown: Visibility, higher perceived level of safety, someone else to call besides police, more supportive than police when dealing with business owners, very willing to help deal with situations with a higher degree of communication, quicker response than police, and really beneficial to have this layer between “nothing and having to call police.”

Program Management – The Board was supportive of program management continuing as a responsibility of The Partnership and felt having BID management was preferred to having the police oversee the program. If The Partnership alone is not able to continue to manage the program, the next preferred option was for a collective management Board comprised of all three City Centre BIDs.

Program Funding – The Board preferred the following in terms of funding sources for the CSP:

- Parking meter revenue currently applied to the general mill rate.
- Shared funding consisting of parking meter revenue (general mill rate, City of Saskatoon general taxation (as the program deals with community issues that happen to be concentrated in the centre of the city), and the Province of Saskatchewan (due to provincial responsibility for providing funding for Social Services).
- Continued funding from the same source as the used during the pilot program.
- The Board was not in favour of any funding coming from an increased BID levy.
- There was also a suggestion that part of the funding for the CSP should come from the Saskatoon Police Service in recognition of how the CSP assists in responding to and in many cases dealing with issues and calls for service that otherwise would be handled by the police.

Program Continuation

1. Do you support the continuation of the CSP and its current activities? **YES**
2. Are you prepared to live without a program and contact the police and other service providers directly instead?
NO
3. If the CSP is discontinued, do you see you BID becoming directly involved in some other type of safety programming? **Yes, but currently have no identified funding source and would require funding to do so.**

Responses of Broadway BID

General Program Support – The program is ok; has helped with low level nuisance people but often after a 30 minute wait; equivalent to security in malls. They serve their purpose – they are friendly, they check in, it is good not to have police show up for security-level calls. They provide a useful middle ground between the police and nothing, and have built a good rapport with people.

Program Management – Broadway BID is supportive of program management remaining with The Partnership and is not interested in assuming any program management responsibility. The Broadway BID is supportive of program management being taken over by the Saskatoon Police Service if a Special Constable position could be created, and was also supportive of the program becoming its own managing entity if that could work. If the CSP could be absorbed by another organization, Broadway BID was also supportive of that.

CSP Hours are currently somewhat limiting compared to hours of need. Losing the program is a potential risk to the community in terms of providing help for mentally ill individuals.

Program Funding:

- BBID was not supportive of funding continuing from parking meter reserves that otherwise fund the Streetscape Reserve.
- BBID felt that funding from parking meter revenue that is currently applied directly to the mill rate is a viable option.
- BBID is not supportive of an increased BID levy to fund the CSP.
- BBID did not discuss other possible funding alternatives for the CSP.

Program Continuation

1. Do you support the continuation of the CSP and its current activities? **YES**
2. Are you prepared to live without a program and contact the police and other service providers directly instead?

No answer provided

3. If the CSP is discontinued, do you see your BID as becoming directly involved in some other type of safety programming in your area? **NO**

Responses of Riversdale BID

General Program Support – Riversdale indicated some support to street front businesses that police will not respond to such as drunks causing a nuisance inside business. While there have been some benefits, they are far outweighed by the lack of information regarding how much time CSP officers spend in Riversdale, the lack of effectiveness in controlling drunkenness and drug dealing – the latter is not the fault of the CSP, but rather the Saskatoon Police Service and its practices regarding not arresting intoxicated people. Police are not dealing with the issue of public drunkenness effectively and leave businesses and customers to fend for themselves by not taking the drunks to safe places like cells or intox units. CSP Officers are more suitable to see that calls are closed with escorting or arranging transportation for intoxicated persons, and Paramedics cannot force someone into an ambulance. The SPS have advised the Riversdale BID that intoxication is a health issue, and police cells are only used when intoxicated persons are violent. Overall, response times from the CSP are reasonable.

Program Management – RBID supported The Partnership continue with program management and was not supportive of taking over management, not supportive of the police taking over management, and not supportive

of the CSP managing itself as its own entity. However, RBID was supportive of the CSP being absorbed or managed by another organization such as amalgamating with bylaw enforcement with the City of Saskatoon.

Program Funding:

- RBID was not supportive of funding being diverted from parking meter reserves that otherwise fund the Streetscape Reserve.
- RBID is supportive of funding the CSP from parking meter reserve that is currently diverted to the mill rate.
- RBID cannot support an increased BID levy to fund the CSP.
- RBID believes the CSP should be cost shared by the City of Saskatoon and the Province of Saskatchewan.
- RBID believes any type of supplementary program must be compact and only serve the City Centre BID areas.

Program Continuation

1. Do you support the continuation of the CSP and its current activities? ***NO, policy changes with public intoxication and funding source are primary issues.***

2. Are you prepared to live without a program and contact the police and other service providers directly instead? **YES, that is what we are doing right now**

3. If the CSP is discontinued, do you see your BID as becoming directly involved in some other type of safety programming in your area? **YES**

Conclusion

There are some differences of opinion between the various City Centre Business Improvement Districts with respect to the CSP. Both Downtown and Broadway are supportive of the continuation of the program while Riversdale is not.

With respect to ongoing program funding, the BIDs all agree that funding should not come from monies that would otherwise go to Streetscaping and improvements in the BID areas, and funding instead should come from the portion of parking meter revenue that is applied to the general mill rate. The issues being dealt with by the CSP are the result of larger societal issues that are concentrated in the center of the city and funding to deal with the situation should come from all citizens, not just those who currently frequent these areas by paying to park at meters.

If the CSP is discontinued, both Downtown and Riversdale felt a need to get involved in some type of safety programming; however, both groups also said they currently do not have funding for such an endeavor. Broadway did not indicate a desire for something self-organized to augment policing activity in their district should patrols from CSP officers cease. Broadway is not interested to take on a version of safety programming itself also for a lack of funding, and for lack of staffing and other BID priorities. All three BIDs will require additional police coverage should the CSP not remain to handle the calls for service that currently are going to them.

Parking Meter Revenue Summary and the Community Support Program

In December 2011, City Council resolved:

“that starting in 2013, \$0.50 of parking meter revenues be allocated 100% to the Business Improvement District Streetscape Reserve with the proviso that the amount distributed to general revenues and the cost of operating the program be equal or better than the amount provided in 2009.”

The CSP is currently funded from parking meter revenue. The \$2.00 parking meter revenues is distributed as follows:

- a) \$0.50 – 100% to the Streetscape BID Reserve (CSP is funded from this portion;
- b) \$0.25 – 100% to mill rate;
- c) \$1.25 distributed as follows:
 - i) \$30,000 per year to the Downtown Housing Reserve;
 - ii) 3% to the BIDs (1% each);
 - iii) 44.33% to the Streetscaping Reserve;
 - iv) 4.12% to the Parking Capital Reserve; and
 - v) the balance is allocated to general revenues and to operate the parking meter revenue program.

Establishing the CSP as permanent requires approval for funding from this existing source. Funding from the \$0.50 in parking metre revenue is sufficient to fund the CSP.



STANDING POLICY COMMITTEE ON TRANSPORTATION

Intersection Improvement Project Selection Process

Recommendation of the Committee

1. That the Administration be directed to draft a policy pertaining to the prioritization of intersections requiring traffic reviews based on the selection process outlined in the report of the General Manager, Transportation & Utilities dated August 18, 2015; and
2. That the policy be reviewed upon approval of City Council of the Active Transportation Master Plan and Growing Forward! Shaping Saskatoon Plan (Growth Plan).

History

At the August 18, 2015 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation & Utilities Department dated August 18, 2015 was considered.

Your Committee further resolved that when this report is presented to City Council, the Administration provide an update on the state of relevant reserves for capital expenditures.

Attachment

August 18, 2015 Report of the General Manager, Transportation & Utilities Department

Intersection Improvement Project Selection Process

Recommendation

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

1. That the Administration be directed to draft a policy pertaining to the prioritization of intersections requiring traffic reviews based on the selection process outlined in this report; and
2. That the policy be reviewed upon approval of City Council of the Active Transportation Master Plan and Growing Forward! Shaping Saskatoon Plan (Growth Plan).

Topic and Purpose

This report identifies the criteria and process used to select and prioritize the intersections requiring reviews for improvements to road safety conditions, operating conditions, or quite often both.

Report Highlights

1. The prioritization process for undertaking intersection reviews considers the collision history, capacity of the intersection and coordination with other initiatives.
2. Intersection modifications resulting from the reviews will be prioritized based on safety, traffic volumes, funding availability, funding sources, and impact of adjacent projects/coordination with other initiatives.

Strategic Goal

This report supports the Strategic Goal of Moving Around by improving the safety of all road users (pedestrians, cyclists, and drivers), and helps provide a great place to live, work, and raise a family.

Background

Through the Administration's work on the Neighbourhood Traffic Reviews, numerous issues have been identified regarding intersections along Arterial streets such as 8th Street, 33rd Street, Clarence Avenue, etc. As the mandate of the Neighbourhood Traffic Reviews is to address Local and Collector streets within neighbourhoods, another process is required to address existing, or anticipated issues at intersections, typically along Arterial streets, although intersections along a lower classified street will also be considered.

The City of Saskatoon is experiencing high growth in population. In order to maximize existing streets and intersections to accommodate higher volumes of pedestrian and traffic movements, a plan is required to facilitate systematic reviews of intersections.

An advantage of safe and well operating intersections on Arterial streets is a reduction of cut-through traffic on local roads in residential neighbourhoods.

Report

The review of intersections will be prioritized based on safety and capacity; accordingly the following criteria will be used:

1. Crash rates:
According to the Institute of Transportation Engineers, “Crash rates are normally considered better indicators of risk than crash frequencies alone, because they account for differences in traffic volumes, and hence exposure.” Crash rates for roadway segments are normally expressed in terms of crashes per 100 million vehicle-kilometers. Further information on the definition of crash rates is included in Attachment 1.
2. Capacity review:
The accepted transportation engineering practice to measuring the capacity at an intersection is to measure delay in seconds. The software package (Synchro) used to analyze the intersection calculates an average delay to each lane based on the number of vehicles moving through the intersection, and the permitted movement from the lane (i.e. only left-turn, versus shared left-turn or through). This ‘average delay’ then corresponds with a Level of Service, or LOS, the shorter the delay (the better the LOS) and the longer the delay (the worse the LOS). The LOS can range from A to F. Generally, the City prefers to avoid a LOS of E or F. It must be highlighted that a LOS of E or F does not simply indicate, or trigger, improvements. Other considerations include:
 - the number of vehicles performing the movement with a LOS E or F;
 - intersection spacing;
 - road classification;
 - availability of alternate routes;
 - pedestrian accommodation;
 - access management;
 - type of adjacent land use;
 - future development in the area; and
 - cost.
3. Coordination with Other City Initiatives:
After reviewing the above criteria, potential coordination with other City Departments is required to minimize planning overlap and take advantage of resource efficiencies. An example is as follows:
 - The North Commuter Parkway Project (NCCP) will impact intersections in the vicinity of the project such as the Attridge Drive and Central Avenue intersection, for which the required improvements are included in the scope of the NCCP. Further analysis is required for the intersection of Warman Road and 51st Street. The traffic movements through this intersection will change once the NCCP is complete, and therefore, an

operational review is underway to identify improvements to accommodate changes in traffic patterns.

Active transportation and transit will be a consideration in each individual intersection review. At this time, the Administration does not recommend including these components as specific criteria in prioritizing the intersections, as other work is currently underway that will provide guidance on priorities.

Once the Active Transportation Plan and Growth Plan are completed and approved by City Council, the Administration recommends that the intersection review selection process be updated to include consideration of these plans.

Clarification on process:

- An area, or ward distribution, is not recommended to be part of the review prioritization process.
- This process would not be applicable to Arterial streets not yet constructed. Arterial streets and intersections in undeveloped areas are designed as part of new neighbourhood development.
- The Administration is not restricted by this process in completing other intersection assessments to address an emerging issue or need.
- The intersections on Circle Drive, including interchange ramp intersections, are included in this process.
- This initial project selection process would not include public or stakeholder consultation or a review of property requirements. These components, if required, would be completed as part of the detailed design phase.
- The Administration will also endeavour to discuss the project locations with SGI and explore funding opportunities.

With current resources, approximately five to ten intersections will be reviewed on an annual basis, depending on the complexity of the intersection. The reviews will identify recommendations for intersection modifications and projects will be prioritized for funding approval. Prioritization of projects for construction will be based on safety, traffic volumes, funding availability, funding sources, and impact/coordination of adjacent projects.

Public and/or Stakeholder Involvement

If the recommended modifications impact adjacent private property or access points, discussions will be held with impacted property owners. The list of potential projects will be discussed with SGI.

Financial Implications

The cost of an intersection review can vary significantly depending on the complexity of the operations of the intersection. Based on current resources, approximately five to ten intersections can be reviewed on an annual basis. Existing operating funding is available to undertake these reviews as part of ongoing monitoring of the transportation network.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

If approved, a report presenting a prioritized list of intersections to be reviewed and the current list of outstanding intersections to be modified will be provided to City Council before the end of 2015.

Public Notice

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

Attachment

1. Identification of High Hazard Locations – Crash Frequency and Rates

Report Approval

Written by: Jay Magus, Engineering Manager, Transportation
Reviewed by: Angela Gardiner, Director of Transportation
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

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C. Identification of High Hazard Locations

Various techniques are available to identify spot locations or roadway sections that have experienced a higher than expected frequency or rate of crash occurrence. The appropriate technique depends on availability of data (such as traffic volumes), size and complexity of roadway system and technical sophistication of the analyst and decision maker. The goal of any technique used is to select those locations most in need of safety improvements.

1. Crash frequency is the simplest technique for identifying high hazard locations. Intersections or roadway segments of uniform lengths are simply ranked in order of the number of crashes that occurred during a given time period. This technique requires no data in addition to crash reports.
 - a. Although simple to perform, reliance on crash frequency tends to bias the identification process in favor of higher volume roadway sections and intersections. As a result, it may ignore severe safety problems on low-volume roads or intersections.
 - b. The identification process may be improved by categorizing roadway segments and intersections according to functional classification (such as freeway, arterial, collector, local) and developing separate rankings for each category.

2. Crash rates are normally considered better indicators of risk than crash frequencies alone, because they account for differences in traffic volumes, and hence exposure.

- a. Crash rates for roadway segments are normally expressed in terms of crashes per 100 million vehicle-kilometers, or MVK (100 million vehicle-miles [MVM]), of travel (100MVK or 100MVM), using the following equation:

$$R_{\text{sec}} = A \times 10^6 / (365 \times T \times V \times L)$$

where: R_{sec} = crash rate for the roadway section
 A = number of reported crashes
 T = time period of the analysis (by year)
 V = annual average daily traffic volume (vehicles per day [veh./day])
 L = length of the segment (kilometers [km] or miles [mi.]

- b. Crash rates for spots (such as intersections) are normally expressed in terms of crashes per million entering vehicles (MEV), using the following equation:

$$R_{\text{spot}} = A \times 10^6 / (365 \times T \times V)$$

where: R_{spot} = crash rate for the spot
 A = number of reported crashes
 T = time period of the analysis (by year)
 V = annual average daily traffic volume entering the spot (veh./day)

- c. Ranking locations by crash rates requires traffic volume data for all roadway segments or spots. Because it accounts for exposure to potential crashes, it is generally superior to crash frequency as a means of identifying high hazard locations. However, it may result in a bias in favor of low volume locations that have relatively few crashes, but a high crash rate. Although such a location may be of concern, it may offer less overall benefit in terms of crashes reduced when compared with a higher volume location with more numbers of crashes (and hence more crashes that could be reduced).

3. Number-rate methods of ranking high hazard locations attempt to correct the bias of the crash rate method. All spot locations or roadway segments are ranked by crash frequency and those with fewer than a certain number of crashes removed from further consideration. The minimum crash frequency criteria may be established at a level that reduces the group of remaining locations to a workable size. Then the remaining locations are re-ranked using the crash rate.
4. Equivalent property damage only (EPDO) rates adjust the high hazard identification process to give greater weight to injury and fatal crashes. This technique compares the relative importance of crashes that result in only property damage with that of injury and fatal crashes.
 - a. Weighting factors must be developed which reflect the relative importance to society of crashes of different severities. For example, one agency uses a weighting factor of 12 for fatal crashes and five for injury crashes. The number of fatal and injury crashes are multiplied by the weighting factors and these EPDO crashes added to the actual number of property damage crashes. Then an EPDO rate can be calculated



STANDING POLICY COMMITTEE ON TRANSPORTATION

Intersection Improvement Project Selection

Recommendation of the Committee

That the report of the General Manager, Transportation & Utilities Department dated September 14, 2015, be received as information.

History

At the September 14, 2015 Standing Policy Committee on Transportation meeting, a report of the A/General Manager, Transportation & Utilities Department dated September 14, 2015 was considered.

Your Committee resolved that this report be considered with the report on the Intersection Improvement Project Selection Process.

Your Committee also resolved that the report of the A/General Manager, Transportation & Utilities Department dated September 14, 2015 be forwarded to City Council during the 2016 Budget and Business Plan deliberations for information.

Attachment

September 14, 2015 Report of the A/General Manager, Transportation & Utilities Department

Intersection Improvement Project Selection

Recommendation

That the report of the General Manager, Transportation & Utilities Department dated September 14, 2015, be forwarded to City Council during the 2016 Budget and Business Plan deliberations for information.

Topic and Purpose

This report identifies the top twenty intersections throughout the City of Saskatoon requiring improvements based on the selection criteria of collision history, operational capacity of the intersection and coordination with other initiatives.

Report Highlights

1. The prioritization process for undertaking intersection reviews considers the collision history, operational capacity of the intersection and coordination with other initiatives. The Intersection Priority List ranks each intersection based on the calculated priority points.
2. The recommended improvements are outlined along with the proposed funding strategy under Capital Project #2235 – Intersection Improvements for 2016 and 2017.
3. Two projects for minor intersection improvements are also identified for 2016.
4. This strategy in identifying intersection improvement projects is fluid and will be expanded as the City grows.
5. The Transportation Infrastructure Expansion Reserve (TIER) funds construction projects and programs to improve and expand the transportation network. The Traffic Safety Reserve (TSR) provides funding for traffic safety related projects.

Strategic Goal

This report supports the Strategic Goal of Moving Around by improving the safety of all road users (pedestrians, cyclists, and drivers), and helps provide a great place to live, work, and raise a family.

Background

The Standing Policy Committee on Transportation, at its meeting held on August 18, 2015, received a report that outlined the criteria and process used to select and prioritize the intersections requiring reviews for improvements to road safety and/or operating conditions.

The selection criteria are based on collision history, intersection capacity analysis, and coordination with other City initiatives. Priority points are calculated using a combination of intersection crash rates and average intersection delays. Consideration is also given to other City initiatives that may have a significant impact on future operation of specific roadways and intersections that include the Growing Forward! Shaping Saskatoon

project (Growth Plan) and/or the North Commuter Parkway project. Once the Active Transportation Master Plan and Growth Plan are completed and approved by City Council, the Administration recommends that the intersection review selection process be updated to include consideration of these plans.

The Committee also requested additional information on the state of the relevant reserves for capital expenditures.

Report

Prioritized Intersection List

Attachment 1 presents a table listing the intersections in the City that have the highest collision rates and also operate inefficiently in terms of vehicle delay and the corresponding Level of Service. As such, the criteria used to prioritize takes into account both safety and intersection capacity. The intersections are ranked based on the assigned priority points, which are the by-product of intersection crash rates and vehicular delays.

This selection process is used to quantify, compare and prioritize the intersections that need geometric modifications to improve the safety and/or operation. It also serves as a basis for developing a long-term funding strategy under Capital Project #2235 – Intersection Improvements, which is intended to fund improvements to intersections that have potential safety hazards and/or poor levels of service. This project covers the costs of review, design, land acquisition (if required) and construction.

The Prioritized Intersection List also provides a recommended course of action for each intersection on the list. For those intersections that do not have a prepared functional plan with improvements, the first step is to undertake a review, prepare a detailed design with cost estimates, and request funding for implementation in future years. The plans for some intersections on this list need to be coordinated with other related City initiatives, such as future interchange plans and the potential impact of the Growth Plan initiative.

Intersections Improvements and Functional Plan

Based on the criteria, the following locations are priorities for geometric modifications:

1. 51st Street/Lenore Drive and Warman/Wanuskewin Road:
A detailed functional plan for geometric improvements at this intersection has been developed (Attachment 2). The improvements include realignment of travel lanes and turning radii, as well as reconstruction of concrete islands. These modifications should be made prior to completion of the North Commuter Parkway project. A funding request of \$850,000 for construction in 2016 has been included in the Capital Budget submission.
2. 51st Street and Millar Avenue:
Funding of \$50,000 has been requested in the 2016 Capital Budget submission to undertake an internal review of this intersection and prepare a functional plan

Intersection Improvement Project Selection

with detailed cost estimates. Based on the outcome of the review and funding requirements, construction will be proposed in future budget years.

3. Avenue C and Circle Drive:
Funding will be requested in the 2017 Capital Budget submission to undertake an internal review of this intersection and prepare a functional plan with detailed cost estimates. Based on the outcome of the review and funding requirements, the implementation phase will be proposed in future budget years.
4. 22nd Street and Diefenbaker Drive:
A funding request of \$350,000 for construction in 2016 has been included in the Capital Budget submission. It is recommended that geometric improvements proceed in 2016. The construction work includes realignment of east-west left-turn lanes for improved visibility and construction of the eastbound right-turn lane.

Minor Projects

To ensure 'minor' intersection improvements are also completed, two projects have been identified for 2016. These projects have not been vetted through the collision history and traffic analysis review, as the type of modifications required may not be reflected in formal statistics, but benefit overall traffic flows. For 2016, two intersections are recommended for minor improvements:

1. Taylor Street and Preston Avenue:
The construction work includes the addition of east-west left-turn bays and improved alignment. The estimated cost of this work is \$200,000.
2. Taylor Street and Arlington Avenue:
The construction work includes extending the eastbound curb lane to add a second receiving lane. The estimated cost of this work is \$300,000.

Work in Progress

The Administration would like to highlight that this prioritized list of intersection improvements is fluid as traffic patterns change due to development patterns and growth of the City. Collision history is typically provided by SGI on an annual basis, and the Administration will update the collision history review accordingly. It is anticipated that the list may change year over year. Finally, the Administration will strive to add more intersections to the list over time, thus providing more information to the public.

Status of TIER and TSR

The purpose of TIER is to provide funding for additions to the City's transportation network. It is funded annually from an authorized provision in the City's Operating Budget, which takes into account the average monthly Consumer Price Index for the City for the immediately preceding year. At the end of 2015, there will be a balance of \$1.512 Million in TIER, with an allocation of \$1.971 Million in 2016. With a pre-authorized debt repayment of \$674,000 for Capital Project #2435 – Airport Drive Arterial Expansion, the available funds in 2016 is \$2.809 Million.

Intersection Improvement Project Selection

Other than modifications to the roadway network, programs typically funded by TIER include retrofitting of traffic signals, improvements to traffic signal infrastructure, functional planning work for future enhancements, improvements to the City's transportation model, etc.

The purpose of TSR is to provide funding for vehicular traffic, pedestrian and safety related projects including traffic calming. It is funded from the City's share of the fine revenue generated from red light cameras and automated speed enforcement (ASE). It is estimated that in 2016, there will be approximately \$1 Million available from the red light camera program. At this time, no projections have been made for revenues from the ASE pilot program due to the lack of historical trending data. Any revenues generated from the ASE pilot program in 2015 or 2016 will be allocated for 2017 projects. This funding is typically used to address neighbourhood traffic and pedestrian crossing concerns, rail crossing improvements, or traffic safety improvements.

Certain projects may be funded from one or both of these reserves.

Public and/or Stakeholder Involvement

If the recommended modifications impact adjacent private property or access points, discussions will be held with impacted property owners. The list of potential projects will be discussed with SGI.

Financial Implications

The proposed 2016 intersection reviews and construction work will be funded from Capital Project #2235 – Intersection Improvements. Based on the preliminary capital budget plan, there is sufficient funding in the corresponding capital reserves to fund the recommended projects.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

If approved in the 2016 Business Plan and Budget Deliberation process, the Administration will proceed with detailed design and tendering for the intersection improvements in 2016.

Public Notice

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

Attachments

1. Intersection Priority List
2. Warman Road & 51st Street/Lenore Drive and Warman/Wanuskewin Road Functional Plan

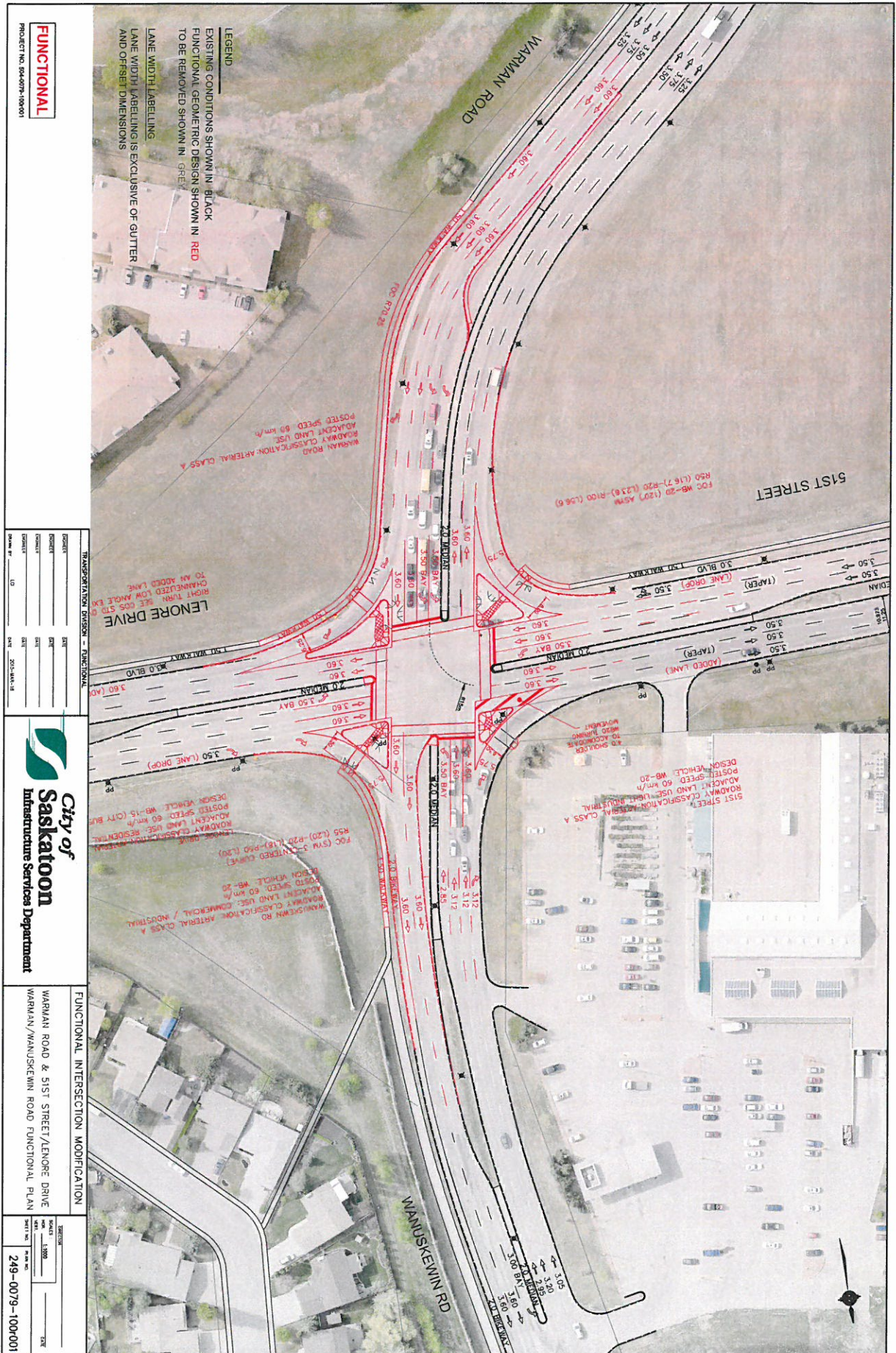
Intersection Improvement Project Selection

Report Approval

Written by: Goran Lazic, Senior Engineer, Transportation
Reviewed by: Jay Magus, Engineering Manager, Transportation
Reviewed by: Angela Gardiner, Director of Transportation
Approved by: Celene Anger, Acting General Manager, Transportation & Utilities
Department

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INTERSECTION PRIORITY LIST									
Rank	Street 1	Street 2	Crash Rate per Million Trips	(a) Crash Rate Ranking	Average Delay (seconds)	Intersection LOS	(b) LOS Ranking	(a+b) Ranking Points	Coordination with other City initiatives
1	51ST ST/LENORE	WANUSKEWIN / WARMAN	0.8193	1	78.7	E	5	6	Recommendation: construct geometric improvements in 2016
2	COLLEGE DR	PRESTON AVE	0.5203	7	123.0	F	1	8	Wait for Growth Plan recommendations
3	51ST ST	MILLAR AVE	0.6267	4	71.2	E	6	10	Recommendation: complete functional design study in 2016
4	ATTRIDGE DR	CENTRAL AVE	0.5167	9	120.2	F	2	11	Improvements currently underway
5	33RD ST	IDYLWYLD DR	0.5605	5	68.7	E	7	12	Wait for Growth Plan recommendations
6	AVE C	CIRCLE DR	0.5182	8	88.7	F	4	12	Recommendation: complete functional design study in 2017
7	22ND ST	DIEFFENBAKER DR	0.8003	2	33.8	C	11	13	Recommendation: construct geometric improvements in 2016
8	22ND ST	IDYLWYLD DR	0.5367	6	54.0	D	9	15	Wait for Growth Plan recommendations
9	8TH ST	MCKERCHER DR	0.6604	3	28.2	C	13	16	Wait for Growth Plan recommendations
10	CIRCLE DR	MILLAR AVE	0.3326	17	95.7	F	3	20	Functional design in 2017 after completion of NCPP
11	22ND ST	CONFEDERATION/FAIRLIG	0.4419	13	54.8	D	8	21	Wait for Growth Plan recommendations
12	8TH ST	CLARENCE AVE	0.4834	11	30.2	C	12	23	Wait for Growth Plan recommendations
13	8TH ST	PRESTON AVE	0.5061	10	27.8	C	14	24	Wait for Growth Plan recommendations
14	22ND ST	AVE W	0.3762	16	34.0	C	10	26	Wait for Growth Plan recommendations
15	8TH ST	ACADIA DR	0.4643	12	27.5	C	15	27	Wait for Growth Plan recommendations
16	20TH ST	IDYLWYLD DR	0.4092	14	17.9	B	19	33	Upon completion of Idylwyld Drive corridor review
17	CIRCLE DR	FAITHFULL AVE	0.2879	18	25.7	C	16	34	Future review
18	CIRCLE DR	CLARENCE AVE (South)	0.3775	15	12.1	B	20	35	Future review
19	8TH ST E	CIRCLE DR (East Inters.)	0.2610	19	24.8	C	17	36	Wait for Growth Plan recommendations
20	CIRCLE DR E	IDYLWYLD DR (West)	0.2262	20	23.5	C	18	38	Wait for Growth Plan, intersection capacity study already



FUNCTIONAL
PROJECT NO. 2014-07-100001

LEGEND
EXISTING CONDITIONS SHOWN IN BLACK
FUNCTIONAL GEOMETRIC DESIGN SHOWN IN RED
TO BE REMOVED SHOWN IN GREEN
LANE WIDTH LABELLING IS EXCLUSIVE OF GUTTER
AND OFFSET DIMENSIONS

TRANSPORTATION DIVISION - FUNCTIONAL

DATE	DATE
DATE	DATE
DATE	DATE
DATE	DATE

Drawn by: []
Scale: 1:1000



FUNCTIONAL INTERSECTION MODIFICATION
WARMAN ROAD & 51ST STREET/LENORE DRIVE
WARMAN/WANUSKEWIN ROAD FUNCTIONAL PLAN

DATE	DATE
DATE	DATE
DATE	DATE
DATE	DATE

Drawn by: []
Scale: 1:1000
249-0079-100001



**REVISED AGENDA
PUBLIC HEARING MEETING OF CITY COUNCIL**

**Monday, September 28, 2015, 6:00 p.m.
Council Chamber, City Hall**

	Pages
1. CALL TO ORDER	
2. CONFIRMATION OF AGENDA	11 - 33
<i>Recommendation</i>	
1. That Appendix B be attached to Bylaw No. 9309 - Item 5.1.4;	
2. That Appendix B be attached to Bylaw No. 9310 - Item 5.1.5;	
3. That Attachment 2 be included with items 5.1.6 and 5.1.7; and	
4. That the agenda be confirmed, as amended.	
3. DECLARATION OF PECUNIARY INTEREST	
4. ADOPTION OF MINUTES	
<i>Recommendation</i>	
That the minutes of Public Hearing Meeting of City Council held on Thursday, August 20, 2015 be approved.	
5. PUBLIC HEARINGS	
5.1 Land Use, etc.	
5.1.1 Proposed Redesignation Municipal Buffer Strip MB2A and MB3A in Kensington Neighbourhood - Proposed Bylaw No. 9308 [File No. CK 4110-44]	34 - 39

Copies of the following are provided:

- Report of the General Manager, Transportation and Utilities dated September 28, 2015; and
- Proposed Bylaw No. 9308
- Notice that appeared in the local press on September 12 and 13, 2015.

This matter requiring public notice is being considered under Land Use matters as redesignation is required to allow for progress of development in the Kensington neighbourhood as outlined in matters 5.1.2, 5.1.3, 5.1.4 and 5.1.5.

Recommendation

1. That portions of Municipal Buffer Strip MB2A and MB3A be redesignated to parcel land;
2. That the redesignated parcel land be transferred to Dream Asset Management Corporation in exchange for dedication of other land required for future roads in the area;
3. That all costs associated with the redesignation be paid for by the applicants, including Solicitor's fees and disbursements; and
4. That permission be granted to introduce Bylaw No. 9308, The Buffer Strip Redesignation Bylaw, 2015, and give same its FIRST reading.

Recommendation

That the submitted report and correspondence be received.

Recommendation

That the hearing be closed.

Recommendation

That Bylaw No. 9308 now be read a SECOND time.

Recommendation

That permission be granted to have Bylaw No. 9308 read a third time at this meeting.

Recommendation

That Bylaw No. 9308 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

5.1.2 Proposed Kensington Neighbourhood Concept Plan Amendment - To Redesignate Parcels A and C From "Mixed Use" and "Buffer Strip" to "Commercial" - Dream Asset Mgmt Corp. [File No. CK 4351-015-013, x4110-44, PL. 4350-Z2/15 and PL. 4350-Z3/15]

40 - 58

Copies of the following are provided:

- Report of the General Manager, Community Services Department dated August 25, 2015;
- Letter from the Committee Assistant, Municipal Planning Commission dated August 31, 2015; and
- Notice that appeared in the local press on September 12 and 13, 2015.

Recommendation

That the Kensington Neighbourhood Concept Plan Amendment, as outlined in the report of the General Manager, Community Services dated August 25, 2015, be approved.

5.1.3 Proposed Official Community Plan Amendment Parcels LL and MM - Proposed Sub of Parts of Part HH and JJ; all of MB2A and MB3A - Plan 102164475 - Residential to District Commercial - Dream Asset Mgmt Corp - Proposed Bylaw No. 9311 [File 4351-015-013]

59 - 63

Copies of the following are provided:

- Proposed Bylaw No. 9311;
- Report of the General Manager, Community Services Department dated August 25, 2015 (See Attachment 5.1.2);
- Letter from the Committee Assistant, Municipal Planning Commission dated August 31, 2015 (See Attachment 5.1.2); and
- Notice that appeared in the local press on September 12 and 13, 2015.

Recommendation

That permission be granted to introduce Bylaw No. 9311, and give same its FIRST reading.

Recommendation

That the submitted report and correspondence be received.

Recommendation

That the hearing be closed.

Recommendation

That Bylaw No. 9311 now be read a SECOND time.

Recommendation

That permission be granted to have Bylaw No. 9311 read a third time at this meeting.

Recommendation

That Bylaw No. 9311 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

5.1.4 Proposed Zoning By Agreement - Parcel A from B1B to B2 by Agreement Parcel MM - Kensington Boulevard - Dream Asset Mgmt Corp. - Proposed Bylaw No. 9309 [File No. CK 4351-015-013]

64 - 78

Copies of the following are provided:

- Proposed Bylaw No. 9309;
- Report of the General Manager, Community Services Department dated August 25, 2015 (See Attachment 5.1.2);
- Letter from the Committee Assistant, Municipal Planning Commission dated August 31, 2015 (See Attachment 5.1.2); and
- Notice that appeared in the local press on September 12 and 13, 2015.

Recommendation

That permission be granted to introduce Bylaw No. 9309, and give same its FIRST reading.

Recommendation

That the submitted report and correspondence be received.

Recommendation

That the hearing be closed.

Recommendation

That Bylaw No. 9309 now be read a SECOND time.

Recommendation

That permission be granted to have Bylaw No. 9309 read a third time at this meeting.

Recommendation

That Bylaw No. 9309 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

- 5.1.5 **Proposed Zoning By Agreement - Parcel B from B1B to B2 by Agreement Parcel LL - Kensington Boulevard - Dream Asset Mgmt Corp. - Proposed Bylaw No. 9310 [File No. CK 4351-015-013]** 79 - 92

Copies of the following are provided:

- Proposed Bylaw No. 9310;
- Report of the General Manager, Community Services Department dated August 25, 2015 (See Attachment 5.1.2);
- Letter from the Committee Assistant, Municipal Planning Commission dated August 31, 2015 (See Attachment 5.1.2); and
- Notice that appeared in the local press on September 12 and 13, 2015 (See Attachment 5.1.2).

Recommendation

That permission be granted to introduce Bylaw No. 9310, and give same its FIRST reading.

Recommendation

That the submitted report and correspondence be received.

Recommendation

That the hearing be closed.

Recommendation

That Bylaw No. 9310 now be read a SECOND time.

Recommendation

That permission be granted to have Bylaw No. 9310 read a third time at this meeting.

Recommendation

That Bylaw No. 9310 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

- 5.1.6 **Proposed Official Community Plan Amendment - To Redesignate the portion of Cree Crescent from "Suburban** 93 - 102

**Centre" to "Suburban Centre Commercial" - Lawson Auto Centre
- Proposed Bylaw No. 9306 [File No. CK 4351-015-014]**

Copies of the following are provided:

- Proposed Bylaw No. 9306;
- Report of the General Manager, Community Services Department dated August 25, 2015;
- Letter from the Committee Assistant, Municipal Planning Commission dated August 31, 2015; and
- Notice that appeared in the local press on September 12 and 13, 2015.

Recommendation

That permission be granted to introduce Bylaw No. 9306, and give same its FIRST reading.

Recommendation

That the submitted report and correspondence be received.

Recommendation

That the hearing be closed.

Recommendation

That Bylaw No. 9306 now be read a SECOND time.

Recommendation

That permission be granted to have Bylaw No. 9306 read a third time at this meeting.

Recommendation

That Bylaw No. 9306 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

5.1.7 Proposed Zoning Bylaw Amendment from M3 to B4 - 109 Cree Crescent - Lawson Auto Centre - Proposed Bylaw No. 9307 [File No. CK 4351-015-014]

103 - 105

Copies of the following are provided:

- Proposed Bylaw No. 9307;
- Report of the General Manager, Community Services Department dated August 25, 2015 (See Attachment 5.1.6);
- Letter from the Committee Assistant, Municipal Planning

Commission dated August 31, 2015 (See Attachment 5.1.6); and

- Notice that appeared in the local press on September 12 and 13, 2015.

Recommendation

That permission be granted to introduce Bylaw No. 9307, and give same its FIRST reading.

Recommendation

That the submitted report and correspondence be received.

Recommendation

That the hearing be closed.

Recommendation

That Bylaw No. 9307 now be read a SECOND time.

Recommendation

That permission be granted to have Bylaw No. 9307 read a third time at this meeting.

Recommendation

That Bylaw No. 9307 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

5.2 Public Notice Matters

5.2.1 Leasing of Civic Facility – Sutherland Memorial Hall 1112 Central Avenue [CK 600-3, AF600-1, 290-1 and LA 4225-80-1]

106 - 110

Recommendation

1. That the lease of the City-owned facility known as Sutherland Memorial Hall, located at 1112 Central Avenue, be mutually terminated with the Sutherland Memorial Hall Corporation and a new lease agreement be entered into with the POW City Kinsmen Club of Saskatoon at a lease rate of \$1.00 per year for a period of five years with an option for renewal, based on the terms as set out in the following report; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and

the City Clerk be authorized to execute the agreement under the Corporate Seal.

5.2.2 Proposed Closure Right-of-Way - Portion of 59th Street - Hudson Bay Industrial Neighbourhood [File No. CK 6295-015-005]

111 - 115

Recommendation

1. That a portion of 59th Street lying between Lambert Crescent and Faithfull Avenue be closed;
2. That after closure, this land be retained by the City of Saskatoon and be redesignated as Municipal Reserve;
3. That all costs associated with the closure be paid for by the applicants, including Solicitor's fees and disbursements; and
4. That permission be granted to introduce Bylaw No. 9303, The Street Closing Bylaw, 2015 (No. 4), and give same its FIRST reading.

Recommendation

That the submitted report and correspondence be received.

Recommendation

That the hearing be closed.

Recommendation

That Bylaw No. 9303 now be read a SECOND time.

Recommendation

That permission be granted to have Bylaw No. 9303 read a third time at this meeting.

Recommendation

That Bylaw No. 9303 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

5.2.3 Proposed Closure Right-of-Way - Portion of Road Allowance - Rosewood Neighbourhood [File No. CK 6295-015-003]

116 - 121

Recommendation

1. That a portion of road allowance south of Rosewood Boulevard West be closed;
2. That after closure, this land be transferred to Boychuk

- Investments Ltd. in exchange for dedication of other land required for future roads in the area;
3. That all costs associated with the closure be paid for by the applicants, including Solicitor's fees and disbursements; and
 4. That permission be granted to introduce Bylaw No. 9304, The Street Closing Bylaw, 2015 (No.5), and give same its FIRST reading.

Recommendation

That the submitted report and correspondence be received.

Recommendation

That the hearing be closed.

Recommendation

That Bylaw No. 9304 now be read a SECOND time.

Recommendation

That permission be granted to have Bylaw No. 9304 read a third time at this meeting.

Recommendation

That Bylaw No. 9304 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

6. PROCLAMATIONS AND FLAG RAISINGS

Recommendation

1. That City Council approve all proclamations and flag raising requests as set out in Section 6; and
2. That the City Clerk be authorized to sign the proclamations, in the standard form, on behalf of City Council.

- | | | |
|------------|---|------------|
| 6.1 | Reilly Forbes - PAVED Arts - October 2015 - 'Art Passport YXE Month' [File No. CK 205-5] | 122 |
|------------|---|------------|

Proclamation Request and request to speak.

- | | | |
|------------|--|------------|
| 6.2 | Rosanne Morphy - Saskatoon Women's Community Coalition - September 17, 2015 - 'Take Back the Night' [File No. CK 205-5] | 123 |
|------------|--|------------|

Proclamation previously given - Information only.

- | | | |
|-------------|---|-----------|
| 6.3 | Marcia Armstrong - Pancreatic Cancer Canada - November 2015 'World Pancreatic Cancer Day' - Flag Raising - November 13, 2015 [File No. CK 205-1] | 124 - 126 |
| | Proclamation and Flag Raising Request | |
| 6.4 | Fire Chief, Morgan Hackl - Saskatoon Fire Department - October 4 - 10, 2015 - 'Fire Prevention Week' [File No. CK 205-5] | 127 |
| | Proclamation Request | |
| 6.5 | Arla Gustafson - RUH Foundation - December 1, 2015 - 'GivingTuesday' [File No. CK 205-5] | 128 |
| | Proclamation Request | |
| 6.6 | Moses Kargbo - Saskatoon Sierra Leoneans Cultural - April 27, 2016 - 'Sierra Leone Flag Day' - Flag Raising - April 27, 2016 [File No. CK 205-1] | 129 - 130 |
| | Flag Raising Request | |
| 6.7 | Barbara Cape - SEIU-West - November 6, 2015 - 'Community-Based Organizations Worker Appreciation Day' [File No. CK 205-5] | 131 |
| | Proclamation Request | |
| 6.8 | Rebecca Panter - October 15, 2015 - 'Pregnancy and Infant Loss Awareness Day' [File No. CK 205-5] | 132 |
| | Proclamation Request | |
| 6.9 | Lois Ridgway - SAVT - October 11 - 17, 2015 - 'National Veterinary Technican Week'&nbsp; [File No. CK 205-5] | 133 - 134 |
| | Proclamation Request | |
| 6.10 | Ron Kruzeniski - Saskatchewan Information and Privacy Commissioner - September 28 - October 2, 2015 - 'Right To Know Week' [File No. CK 205-5] | 135 |
| | Proclamation Request | |

7. URGENT BUSINESS

8. ADJOURNMENT

Rezoning Agreement

This Agreement made effective this ____ day of _____, 2015.

Between:

The City of Saskatoon, a municipal corporation pursuant to *The Cities Act*, S.S. 2002 Chapter C-11.1 (the “City”)

- and -

Dream Asset Management Corporation, an extra-provincial corporation carrying on business in the City of Saskatoon, in the Province of Saskatchewan (the “Owner”)

Whereas:

1. The Owner is the registered owner of the land described as follows:
 - (a) Surface Parcel No. 202996097
Legal Land Description: Blk/Par HH, Plan 102164475 Ext 0

(hereinafter referred to as the “Land”).
2. The City is the registered owner of land described as follows:
 - (a) Surface Parcel No. 202996143
Legal Land Description: Blk/Par MB3A, Plan 102164475 Ext 0

(hereinafter referred to as the “Buffer Strip”).
3. The Owner has applied to the City to request that a portion of the Buffer Strip be redesignated as parcel land and consolidated with the Land (hereinafter referred to as the “Parcel”).
4. The Owner has applied to the City for approval to rezone the Parcel from a B1B District to a B2 District to allow the development of the proposal specified in this Agreement.
5. The City has an approved Official Community Plan which, pursuant to Section 69 of *The Planning and Development Act, 2007*, contains guidelines respecting the entering into of agreements for the purpose of accommodating requests for the rezoning of land.

6. The City has agreed, pursuant to the provisions of Section 69 of *The Planning and Development Act, 2007*, to rezone the Parcel from a B1B District to a B2 District, subject to this Agreement.

Now therefore this Agreement witnesseth that the Parties hereto covenant and agree as follows:

Land to be Used in Accordance with Agreement

1. The Owner agrees that, upon the Parcel being rezoned from a B1B District to a B2 District, none of the Parcel shall be developed or used except in accordance with the terms and conditions set out in this Agreement.

Use of Land

2. The Owner agrees that the use of the Parcel will be those uses permitted in the B2 District. The building and the site must be constructed and developed in substantial compliance with the site plan and building elevations attached as Schedule "A" to this Agreement.

Development Standards

3. The development standards applicable to the Land shall be those applicable to a B2 District except as follows:
 - (a) Building Height: maximum of 9.5m;
 - (b) Front Yard Setback: minimum of 2.0m; and
 - (c) Rear Yard Setback: minimum of 5.17m.

Landscaping

4. In addition to the landscaping requirements contained in the B2 District:
 - (a) Landscaping shall be provided in general conformance with the landscape plan attached as Schedule "B" to this Agreement; and
 - (b) Landscaping shall be provided, where possible, within any traffic islands located within the interior of the site unless used as part of the pedestrian walkway.

Pedestrian Walkway

5. A hard-surfaced pedestrian walkway shall be provided through the parking area on the site which provides safe and convenient access to principal building entrances. Where the walkway crosses a driving aisle, an appropriately marked crosswalk shall be provided.

Outdoor Lighting

6. All outdoor lighting must be of an appropriate arrangement and intensity that does not unduly interfere with adjacent residential land uses.

Street Interface

7. For portions of any building adjacent to Kensington Boulevard and 22nd Street West, the facade shall be articulated in a manner that provides visual interest from the street including, but not limited to, use of architectural features; and changes in texture, colour and building materials. In addition, glazing shall be provided, where possible, along the Kensington Boulevard elevation.

New Legal Description

8. (1) The Owner has undertaken a subdivision application to create a new title for the Parcel. Upon creation of the new title, a schedule, being schedule “C”, will be added to this Agreement containing the legal description of the Parcel as described in the new title. Upon the addition of Schedule “C”, the legal description of the Parcel for the purposes of this Agreement shall be as described in Schedule “C” in replacement of the legal description contained in paragraph 1 and 2 of the Recital.

(2) In the event that the Buffer Strip is not redesignated as parcel land, this Agreement is void in its entirety and will not take effect.

Application of Zoning Bylaw

9. The Owner covenants and agrees that, except to the extent otherwise specified in this Agreement, the provisions of The City of Saskatoon Zoning Bylaw No. 8770 as amended from time to time shall apply.

Compliance with Agreement

10. The Owner covenants and agrees not to develop or use the Parcel unless such development, use and construction complies with the provisions of this Agreement.

Dispositions Subject to Agreement

11. The Owner covenants and agrees that any sale, lease or other disposition or encumbrance of the Parcel or part thereof shall be made subject to the provisions of this Agreement.

Definitions

12. Any word or phrase used in this Agreement which is defined in Zoning Bylaw No. 8770 shall have the meaning ascribed to it in that Bylaw.

Departures and Waivers

13. No departure or waiver of the terms of this Agreement shall be deemed to authorize any prior or subsequent departure or waiver, and the City shall not be obliged to continue any departure or waiver or permit subsequent departure or waiver.

Severability

14. If any covenant or provision of this Agreement is deemed to be void or unenforceable in whole or in part, it shall not be deemed to affect or impair the validity of any other covenant or provision of this Agreement.

Governing Law

15. This Agreement shall be governed and interpreted in accordance with the laws of the Province of Saskatchewan.

Effective Date of Rezoning

16. It is understood by the Owner that the Parcel shall not be effectively rezoned from a B1B District to a B2 District until:
 - (a) the Council of The City of Saskatoon has passed a Bylaw to that effect; and

- (b) this Agreement has been registered by the City, by way of Interest Registration, against the Title to the Parcel.

Use Contrary to Agreement

- 17. (1) The Council of The City of Saskatoon may declare this Agreement void where any of the Parcel or buildings thereon is developed or used in a manner which is contrary to the provisions of this Agreement, and upon the Agreement being declared void, the Parcel shall revert to the district to which it was subject to before rezoning.
- (2) If this Agreement is declared void by the Council of The City of Saskatoon, the City shall not, by reason thereof, be liable to the Owner or to any other person for any compensation, reimbursement or damages on account of loss or profit, or on account of expenditures, or on any other account whatsoever in connection with the Parcel.

Registration of Interest

- 18. (1) The Parties hereto acknowledge that this Agreement is made pursuant to Section 69 of *The Planning and Development Act, 2007* and the Owner agrees that this Agreement shall be registered by way of an Interest Registration against the Title to the Land. As provided in Section 236 of *The Planning and Development Act, 2007*, Section 63 of *The Land Titles Act, 2000* does not apply to the Interest registered in respect of this Agreement.
- (2) This Agreement shall run with the Parcel pursuant to Section 69 of *The Planning and Development Act, 2007*, and shall be bind the Owner, its successors and assigns.

Enurement

19. This Agreement shall enure to the benefit of and be binding upon the Parties hereto and their respective heirs, executors, administrators, successors and assigns.

The City of Saskatoon

Mayor

c/s

City Clerk

Dream Asset Management Corporation

c/s

Affidavit Verifying Corporate Signing Authority

Canada)
Province of Saskatchewan)
To Wit:)

I, _____, of the City of Saskatoon, in the
(Name)
Province of Saskatchewan, _____, make oath and say:
(Position Title)

1. I am an officer or director of the corporation named in the within instrument.
2. I am authorized by the corporation to execute the instrument without affixing a corporate seal.

Sworn before me at the City of Saskatoon,)
in the Province of Saskatchewan, this ____)
day of _____, 2015.)

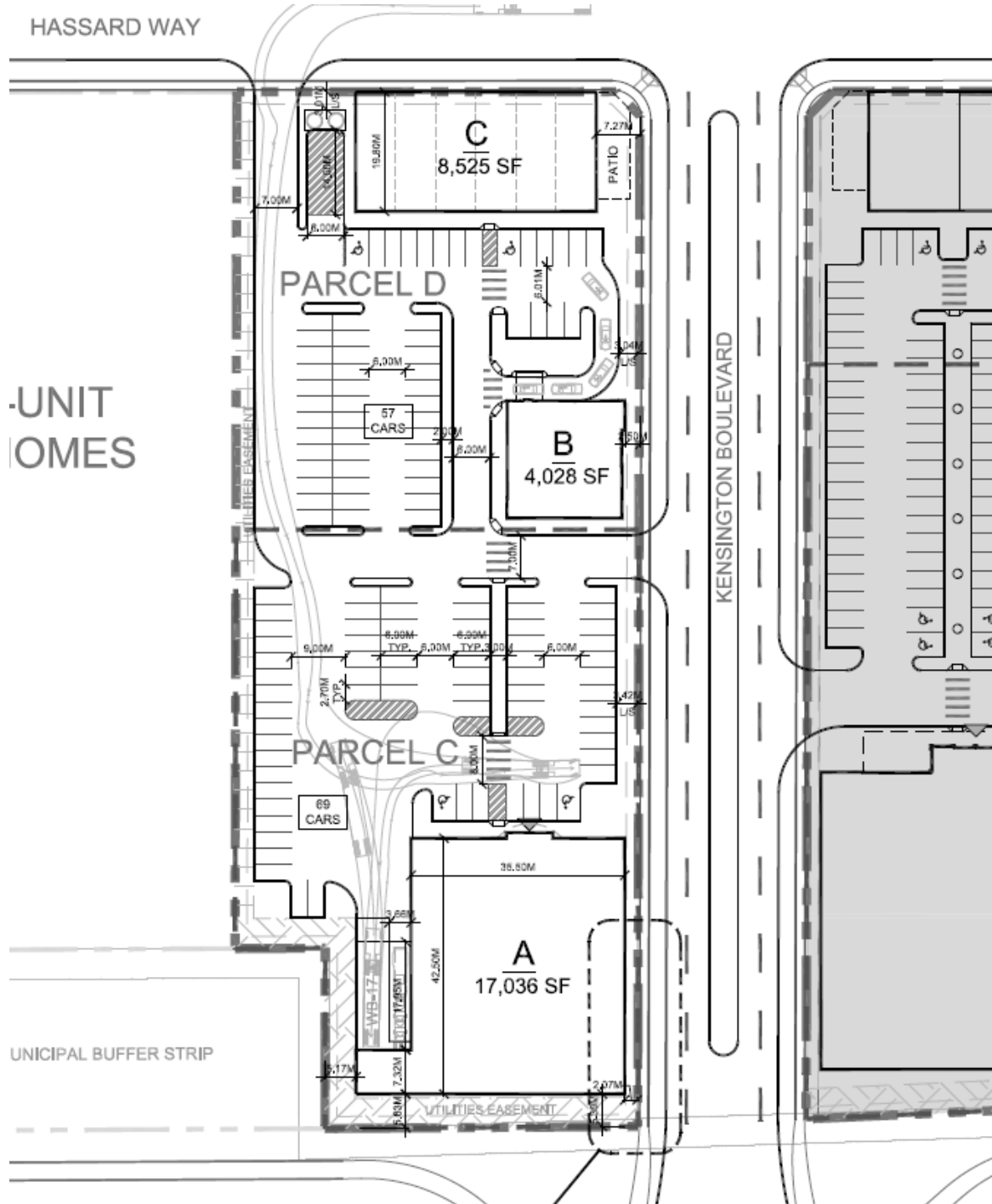
_____)
A Commissioner for Oaths for Saskatchewan.)

My commission expires _____.)

(or) Being a solicitor.)

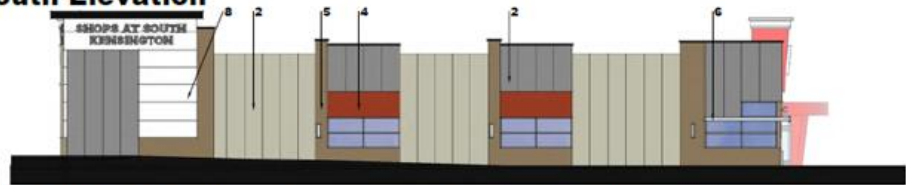
_____)
(Signature)

Schedule "A"



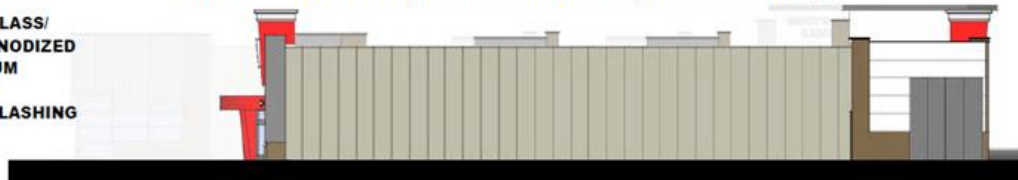


South Elevation



West Elevation (View from Kensington Boulevard)

- 1. DRIFTWOOD
- 2. DOVE GREY
- 3. WEATHERED ZINC
- 4. COLONIAL RED
- 5. IXL BRONZESTONE MATTE
- 6. CLEAR GLASS/ CLEAR ANODIZED ALUMINUM
- 7. CEDAR
- 8. BLACK FLASHING

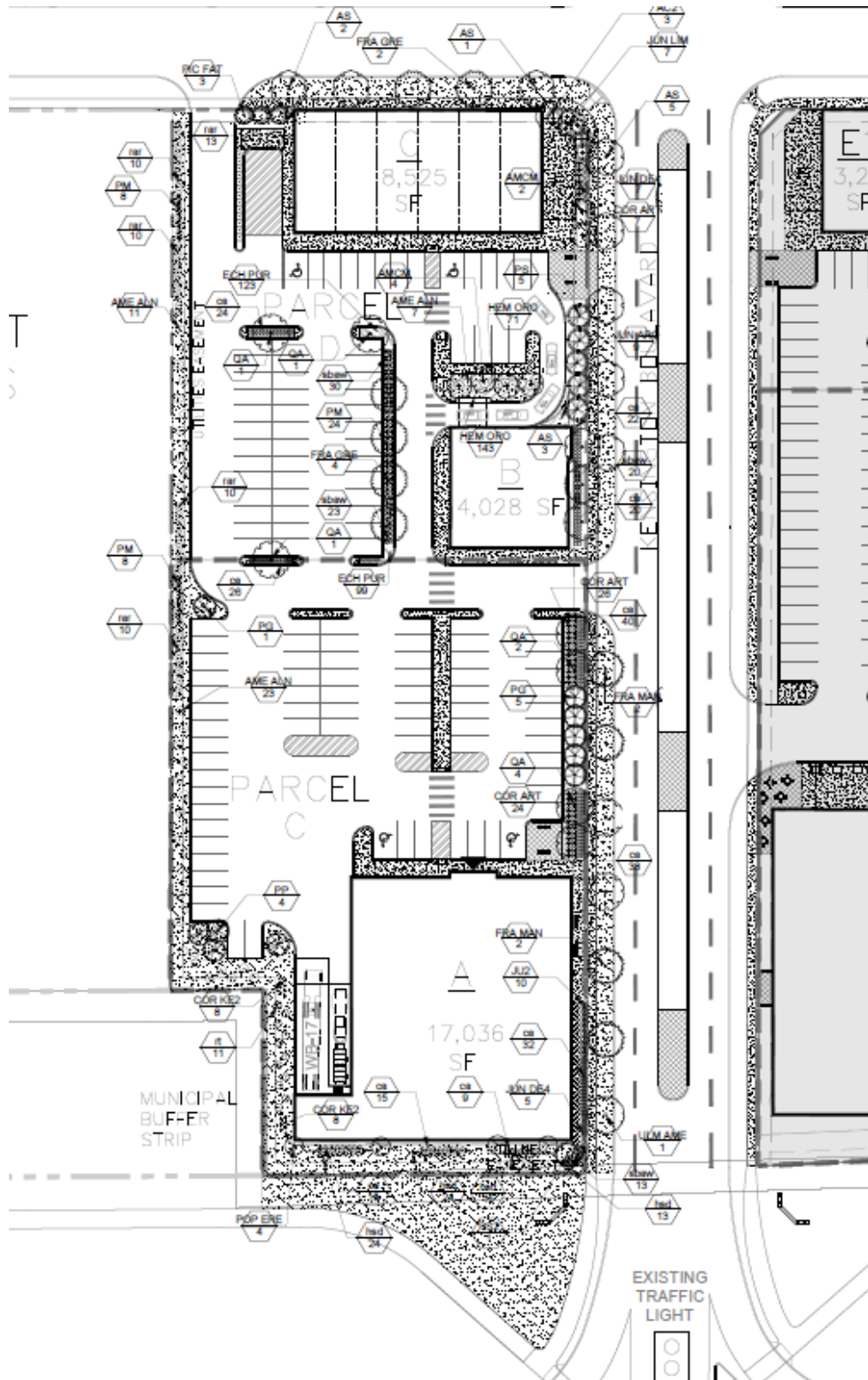


East Elevation



North Elevation (View from 22nd Street West)

Schedule "B"



Schedule "C"

Rezoning Agreement

This Agreement made effective this ____ day of _____, 2015.

Between:

The City of Saskatoon, a municipal corporation pursuant to *The Cities Act*, S.S. 2002 Chapter C-11.1 (the “City”)

- and -

Dream Asset Management Corporation, an extra-provincial corporation carrying on business in the City of Saskatoon, in the Province of Saskatchewan (the “Owner”)

Whereas:

1. The Owner is the registered owner of the land described as follows:
 - (a) Surface Parcel No. 202996121
Legal Land Description: Blk/Par JJ, Plan 102164475 Ext 0

(hereinafter referred to as the “Land”).
2. The City is the registered owner of land described as follows:
 - (a) Surface Parcel No. 202996110
Legal Land Description: Blk/Par MB2A, Plan 102164475 Ext 0

(hereinafter referred to as the “Buffer Strip”).
3. The Owner has applied to the City to request that a portion of the Buffer Strip be redesignated as parcel land and consolidated with the Land (hereinafter referred to as the “Parcel”).
4. The Owner has applied to the City for approval to rezone the Parcel from a B1B District to a B2 District to allow the development of the proposal specified in this Agreement.
5. The City has an approved Official Community Plan which, pursuant to Section 69 of *The Planning and Development Act, 2007*, contains guidelines respecting the entering into of agreements for the purpose of accommodating requests for the rezoning of land.

6. The City has agreed, pursuant to the provisions of Section 69 of *The Planning and Development Act, 2007*, to rezone the Parcel from a B1B District to a B2 District, subject to this Agreement.

Now therefore this Agreement witnesseth that the Parties hereto covenant and agree as follows:

Land to be Used in Accordance with Agreement

1. The Owner agrees that, upon the Parcel being rezoned from a B1B District to a B2 District, none of the Parcel shall be developed or used except in accordance with the terms and conditions set out in this Agreement.

Use of Land

2. The Owner agrees that the use of the Parcel will be those uses permitted in the B2 District. The building and the site must be constructed and developed in substantial compliance with the site plan and building elevations attached as Schedule "A" to this Agreement.

Development Standards

3. The development standards applicable to the Land shall be those applicable to a B2 District except as follows:
 - (a) Building Height: maximum of 9.5m;
 - (b) Front Yard Setback: minimum of 2.0m; and
 - (c) Rear Yard Setback: minimum of 5.09m.

Landscaping

4. In addition to the landscaping requirements contained in the B2 District:
 - (a) Landscaping shall be provided in general conformance with the landscape plan attached as Schedule "B" to this Agreement; and
 - (b) Landscaping shall be provided, where possible, within any traffic islands located within the interior of the site unless used as part of the pedestrian walkway.

Pedestrian Walkway

5. A hard-surfaced pedestrian walkway shall be provided through the parking area on the site which provides safe and convenient access to principal building entrances. Where the walkway crosses a driving aisle, an appropriately marked crosswalk shall be provided.

Outdoor Lighting

6. All outdoor lighting must be of an appropriate arrangement and intensity that does not unduly interfere with adjacent residential land uses.

Street Interface

7. For portions of any building adjacent to Kensington Boulevard and 22nd Street West, the facade shall be articulated in a manner that provides visual interest from the street including, but not limited to, use of architectural features, changes in texture and colour, and building materials. In addition, glazing shall be provided, where possible, along the Kensington Boulevard elevation.

New Legal Description

8. (1) The Owner has undertaken a subdivision application to create a new title for the Parcel. Upon creation of the new title, a schedule, being Schedule “C”, will be added to this Agreement containing the legal description of the Parcel as described in the new title. Upon the addition of Schedule “C”, the legal description of the Parcel for the purposes of this Agreement shall be as described in Schedule “C” in replacement of the legal description contained in paragraph 1 and 2 of the Recital.

(2) In the event that the Buffer Strip is not redesignated as parcel land, this Agreement is void in its entirety and will not take effect.

Application of Zoning Bylaw

9. The Owner covenants and agrees that, except to the extent otherwise specified in this Agreement, the provisions of The City of Saskatoon Zoning Bylaw No. 8770 as amended from time to time shall apply.

Compliance with Agreement

10. The Owner covenants and agrees not to develop or use the Parcel unless such development use and construction complies with the provisions of this Agreement.

Dispositions Subject to Agreement

11. The Owner covenants and agrees that any sale, lease or other disposition or encumbrance of the Parcel or part thereof shall be made subject to the provisions of this Agreement.

Definitions

12. Any word or phrase used in this Agreement which is defined in Zoning Bylaw No. 8770 shall have the meaning ascribed to it in that Bylaw.

Departures and Waivers

13. No departure or waiver of the terms of this Agreement shall be deemed to authorize any prior or subsequent departure or waiver, and the City shall not be obliged to continue any departure or waiver or permit subsequent departure or waiver.

Severability

14. If any covenant or provision of this Agreement is deemed to be void or unenforceable in whole or in part, it shall not be deemed to affect or impair the validity of any other covenant or provision of this Agreement.

Governing Law

15. This Agreement shall be governed and interpreted in accordance with the laws of the Province of Saskatchewan.

Effective Date of Rezoning

16. It is understood by the Owner that the Parcel shall not be effectively rezoned from a B1B District to a B2 District until:
 - (a) the Council of The City of Saskatoon has passed a Bylaw to that effect;
and

- (b) this Agreement has been registered by the City, by way of Interest Registration, against the Title to the Parcel.

Use Contrary to Agreement

- 17. (1) The Council of The City of Saskatoon may declare this Agreement void where any of the Parcel or buildings thereon is developed or used in a manner which is contrary to the provisions of this Agreement, and upon the Agreement being declared void, the Parcel shall revert to the district to which it was subject to before rezoning.
- (2) If this Agreement is declared void by the Council of The City of Saskatoon, the City shall not, by reason thereof, be liable to the Owner or to any other person for any compensation, reimbursement or damages on account of loss or profit, or on account of expenditures, or on any other account whatsoever in connection with the Parcel.

Registration of Interest

- 18. (1) The Parties hereto acknowledge that this Agreement is made pursuant to Section 69 of *The Planning and Development Act, 2007*, and the Owner agrees that this Agreement shall be registered by way of an Interest Registration against the Title to the Land. As provided in Section 236 of *The Planning and Development Act, 2007*, Section 63 of *The Land Titles Act, 2000* does not apply to the Interest registered in respect of this Agreement.
- (2) This Agreement shall run with the Parcel pursuant to Section 69 of *The Planning and Development Act, 2007*, and shall be bind the Owner, its successors and assigns.

Enurement

19. This Agreement shall enure to the benefit of and be binding upon the Parties hereto and their respective heirs, executors, administrators, successors and assigns.

The City of Saskatoon

Mayor

c/s

City Clerk

Dream Asset Management Corporation

c/s

Affidavit Verifying Corporate Signing Authority

Canada)
Province of Saskatchewan)
To Wit:)

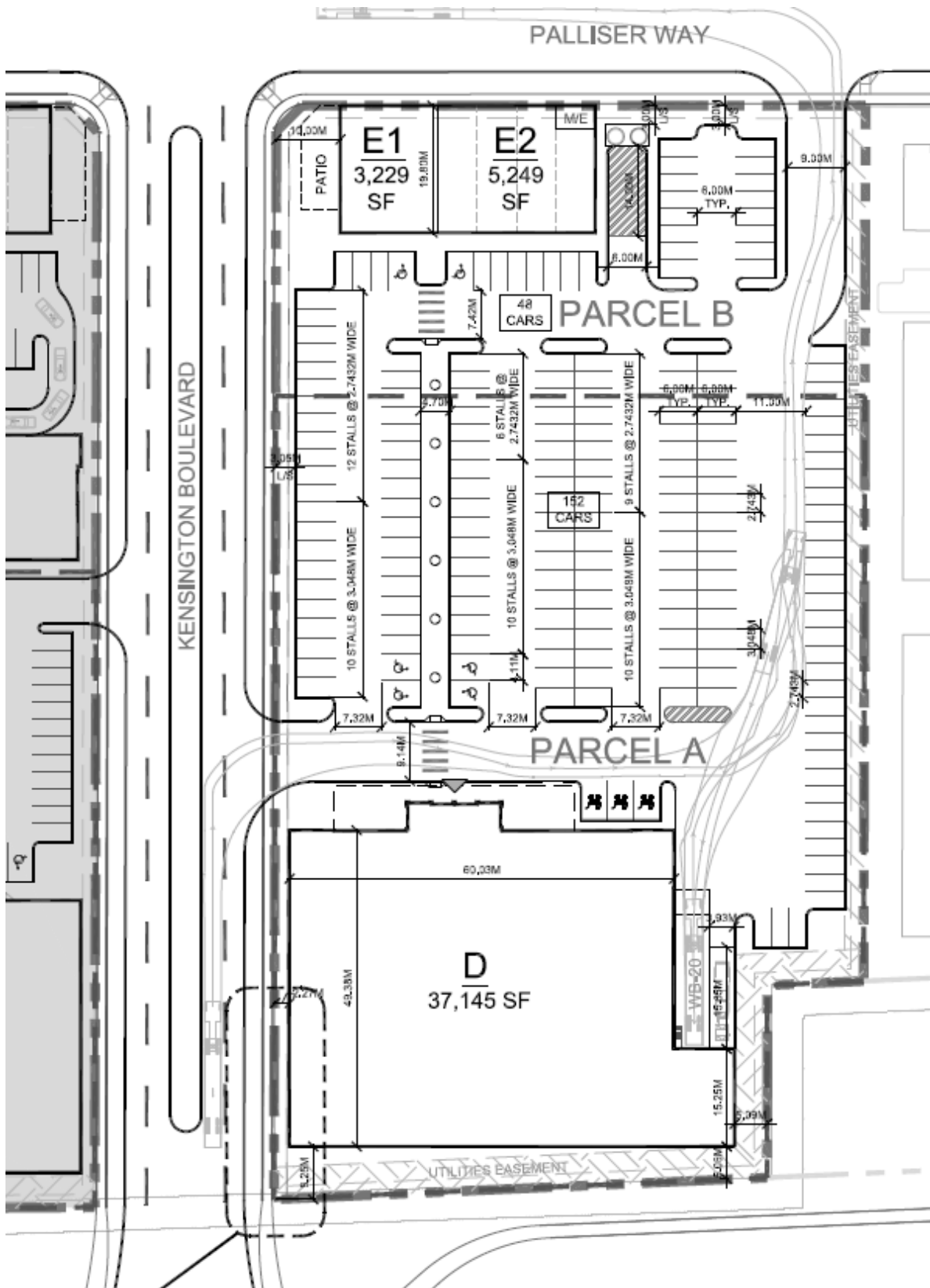
I, _____, of the City of Saskatoon, in the
(Name)
Province of Saskatchewan, _____, make oath and
say:
(Position Title)

1. I am an officer or director of the corporation named in the within instrument.
2. I am authorized by the corporation to execute the instrument without affixing a corporate seal.

Sworn before me at the City of Saskatoon,)
in the Province of Saskatchewan, this ____)
day of _____, 2015.)
)
A Commissioner for Oaths for Saskatchewan.)
My commission expires _____.)
(or) Being a solicitor.)

(Signature)

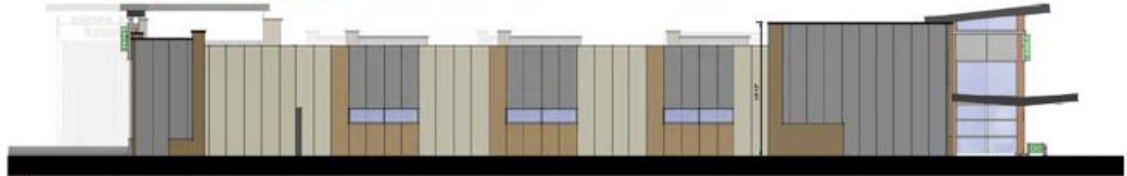
Schedule "A"





South Elevation

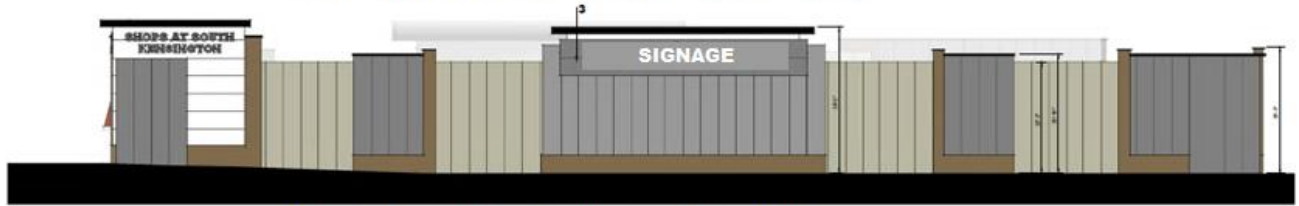
1. DRIFTWOOD
2. DOVE GREY
3. WEATHERED ZINC
4. COLONIAL RED
5. IXL BRONEZESTONE MATTE
6. CLEAR GLASS/
CLEAR ANODIZED ALUMINUM
7. CEDAR
8. BLACK FLASHING
9. WHITE



West Elevation

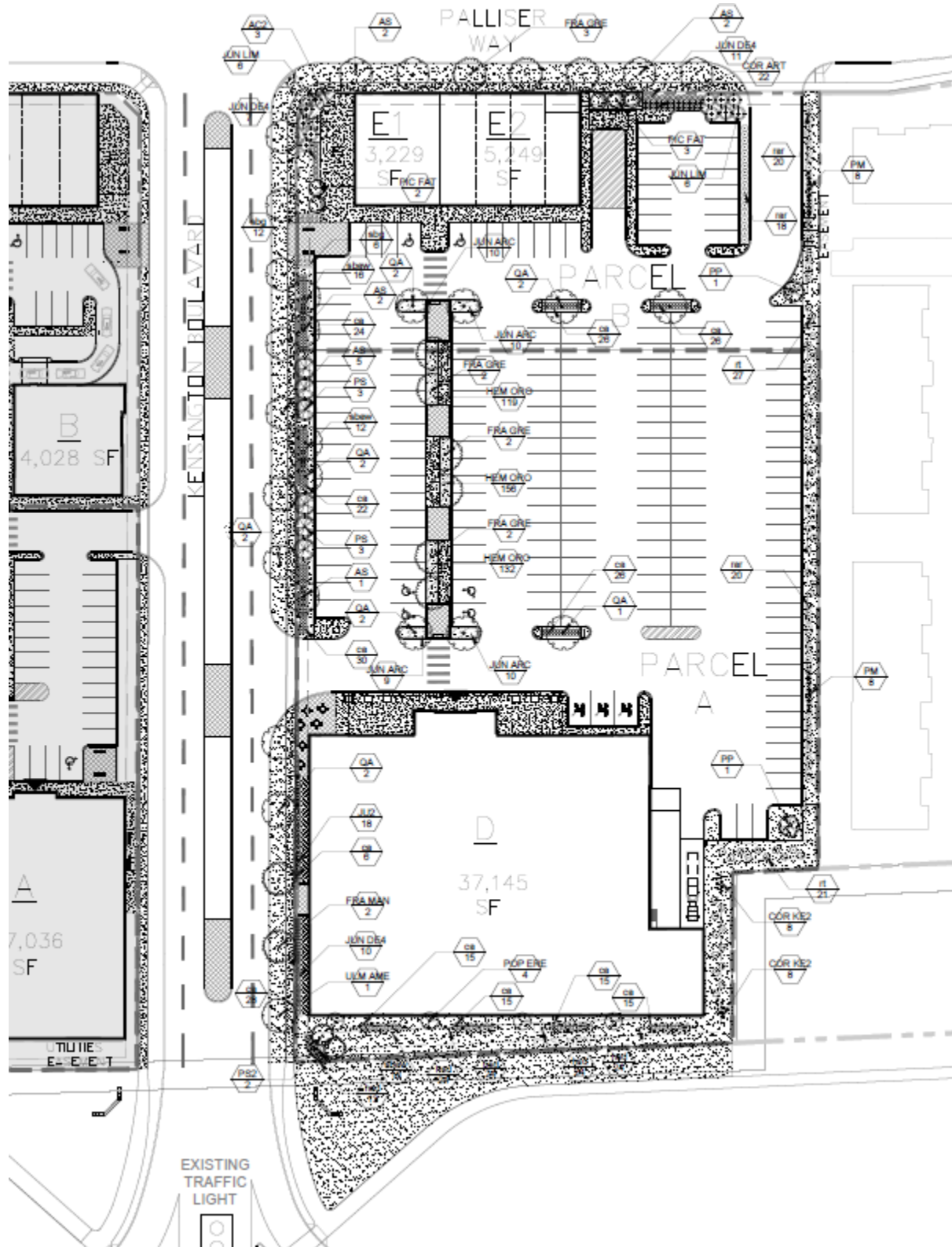


East Elevation (View from Kensington Boulevard)



North Elevation (View from 22nd Street West)

Schedule "B"



Schedule "C"

Aerial Image of 109 and 125 Cree Crescent



Aerial Image of 109 and 125 Cree Crescent

Proposed Redesignation of Municipal Buffer Strip MB2A and MB3A in Kensington Neighbourhood

Recommendation

1. That portions of Municipal Buffer Strip MB2A and MB3A be redesignated to parcel land;
2. That the redesignated parcel land be transferred to Dream Asset Management Corporation in exchange for dedication of other land required for future roads in the area;
3. That all costs associated with the redesignation be paid for by the applicants, including Solicitor's fees and disbursements; and
4. That City Council consider Bylaw No. 9308, The Buffer Strip Redesignation Bylaw, 2015.

Topic and Purpose

This report is to obtain approval to redesignate portions of Municipal Buffer Strip MB2A and MB3A to parcel land lying adjacent to Kensington Boulevard. This redesignation is required to allow progress of development in the Kensington neighbourhood by expanding the developable area.

Report Highlights

Dream Asset Management Corporation is requesting a portion of Municipal Buffer Strip MB2A and MB3A as part of a subdivision application. This buffer strip redesignation will facilitate orderly development in the Kensington neighbourhood by increasing the developable area within the neighbourhood. If approved, the buffer strip will be redesignated to parcel land and consolidated with adjacent property. The City will retain an area of 0.1 meters from both Municipal Buffer Strip MB2A and MB3A.

Strategic Goal

This report supports the Strategic Goal of Sustainable Growth as the redesignation will allow for future commercial development in the Kensington neighbourhood.

Background

City Council, at its meeting held on April 16, 2012, approved the Kensington Concept Plan that identifies the area highlighted as mixed use and buffer strip. The inclusion of the buffer strips was to provide land where a berm could be constructed to provide noise attenuation. The Administration has determined that noise attenuation is no longer required as the adjacent land use will be commercial.

An amendment to the Concept Plan will be submitted to City Council to have the redesignated parcel land rezoned as commercial to allow the completion of the Dream Asset Management Corporation development.

The amended Concept Plan was submitted to the Municipal Planning Commission meeting of September 2015.

Report

Webster Surveys submitted a Plan of Proposed Redesignation of Buffer Strip dated June 25, 2015 which illustrates the proposed buffer strip redesignation (Schedule 'A' to Attachment 1). The total area to be redesignated is 309 square meters, and 0.1 meters will be retained for a new buffer strip.

A proposed Subdivision No.38/15 will be approved by the General Manager, Community Services Department subject to the redesignation of the Municipal Buffer Strips.

To complete this transaction, the Administration requires City Council to approve Bylaw No. 9308, The Buffer Strip Redesignation Bylaw, 2015 (Attachment 1).

Public and/or Stakeholder Involvement

Utility agencies have been contacted with respect to the redesignation and have no objections subject to the following conditions: that SaskPower, and SaskTel require easements.

Communication Plan

Communication activities are included with the requirement for Public Notice. No other communication activities are required.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

There will be no follow up report.

Public Notice

Public Notice is required for consideration of this matter, pursuant to Section 3 of Policy No. C01-021, The Public Notice Policy. The following notice was given:

- Advertised in The Star Phoenix on the weekend of September 12, 2015 (Attachment 2);
- Posted on the City Hall Notice Board on Thursday, September 10, 2015;
- Posted on the City of Saskatoon website on Thursday, September 10, 2015; and
- Notice will be mailed to all affected parties, Friday September 11, 2015.

Attachments

1. Bylaw No. 9308, The Buffer Strip Redesignation Bylaw, 2015
2. Copy of Public Notice

Report Approval

Written by: Shirley Matt, Senior Engineer, Transportation
Reviewed by: Jay Magus, Engineering Section Manager, Transportation
Reviewed by: Angela Gardiner, Director of Transportation
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

Council SM – Prop Redesignation of Municipal Buffer Strip MB2A and MB3A in Kensington Neighbourhood

BYLAW NO. 9308**The Buffer Strip Redesignation Bylaw, 2015**

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as The Buffer Strip Redesignation Bylaw, 2015.

Purpose

2. The purpose of this Bylaw is to redesignate portions of Municipal Buffer Strip MB2A and MB3A in Plan 102164475 to parcel land.

Redesignation

3. Portions of Municipal Buffer Strip MB2A and MB3A in Plan 102164475, Saskatoon, Saskatchewan, lying within the lines of registration shown on the attached Sketch Plan Showing Proposed Buffer Strip Redesignation prepared by Murray G. Radoux, S.L.S. dated June 25, 2015 and attached as Schedule "A" to this Bylaw.

Authorization to Carry Out Bylaw

4. The City Clerk and Mayor are authorized to execute all such documents as may be necessary to carry out the intent of this Bylaw.

Coming into Force

5. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2015.

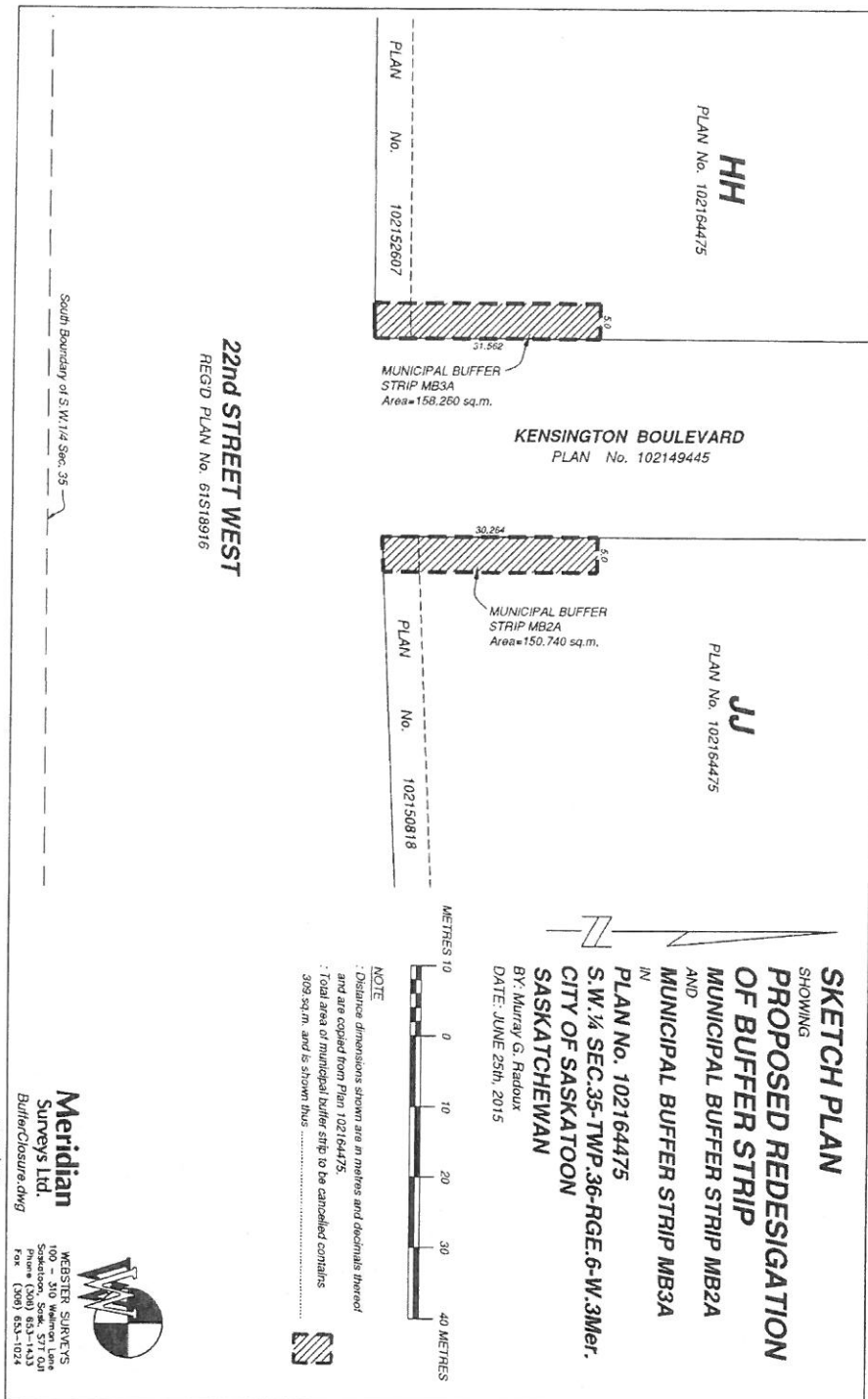
Read a second time this _____ day of _____, 2015.

Read a third time and passed this _____ day of _____, 2015.

Mayor

City Clerk

Schedule "A"

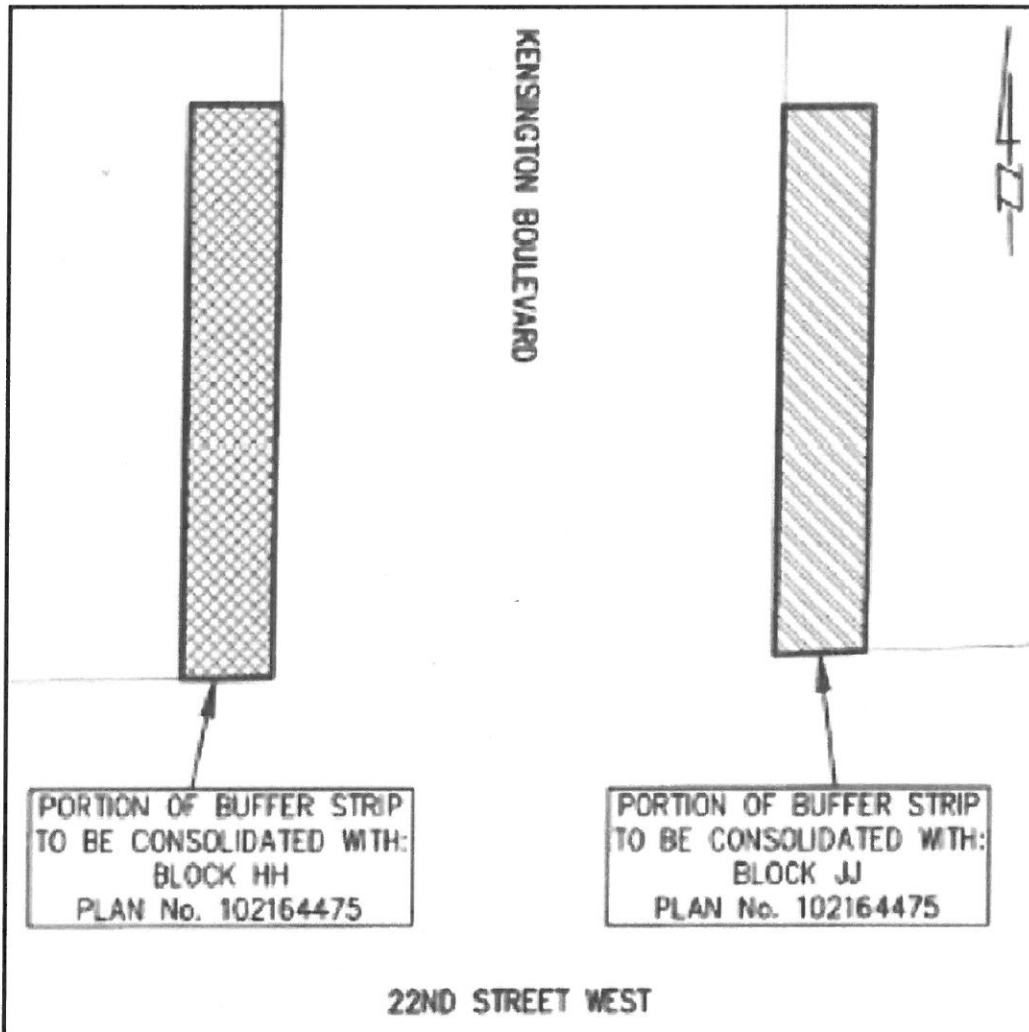


PUBLIC NOTICE

PROPOSED RE-DESIGNATION OF MUNICIPAL BUFFER STRIP MB2A AND MB3A IN KENSINGTON NEIGHBOURHOOD

The City of Saskatoon is proposing the re-designation of municipal buffer MB2A and MB3A in Kensington Neighbourhood.

Location: Municipal buffer strip along Kensington Boulevard



PUBLIC MEETING - City Council will consider the above matter and hear all persons present at the City Council meeting and wish to speak on Monday, September 28, 2015, at 6:00 p.m. in the Council Chambers, City Hall, Saskatoon, Saskatchewan.

WRITTEN SUBMISSIONS – If you wish to submit a letter on this matter for City Council's consideration, it must be received by **Monday September 28, 2015 at 10:00 a.m.** Mail to:

His Worship the Mayor and Members of City Council
c/o City Clerk's Office, City Hall
222 Third Avenue North, Saskatoon, SK S7K 0J5

INFORMATION - Questions regarding the proposal may be directed to:
Shirley Matt, Transportation division
Phone 306-975-3145

Proposed Kensington Neighbourhood Concept Plan Amendment, Official Community Plan Amendment, and Rezoning by Agreement – Parcels A and C, Kensington Boulevard

Recommendation

That a copy of this report be forwarded to City Council recommending that at the time of the public hearing, City Council consider the following recommendations of the Administration:

1. That the proposed Kensington Neighbourhood Concept Plan amendment, as outlined in this report, be approved;
2. That the proposed Official Community Plan – Land Use Map amendment, as outlined in this report, be approved; and
3. That the proposed amendment to Zoning Bylaw No. 8770 amendment, as outlined in this report, be approved.

Topic and Purpose

Applications have been submitted by Dream Asset Management Corporation (Dream) requesting the following amendments to proposed Parcels A and C, located adjacent to Kensington Boulevard and 22nd Street West:

- i. Amend the Kensington Neighbourhood Concept Plan (Concept Plan) to redesignate the parcels from “Mixed-Use” and “Buffer Strip” to “Commercial”;
- ii. Redesignate the parcels from “Residential” to “District Commercial” on the Official Community Plan – Land Use Map; and
- iii. Rezone the parcels from B1B – Neighbourhood Commercial – Mixed-Use District to B2 – District Commercial District, subject to Rezoning Agreements.

The purpose of these amendments is to provide for larger format retail development in conjunction with the existing neighbourhood commercial mixed-use sites to create a vibrant community-oriented commercial node at the Kensington neighbourhood gateway.

Report Highlights

1. Dream is proposing a commercial development in the southern portion of Kensington on land currently zoned B1B District.
2. As part of this development, two retail stores are proposed that exceed the maximum gross floor area (GFA) of 325 m² for retail stores in the B1B District.
3. Amendments to the Concept Plan, Official Community Plan, and a rezoning to B2 District, subject to Rezoning Agreements, are required to accommodate the larger format stores.
4. Commercial development of a district scale is appropriate at this location.

Proposed Kensington Neighbourhood Concept Plan Amendment, Official Community Plan Amendment, and Rezoning by Agreement – Parcels A and C, Kensington Boulevard

5. Municipal buffer strips are proposed to be transferred to Dream to accommodate the proposed development.

Strategic Goal

This report supports the Strategic Goal of Sustainable Growth by supporting the creation of “complete community” neighbourhoods, which includes access to commercial services that provide convenience and amenity to residents.

Background

The Concept Plan was originally approved by City Council in April 2012 (see Attachment 1). The Concept Plan identified the subject sites as part of an area located adjacent to Kensington Boulevard, at the 22nd Street West entrance to Kensington, to be developed as commercial and institutional mixed use. A designation of “Residential” on the Official Community Plan – Land Use Map and zoning designation of B1B – Neighbourhood Commercial – Mixed-Use District were subsequently applied, consistent with the approved Concept Plan.

Report

Proposed Development of Parcels A and C

Dream is proposing a commercial development known as The Shops of South Kensington, comprising a land area totalling 3.339 hectares (8.25 acres) and including approximately 8,825 m² (95,000 square feet) of commercial space, intended to serve Kensington and adjacent existing and future residential neighbourhoods. This community-oriented commercial development is to be located at the 22nd Street West entry into the Kensington neighbourhood.

As part of this development, Dream is proposing two retail stores with GFAs of approximately 1,580 m² (17,000 square feet) and 3,450 m² (37,000 square feet) that would be developed in conjunction with the existing neighbourhood commercial mixed-use sites zoned B1B District. Regulations for the B1B District limit the size of retail stores and restaurants to a maximum of 325 m² (3,498 square feet).

The amendments discussed in this report are required to accommodate the two retail stores larger than 325 m² proposed on Parcel A and Parcel C. See Attachment 2 for a site plan and Attachments 3 and 4 for building elevations of the proposed development of these parcels.

Concept Plan Amendment

An amendment to the Concept Plan is required to redesignate Parcels A and C from “Mixed-Use” and “Buffer Strip” to “Commercial” (see Attachment 5). The 2012 Concept Plan envisioned the south mixed-use area in Kensington as accommodating residential, institutional, and retail uses. The proposed “Commercial” designation will support retail use at a larger scale on the southerly portion of these parcels, totalling 1.681 hectares (4.15 acres), with the remainder of “Mixed-Use” land remaining at 2.449 hectares (6.052 acres).

Proposed Kensington Neighbourhood Concept Plan Amendment, Official Community Plan Amendment, and Rezoning by Agreement – Parcels A and C, Kensington Boulevard

The Concept Plan identified municipal buffer strips on each side of Kensington Boulevard, extending approximately 30 metres north from the 22nd Street right-of-way. The buffer strips were provided as part of a landscaped entrance that would include neighbourhood identification signage. The buffer strips also served to restrict driveway access to Kensington Boulevard from adjacent sites. Dream has requested to close these buffer strips and consolidate the land with the adjacent sites, as discussed later in this report, in order to accommodate alternative site development. Appropriate space to provide a landscaped neighbourhood entrance and signage still exists within the 22nd Street and Kensington Boulevard right-of-ways.

Official Community Plan Amendment

An amendment to the Official Community Plan – Land Use Map is required to redesignate the subject parcels from “Residential” to “District Commercial” (see Attachment 5). While the “Residential” designation supports the original commercial and institutional mixed-use intent for these parcels, a “District Commercial” designation is required to reflect the scale of commercial development proposed on Parcels A and C. The proposed amendments do not change the intent of the area identified in the Concept Plan, which is to provide retail needs and services to Kensington and other neighbourhoods in the area.

Provisions of Rezoning Agreement

A rezoning from B1B – Neighbourhood Commercial – Mixed-Use District to B2 – District Commercial District, subject to Rezoning Agreements, is required for each of these parcels (see Attachment 5). The Rezoning Agreements will control building form, interaction with the street, and site layout to ensure the development contributes to Kensington Boulevard’s prominence as a neighbourhood gateway and is of a suitable scale for this commercial node. Proposed terms of the Agreements are outlined in Attachment 6.

Compatibility of Proposal with Surrounding Land Uses

The proposal is believed to be compatible with surrounding land uses for the following reasons:

- i. The parcels abut 22nd Street West, classified as an expressway, with a wide right of way and high traffic volumes. Across 22nd Street is the Blairmore Suburban Centre’s regional commercial area, which includes large format retail;
- ii. B1B-zoned land to the north along Kensington Boulevard will provide an appropriate transition from large to smaller scale commercial- and mixed-use as you proceed north into the residential portion of the neighbourhood;
- iii. Through Rezoning Agreements, the building form of the retail stores will be controlled to ensure that they contribute to Kensington Boulevard’s prominence as a neighbourhood gateway, including the use of architectural features, differentiated materials, texture, colour, and glazing to provide visual interest and interaction with the street;

Proposed Kensington Neighbourhood Concept Plan Amendment, Official Community Plan Amendment, and Rezoning by Agreement – Parcels A and C, Kensington Boulevard

- iv. Landscaping along 22nd Street West, Kensington Boulevard, and boundaries with adjacent sites will provide visual appeal and buffer from adjacent multi-family residential uses; and
- v. The parcels extend further south towards 22nd Street than adjacent residential development due to a 30 metre buffer between residential areas and the roadway. The placement of the buildings within this southern extension of the parcels will further separate them from adjacent land uses.

Closure of Municipal Buffer Strips

As the proposed development is being designed to contribute to Kensington Boulevard's prominence as a neighbourhood gateway and to provide for more efficient sites for development, Dream has applied to have the municipal buffer strips adjacent to Kensington Boulevard closed and consolidated with proposed Parcels A and C. To accommodate this, the Administration is proposing to transfer municipal buffer strip MB3B and MB2B to Dream to be consolidated with proposed Parcels A and C in exchange for dedication of other land required for future roads in the area. This item will be dealt with in a separate report from the Transportation and Utilities Department.

Comments from Other Divisions

No concerns were received through the administrative referral process that precludes this application from proceeding to the public hearing. Please refer to Attachment 7 for complete comments.

Options to the Recommendation

City Council could choose to deny this application. This decision would not permit Parcels A and C to be developed as proposed.

Public and/or Stakeholder Involvement

Kensington is in the early stages of development and there is neither a community association nor well-established resident population for which a public information meeting could be held. However, letters were mailed to property owners within approximately 75 metres of the subject sites to solicit feedback. To date, one call has been received by a member of the public asking for clarification on permitted uses in the B2 District. No concerns have been received by our office.

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

A corresponding report from the Transportation and Utilities Department regarding the closure and transfer of municipal buffer strips will be considered by City Council at the same meeting as this report.

Proposed Kensington Neighbourhood Concept Plan Amendment, Official Community Plan Amendment, and Rezoning by Agreement – Parcels A and C, Kensington Boulevard

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. The Planning and Development Division will notify all property owners within 75 metres of the subject site of the public hearing date, by letter. A notice will be placed in The StarPhoenix two weeks prior. Notice boards will be placed on the site.

Attachments

1. Kensington Neighbourhood Concept Plan
2. Proposed Site Plan
3. Proposed Building Elevations – Parcel A
4. Proposed Building Elevations – Parcel C
5. Location Maps
6. Provisions of Rezoning Agreements
7. Comments from Other Divisions

Report Approval

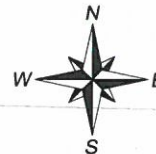
Written by: Brent McAdam, Planner, Planning and Development
Reviewed by: Don Cook, Acting Director of Planning and Development
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/DS/2015/MPC – Proposed Kensington Neighbourhood Concept Plan Amendment, OCP Amendment, and Rezoning by Agreement – Parcels A and C, Kensington Boulevard/ks

KENSINGTON CONCEPT PLAN

AMENDED JANUARY 26, 2015

ORIGINAL KENSINGTON
CONCEPT PLAN
APPROVED APRIL 2012



- SINGLE FAMILY DETACHED
- SINGLE FAMILY DETACHED (RESIDENTIAL CARE HOME)
- ST MULTI UNIT (STREET TOWNHOUSE)
- MULTI UNIT (GROUP TOWNHOUSE)
- MULTI UNIT (STACKED GROUP TOWNHOUSE)
- MULTI UNIT MEDIUM DENSITY (APARTMENT STYLE)
- MIXED USE (COMM/RES/INST.)
- POTENTIAL SCHOOL SITE
- MUNICIPAL RESERVE
- STORM WATER PARCEL
- BUFFER STRIP
- STORM POND
- CONCEPT PLAN BOUNDARY
- CITY LIMITS

HWY 14

22nd Street

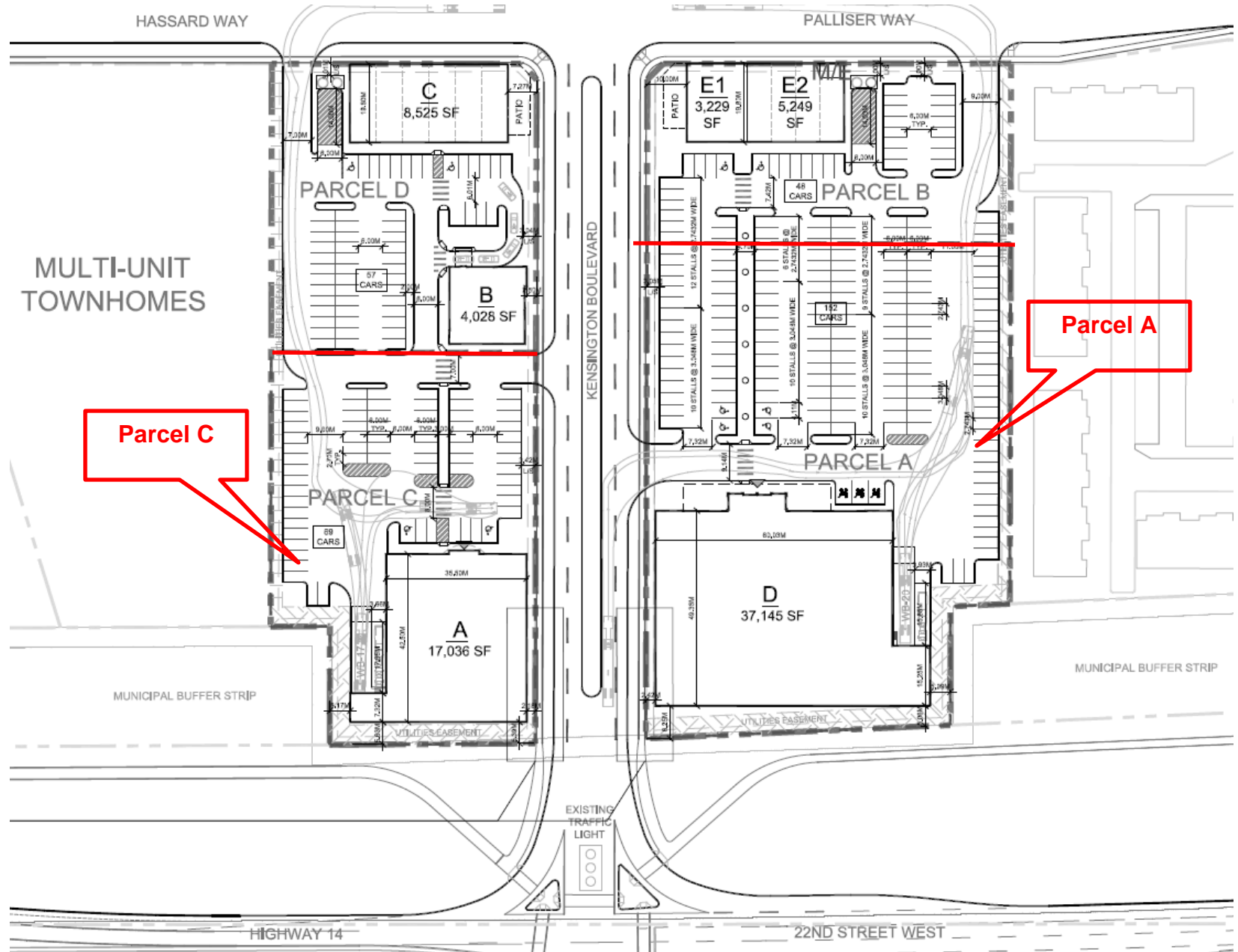


NOTE: The information contained on this map is for reference only and should not be used for legal purposes. All proposed line work is subject to change. This map may not be reproduced without the expressed written consent of the Regional Planning, Mapping & Research Section.

DRAWING NOT TO BE SCALED
February 9, 2015

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Proposed Site Plan – The Shops of South Kensington



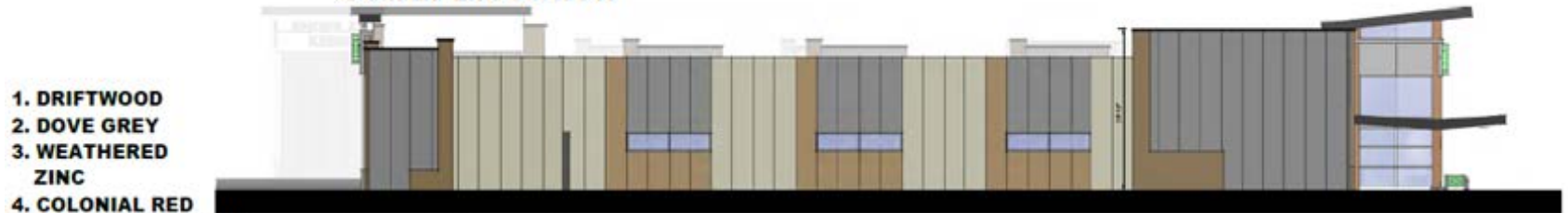
Proposed Site Plan

ATTACHMENT 2

Proposed Building Elevations – Parcel A



South Elevation

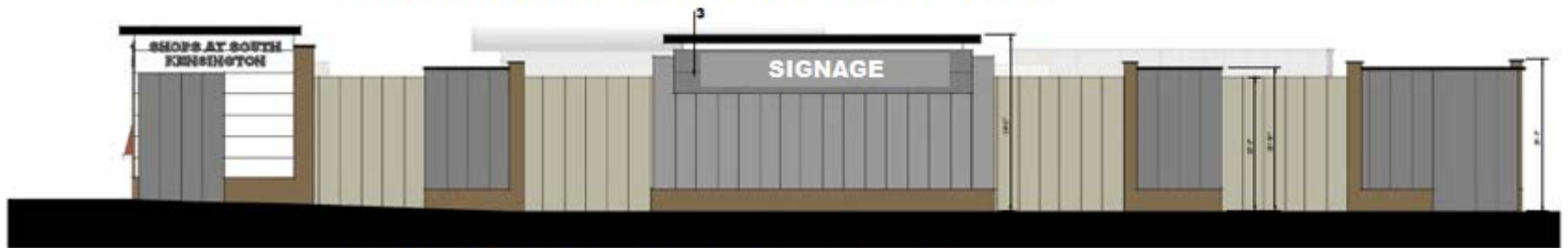


West Elevation

- 1. DRIFTWOOD
- 2. DOVE GREY
- 3. WEATHERED ZINC
- 4. COLONIAL RED
- 5. IXL BRONZESTONE MATTE
- 6. CLEAR GLASS/ CLEAR ANODIZED ALUMINUM
- 7. CEDAR
- 8. BLACK FLASHING
- 9. WHITE



East Elevation (View from Kensington Boulevard)



North Elevation (View from 22nd Street West)

Proposed Building Elevations – Parcel A

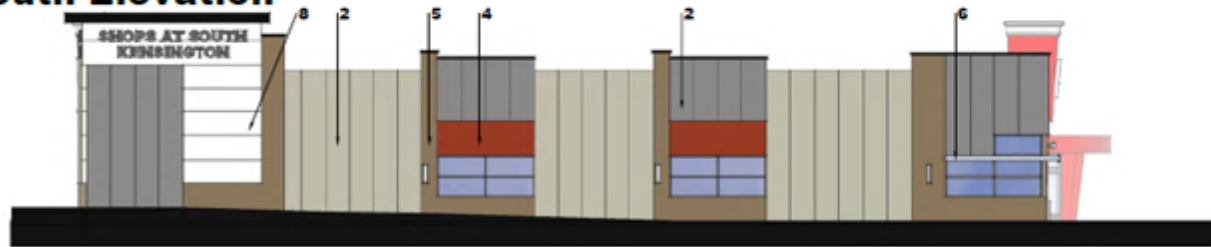
ATTACHMENT 3

Proposed Building Elevations – Parcel C

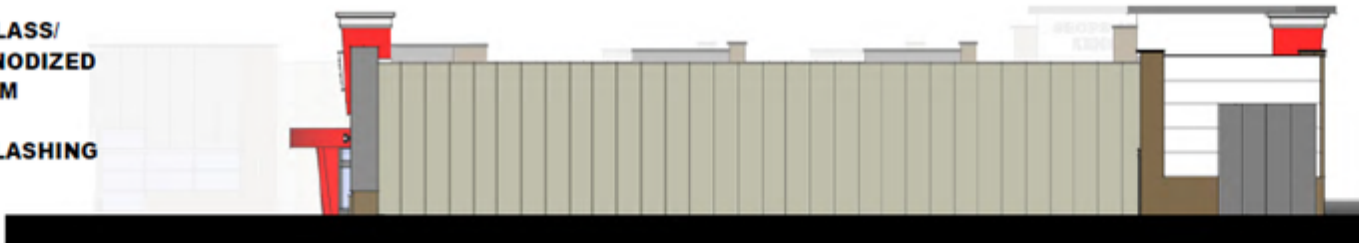


South Elevation

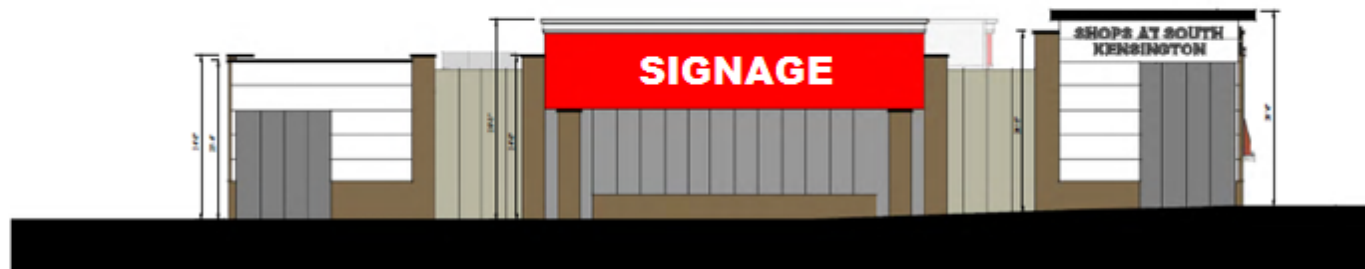
- 1. DRIFTWOOD
- 2. DOVE GREY
- 3. WEATHERED ZINC
- 4. COLONIAL RED
- 5. IXL BRONEZESTONE MATTE
- 6. CLEAR GLASS/
CLEAR ANODIZED ALUMINUM
- 7. CEDAR
- 8. BLACK FLASHING



West Elevation (View from Kensington Boulevard)



East Elevation

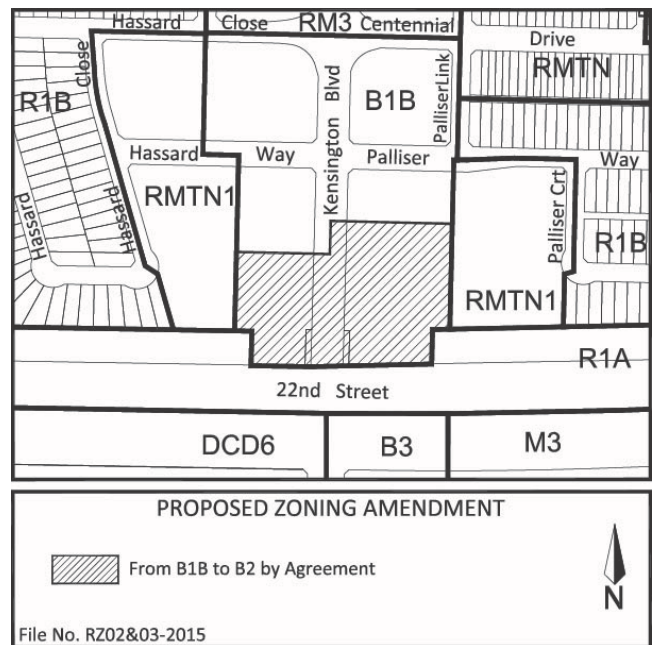
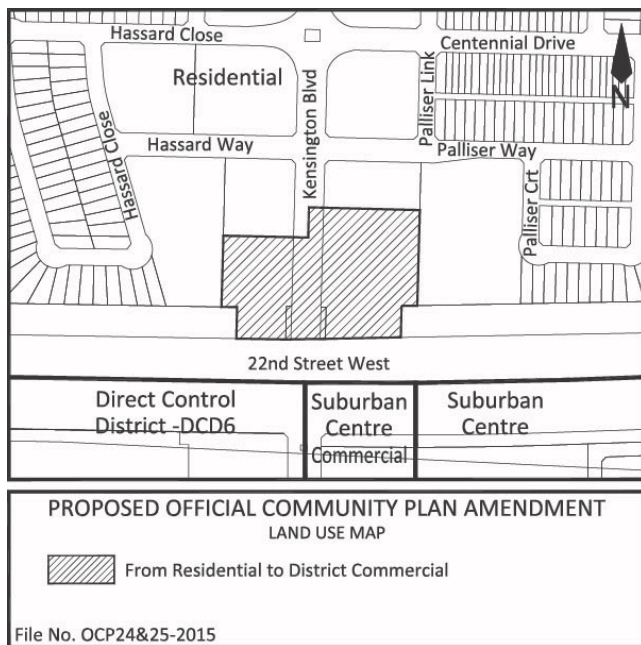
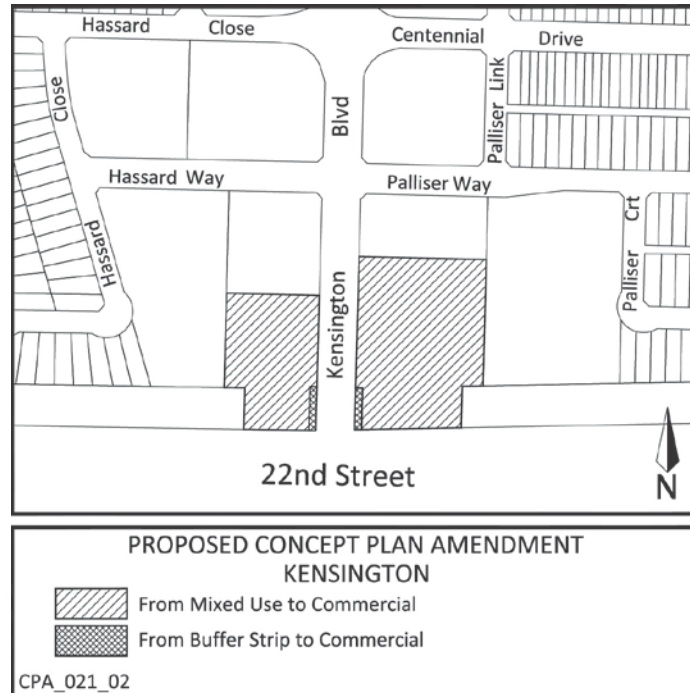


North Elevation (View from 22nd Street West)

Proposed Building Elevations – Parcel C

ATTACHMENT 4

Location Maps



Provisions of Rezoning Agreements

Parcel A

1. **Use of Land:** Those uses permitted in the B2 District.
2. **Front Yard Setback:** Minimum 2.0 m.
3. **Rear Yard Setback:** Minimum 5.09 m.
4. **Building Height:** Maximum of 9.5 m.
5. **Landscaping:** In addition to the landscaping requirements contained in the B2 District:
 - a. Landscaping shall be provided in general conformance with the landscape plan attached to this agreement; and
 - b. Landscaping shall be provided, where possible, within any traffic islands located within the interior of the site unless used as part of the pedestrian walkway.
6. **Pedestrian Walkway:** A hard-surfaced pedestrian walkway shall be provided through the parking area on the site which provides safe and convenient access to principal building entrances. Where the walkway crosses a driving aisle, an appropriately marked crosswalk shall be provided.
7. **Outdoor Lighting:** All outdoor lighting must be of an appropriate arrangement and intensity that does not unduly interfere with adjacent residential land uses.
8. **Street Interface:** For portions of any building adjacent to Kensington Boulevard and 22nd Street West, the façade shall be articulated in a manner that provides visual interest from the street including, but not limited to, use of architectural features; and changes in texture, colour, and building materials. In addition, glazing shall be provided, where possible, along the Kensington Boulevard elevation.

All other provisions of the B2 District not otherwise mentioned above shall apply. The site plan and building elevations shall be attached as appendices to the Agreement to ensure that final development is in substantial conformance with them.

Parcel C

1. **Use of Land:** Those uses permitted in the B2 District.
2. **Front Yard Setback:** Minimum 2.0 m.
3. **Rear Yard Setback:** Minimum 5.17 m.
4. **Building Height:** Maximum of 9.5 m.
5. **Landscaping:** In addition to the landscaping requirements contained in the B2 District:
 - a. Landscaping shall be provided in general conformance with the landscape plan attached to this agreement; and

- b. Landscaping shall be provided, where possible, within any traffic islands located within the interior of the site unless used as part of the pedestrian walkway.
- 6. **Pedestrian Walkway:** A hard-surfaced pedestrian walkway shall be provided through the parking area on the site which provides safe and convenient access to principal building entrances. Where the walkway crosses a driving aisle, an appropriately marked crosswalk shall be provided.
- 7. **Outdoor Lighting:** All outdoor lighting must be of an appropriate arrangement and intensity that does not unduly interfere with adjacent residential land uses.
- 8. **Street Interface:** For portions of any building adjacent to Kensington Boulevard and 22nd Street West, the façade shall be articulated in a manner that provides visual interest from the street including, but not limited to, use of architectural features; and changes in texture, colour, and building materials. In addition, glazing shall be provided, where possible, along the Kensington Boulevard elevation.

All other provisions of the B2 District not otherwise mentioned above shall apply. The site plan and building elevations shall be attached as appendices to the Agreement to ensure that final development is in substantial conformance with them.

Comments From Other Divisions

Transportation and Utilities Department

The proposed amendments, as noted in the report, are acceptable to the Transportation and Utilities Department, with the following comments:

1. The adjacent sanitary sewer capacity appears to be sufficient for this development.
2. Regarding the storm sewer system adjacent to the proposed development, direct connection to the intersection of Kensington Boulevard/Palliser Way, or the 450 mm storm pipe in Kensington Boulevard, is preferred. Flows need to be controlled via orifices as shown in the servicing report submitted by the Developer.

Planning and Development Comment: The Applicant acknowledges and accepts this requirement and will address it in the detailed design stage prior to the issuance of a Building Permit.

3. The internal water main sizes should be increased from 150 mm to 200 mm.

Planning and Development Comment: The Applicant acknowledges and accepts this requirement and will address it in the detailed design stage prior to the issuance of a Building Permit.

4. The development accesses, as proposed, are approved subject to the City of Saskatoon Private Driveway Crossing Guidelines.
5. The intersection at Hassard/Palliser Way and Kensington Boulevard will not be signalized as the distance between the roundabout at Hassard Close/Centennial Drive and signals at 22nd Street is insufficient.

August 31, 2015

City Clerk

Dear City Clerk:

**Re: Municipal Planning Commission Report for Public Hearing
Proposed Kensington Neighbourhood Concept Plan Amendment
Official Community Plan Amendment and Rezoning by Agreement –
Parcels A and C, Kensington Boulevard
[Files CK. 4351-015-013, x 4110-44, PL. 4350-Z2/15 and PL. 4350-Z3/15]**

The Municipal Planning Commission, at its meeting held on August 25, 2015, considered a report of the General Manager, Community Services Department, dated July 28, 2015, on the above application.

During consideration of the application concerns were raised regarding traffic in the area, the use of short turning lanes, distance between the pedestrian crosswalks, noise from acceleration and deceleration of vehicles echoing off the buildings as well as separation of the development sites.

Following consideration of the matter, the Commission supports the following recommendation of the Community Services Department:

1. That the proposed Kensington Neighbourhood Concept Plan amendment, as outlined in the report of the General Manager, Community Services Department dated August 25, 2015, be approved;
2. That the proposed Official Community Plan – Land Use Map amendment, as outlined in the report of the General Manager, Community Services Department dated August 25, 2015, be approved; and
3. That the proposed amendment to Zoning Bylaw No. 8770 amendment, as outlined in the report of the General Manager, Community Services Department dated August 25, 2015, be approved.

The Commission respectfully requests that the above report be considered by City Council at the time of the public hearing with respect to the above proposed application.

The Administration has also provided the following attachments that address the concerns of the Commission:

Attachment 1: The intersection of Kensington and 22nd Street shows turning movements as well as pedestrian connections.

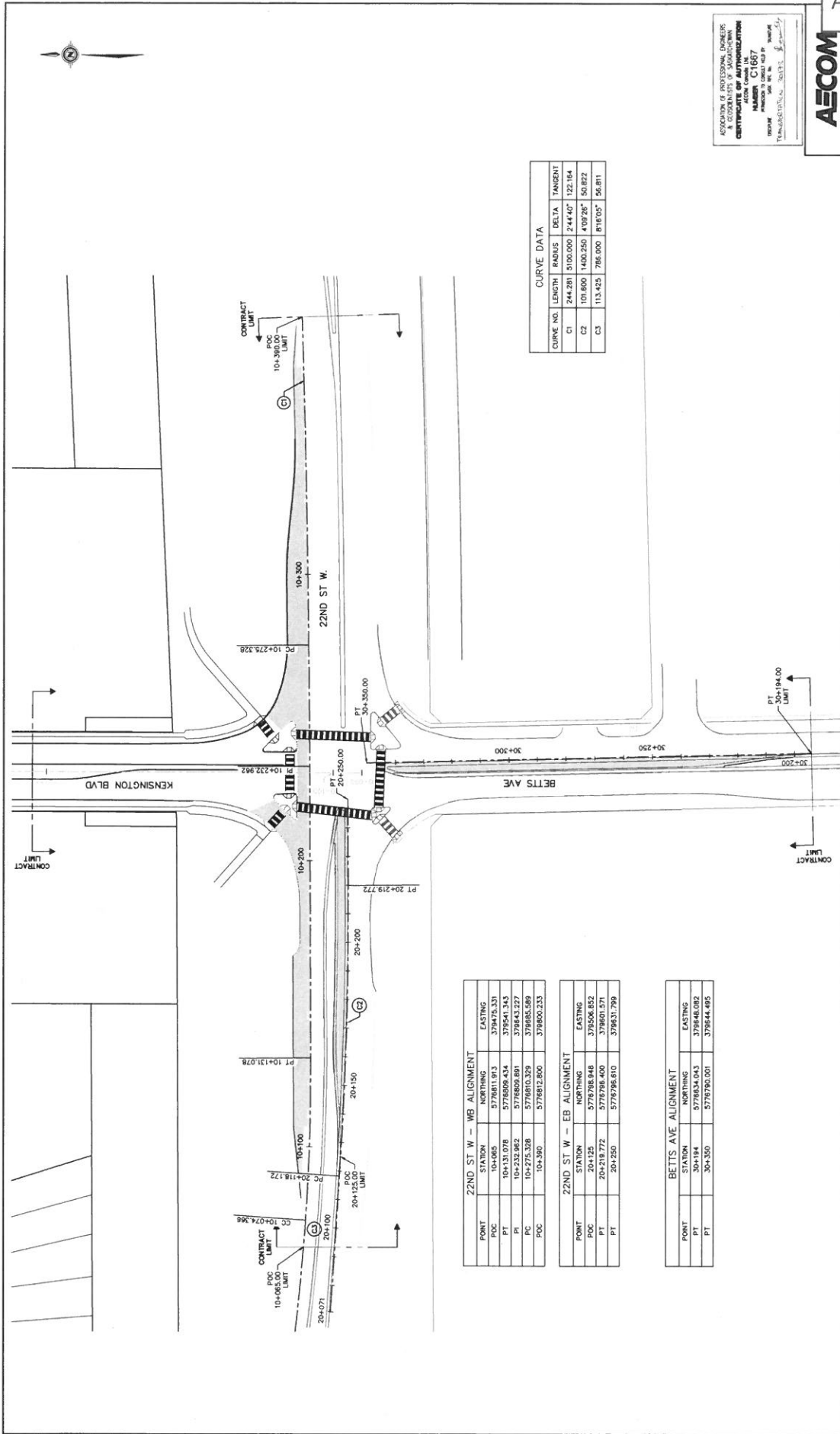
Attachment 2: The aerial map shows the separation of the development sites from the 22nd Street roadway.

Yours truly,



Jodi Lorenz, Committee Assistant
Municipal Planning Commission

JL:sj



CURVE DATA

CURVE NO.	LENGTH	RADIUS	DELTA	TANGENT
C1	244.281	5100.000	244.407	122.184
C2	101.600	1400.250	4109.265	50.822
C3	113.425	786.000	8116.000	56.811

22ND ST W - WB ALIGNMENT

POINT	STATION	NORTHING	EASTING
POC	10+485	5778611.913	379475.331
PT	10+131.078	5778605.434	379541.343
PI	10+232.962	5778602.891	379543.227
POC	10+474.508	5778612.079	379555.399
POC	10+430	5778612.800	379550.233

22ND ST W - EB ALIGNMENT

POINT	STATION	NORTHING	EASTING
POC	20+125	5778798.948	379506.852
PT	20+213.772	5778798.400	379501.571
PT	20+250	5778796.810	379531.790

BETTS AVE ALIGNMENT

POINT	STATION	NORTHING	EASTING
PT	30+184	5778634.043	379648.082
PT	30+350	5778790.001	379644.485

ASSOCIATION OF PROFESSIONAL ENGINEERS & GEOMETRISTS OF SASKATCHEWAN
CERTIFICATE OF AUTHORIZATION
 NUMBER: C1667
 PROJECT: 1507/24
 TRANSPORTATION SERVICES

AECOM

PROJECT NUMBER: 1507/24
 SHEET NO: 300
 PLAN NO: 300

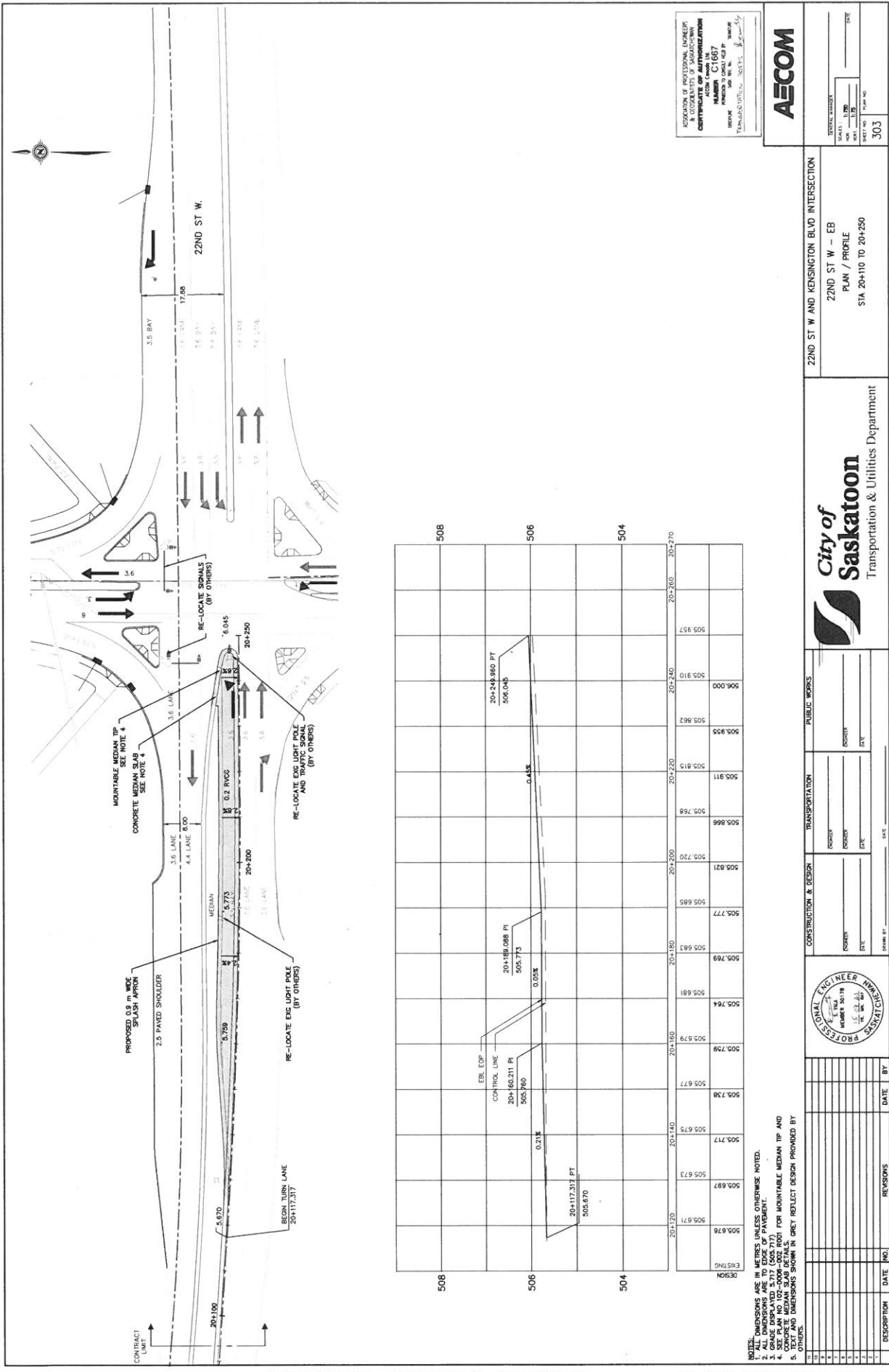
22ND ST W AND KENSINGTON BLVD INTERSECTION
 GEOMETRIC LAYOUT

City of Saskatoon
 Transportation & Utilities Department

CONSTRUCTION & DESIGN
 TRANSPORTATION
 PUBLIC WORKS



NO.	DESCRIPTION	DATE	BY	REVISIONS



AECOM

ASSOCIATION OF PROFESSIONAL ENGINEERS & GEODETISTS OF SASKATCHEWAN
 CORPORATION OF SASKATCHEWAN
 AECOM
 MEMBER C1657
 MEMBER IN GOOD STANDING

PROJECT: 22ND ST W - EB
 SHEET NO: 303

22ND ST W - EB
 PLAN / PROFILE
 STA 20+10 TO 20+250

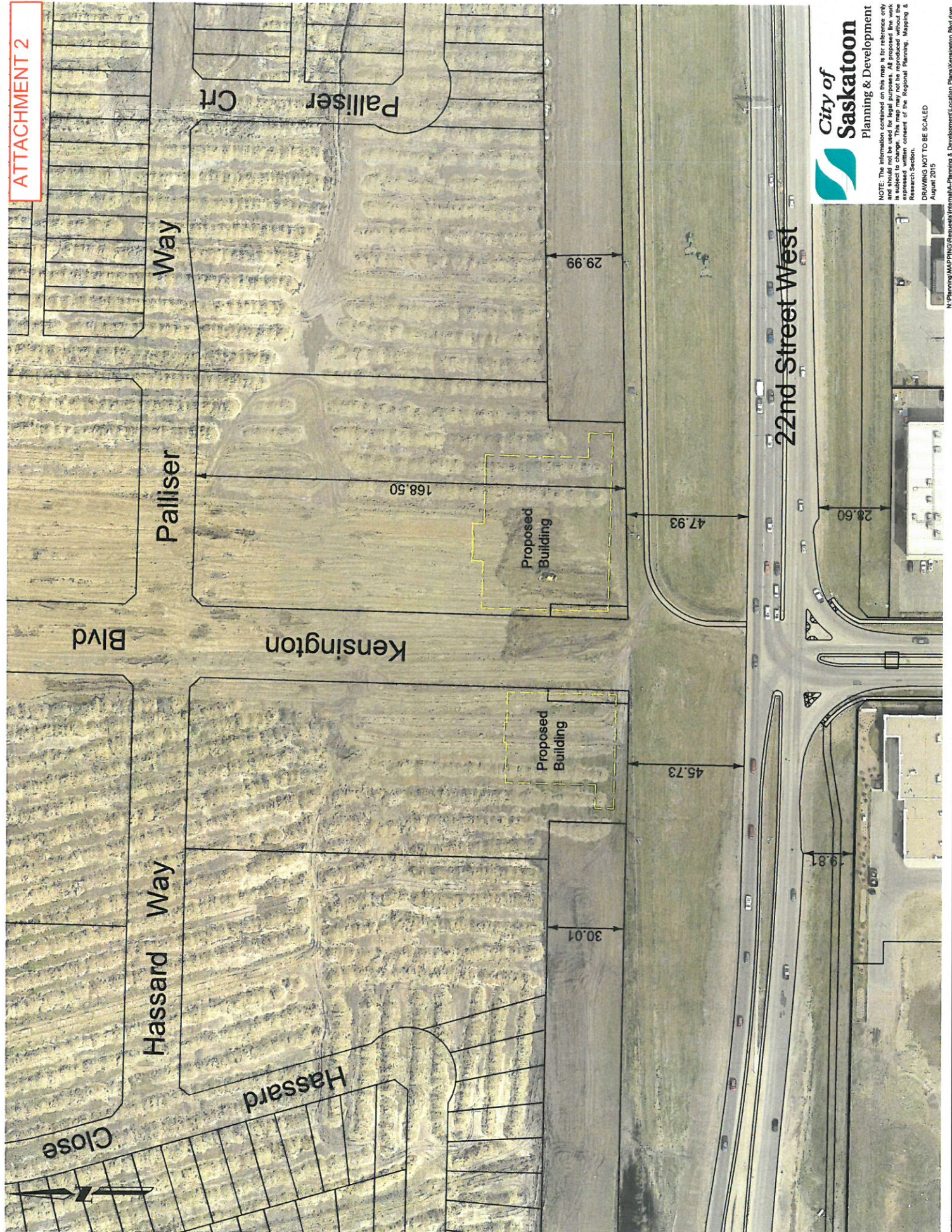


CONSTRUCTION & DESIGN	TRANSPORTATION	PUBLIC WORKS
DESIGNER: _____	DESIGNER: _____	DESIGNER: _____
DATE: _____	DATE: _____	DATE: _____
APPROVED BY: _____	DATE: _____	DATE: _____



REVISIONS	DATE	BY

- NOTE: DIMENSIONS ARE IN METRES, UNLESS OTHERWISE NOTED.
- ALL DIMENSIONS ARE TO EDGE OF PAVEMENT.
 - TRAFFIC SIGNALS SHALL BE 5007 LOGIC CONTROLLED.
 - SHALL BE APPLIED TO 5007 LOGIC CONTROLLED.
 - CONCRETE MEDIAN SLAB DETAILS.
 - EXISTING DIMENSIONS SHOWN IN GREY. REFLECT DESIGN PROVIDED BY OTHERS.



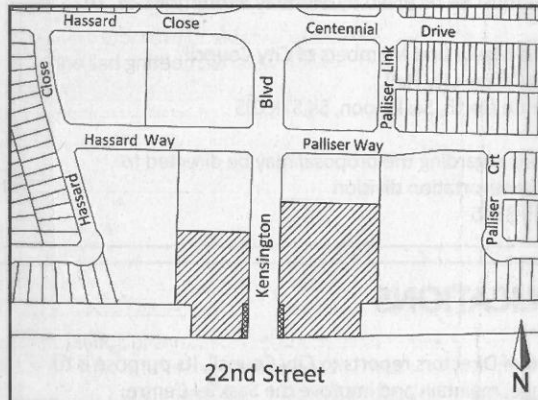
City of Saskatoon
 Planning & Development
 NOTE: The information contained on this map is for reference only and should not be used for legal purposes. All proposed line work and dimensions are for informational purposes only and should be expressed within consent of the Regional Planning, Mapping & Research Section.
 DRAWING NOT TO BE SCALED
 August 2015

THE STARPHOENIX, SATURDAY, SEPTEMBER 12, 2015 and
SUNDAY PHOENIX, SEPTEMBER 13, 2015



PUBLIC NOTICE
PROPOSED KENSINGTON NEIGHBOURHOOD
CONCEPT PLAN AMENDMENT

Saskatoon City Council will consider an amendment to the Kensington Neighbourhood Concept Plan, submitted by Dream Asset Management Corporation. The proposed amendment will re-designate proposed Parcel LL and Parcel MM from "Mixed Use" to "Commercial" and adjacent municipal buffer strips from "Buffer Strip" to "Commercial" on the Concept Plan.

REASON FOR THE AMENDMENT – The Concept Plan amendment, proposed in conjunction with the corresponding amendments to the Official Community Plan and Zoning Bylaw, will provide for commercial development on the land in the form of larger format retail development in conjunction with the existing neighbourhood commercial mixed-use sites.



PROPOSED CONCEPT PLAN AMENDMENT
KENSINGTON

	From Mixed Use to Commercial
	From Buffer Strip to Commercial

CPA_021_02

INFORMATION – Questions regarding the proposed amendment may be directed to the following:
Community Services Department,
Planning and Development
Phone: 306-986-0902 (Brent McAdam)

PUBLIC HEARING – City Council will hear all submissions on the proposed amendment, and all persons who are present at the City Council meeting and wish to speak on **Monday, September 28, 2015 at 6:00 p.m. in City Council Chamber, City Hall, Saskatoon, Saskatchewan.**

All written submissions for City Council's consideration must be forwarded to:
His Worship the Mayor and Members of City Council
c/o City Clerk's Office, City Hall
222 Third Avenue North, Saskatoon SK S7K 0J5

All submissions received by the City Clerk by **10:00 a.m. on Monday, September 28, 2015** will be forwarded to City Council. City Council will also hear all persons who are present and wish to speak to the proposed Bylaw.

BYLAW NO. 9311

The Official Community Plan Amendment Bylaw, 2015 (No. 8)

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Official Community Plan Amendment Bylaw, 2015 (No. 8)*.


Purpose

2. The purpose of this Bylaw is to amend the Official Community Plan to change the land use designation of the land described in the Bylaw from Residential to District Commercial.

Official Community Plan Amended

3. The Official Community Plan which is annexed as Schedule "A" to Bylaw No. 8769 and forms part of the Bylaw, is amended in the manner set forth in this Bylaw.

Kensington Land Use Policy Map Amended

4. The Land Use Map, which forms part of the Official Community Plan, is amended to change the land use designation of the land described in this Section and shown as  on Appendix "A" and "B" to this Bylaw from Residential to District Commercial:
 - (a) Lots LL and MM as shown on Plan showing Proposed Subdivision of parts of Parcel HH and JJ, all of Municipal Buffer Strip MB2A and all of Municipal Buffer Strip MB3A all in Plan No. 102164475, S.W. ¼ Sec. 35 – Twp. 36 – Rge. 6 – W.3Mer., City of Saskatoon, Saskatchewan, by Murray Radoux, S.L.S., dated July 23, 2015.

Coming into Force

5. This Bylaw shall come into force upon receiving the approval of the Minister of Government Relations.

Read a first time this _____ day of _____, 2015.

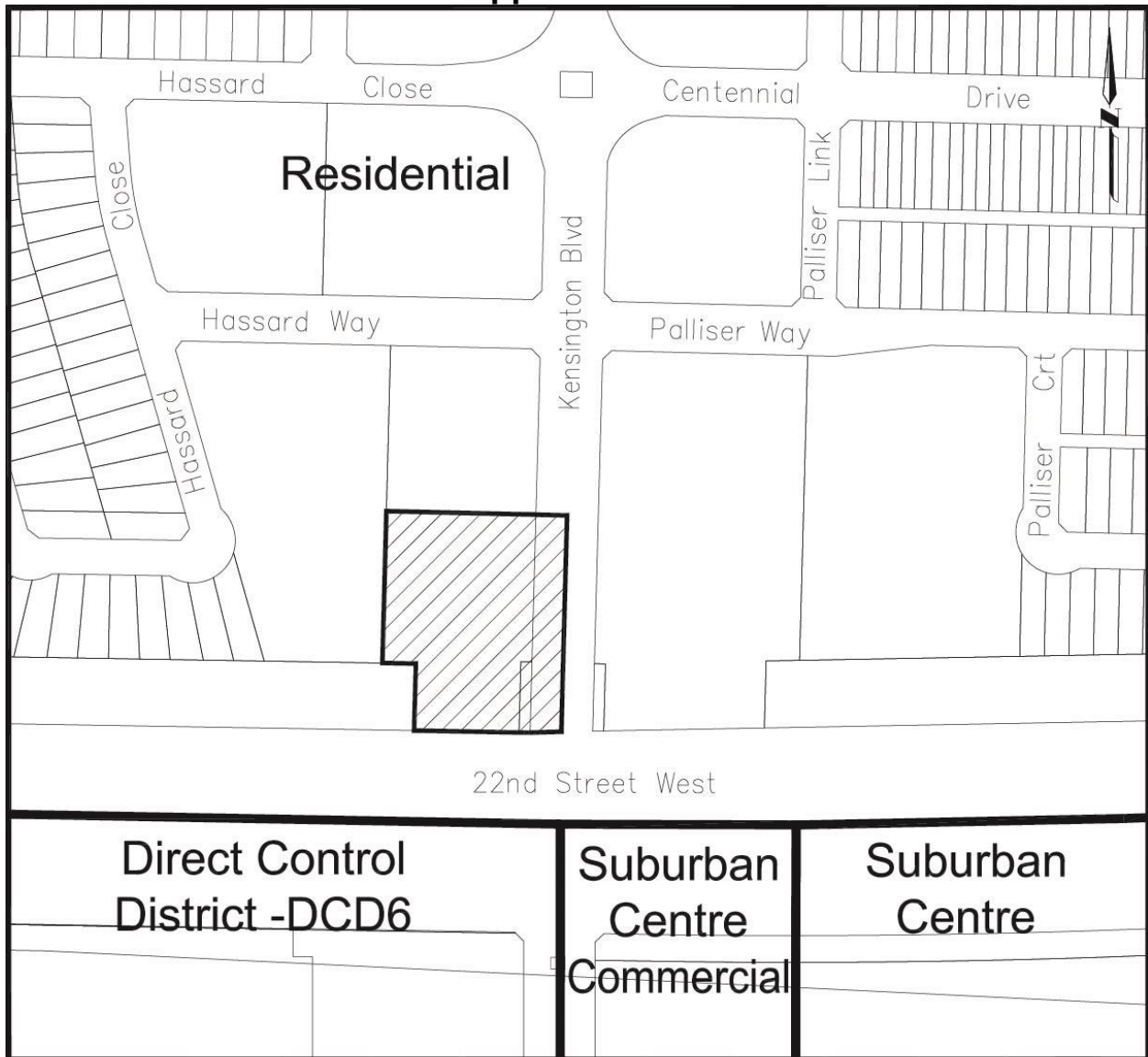
Read a second time this _____ day of _____, 2015.

Read a third time and passed this _____ day of _____, 2015.

Mayor

City Clerk

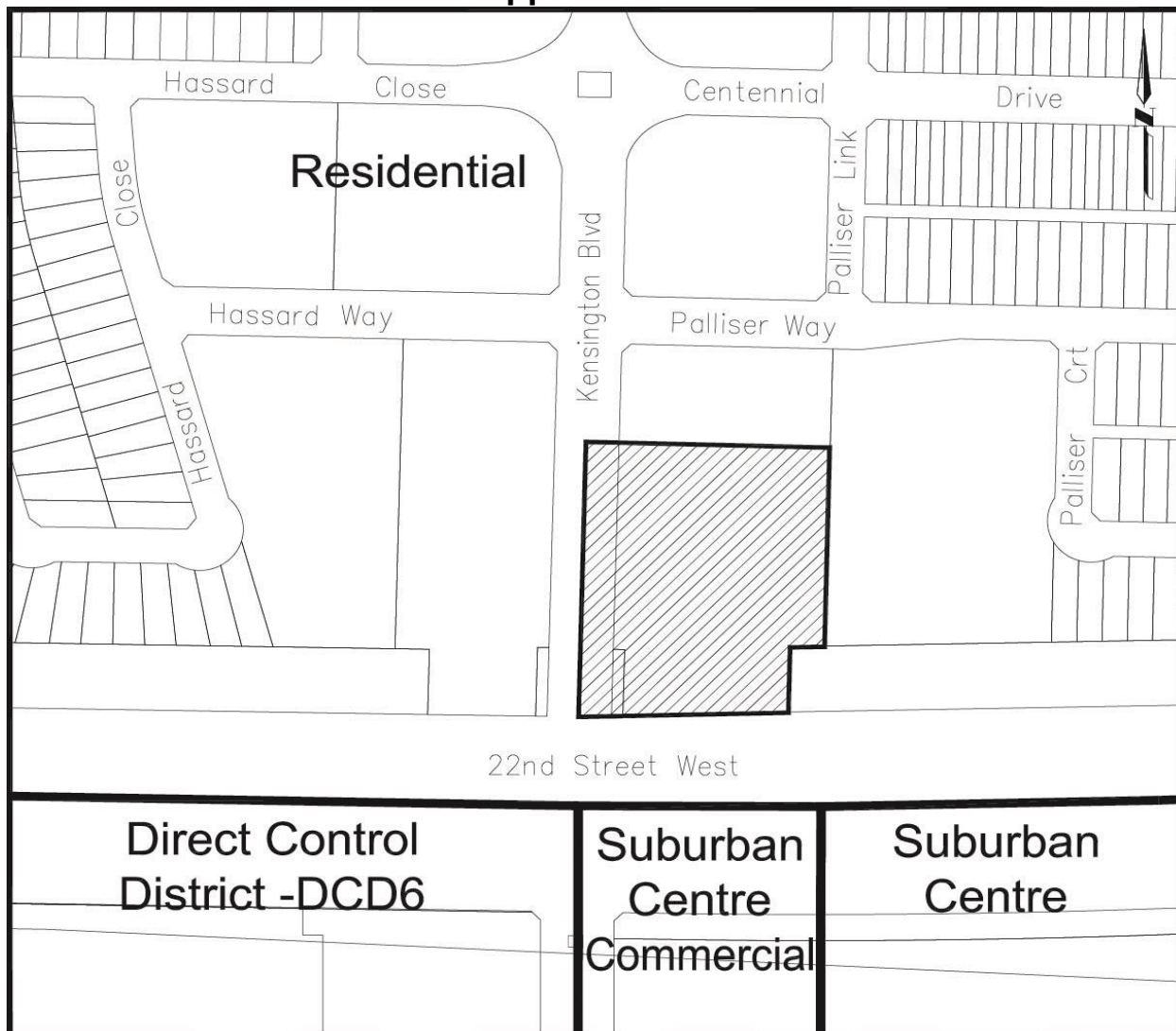
Appendix "A"



OFFICIAL COMMUNITY PLAN AMENDMENT LAND USE MAP

 From Residential to District Commercial

Appendix "B"



OFFICIAL COMMUNITY PLAN AMENDMENT LAND USE MAP

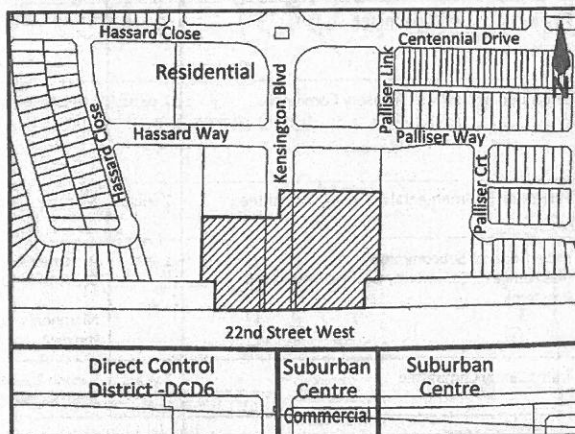
 From Residential to District Commercial

**OFFICIAL COMMUNITY PLAN NOTICE
KENSINGTON**


**PROPOSED AMENDMENT TO THE OFFICIAL COMMUNITY PLAN –
LAND USE MAP – BYLAW NO. 9311**

Saskatoon City Council will consider an amendment to the Official Community Plan, Bylaw No. 8769, submitted by Dream Asset Management Corporation. By way of Bylaw No. 9311, The Official Community Plan Amendment Bylaw, 2015 (No. 8), proposed Parcel LL and Parcel MM will be re-designated from "Residential" to "District Commercial" on the Official Community Plan – Land Use Map.

LEGAL DESCRIPTION – Proposed Subdivision of parts of Parcels HH & JJ; all of Municipal Buffer Strip MB2A; and all of Municipal Buffer Strip MB3A; all in Plan No. 102164475 SW ¼ Sec 35-Twp 36-Rge 6-W3M



**PROPOSED OFFICIAL COMMUNITY PLAN AMENDMENT
LAND USE MAP**

 From Residential to District Commercial

File No. OCP24&25-2015

REASON FOR THE AMENDMENT – The "District Commercial" designation, proposed in conjunction with corresponding amendments to the Kensington Neighbourhood Concept Plan and the Zoning Bylaw, will provide for the development of larger retail stores on each proposed parcel within a location that is appropriate for retail land use of a district scale.

INFORMATION – Questions regarding the proposed amendment or requests to view the proposed amending Bylaw, the City of Saskatoon Zoning Bylaw and Zoning Map may be directed to the following without charge:
Community Services Department, Planning and Development Division
Phone: 306-986-0902 (Brent McAdam)

PUBLIC HEARING – City Council will hear all submissions on the proposed amendment, and all persons who are present at the City Council meeting and wish to speak on **Monday, September 28, 2015 at 6:00 p.m. in City Council Chamber, City Hall, Saskatoon, Saskatchewan.**

All written submissions for City Council's consideration must be forwarded to:
His Worship the Mayor and Members of City Council
c/o City Clerk's Office, City Hall
222 Third Avenue North, Saskatoon SK S7K 0J5

All submissions received by the City Clerk by **10:00 a.m. on Monday, September 28, 2015** will be forwarded to City Council. City Council will also hear all persons who are present and wish to speak to the proposed Bylaw.

BYLAW NO. 9309

The Zoning Amendment Bylaw, 2015 (No. 25)

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Zoning Amendment Bylaw, 2015 (No. 25)*.


Purpose

2. The purpose of this Bylaw is to authorize the rezoning agreement which is annexed hereto as Appendix "B".

Zoning Bylaw Amended

3. Zoning Bylaw No. 8770 is amended in the manner set forth in this Bylaw.

B1B District to B2 District

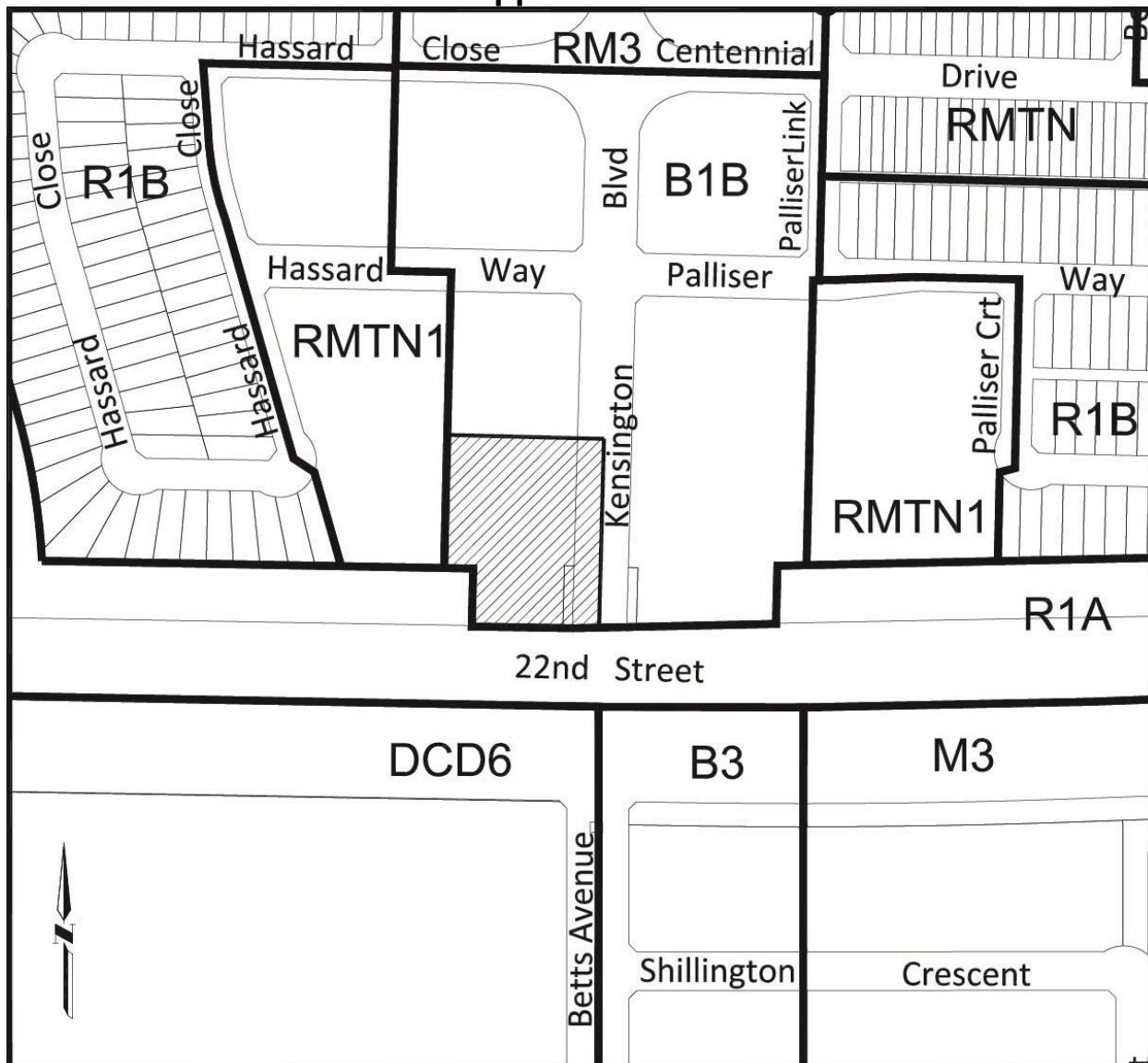
4. The Zoning Map, which forms part of Bylaw No. 8770 is amended by rezoning the lands described in this Section and shown as  on Appendix "A" to this Bylaw from a B1B District to a B2 District subject to the provisions of the Agreement annexed as Appendix "B" to this Bylaw:

- (a) Legal Land Description: Lot MM as shown on Plan showing Proposed Subdivision of parts of Parcels HH and JJ, all of Municipal Buffer Strip MB2A and all of Municipal Buffer Strip MB3A all in Plan No. 102164475, S.W. ¼ Sec. 35 – Twp. 36 – Rge. 6 – W. 3Mer., Saskatoon, Saskatchewan, by Murray Radoux, S.L.S., dated July 23, 2015.

Execution of Agreement Authorized

5. The Mayor and Clerk are authorized to execute the Agreement annexed as Appendix "B" to this Bylaw.

Appendix "A"



ZONING AMENDMENT

 From B1B to B2 by Agreement

Rezoning Agreement

This Agreement made effective this ____ day of _____, 2015.

Between:

The City of Saskatoon, a municipal corporation pursuant to *The Cities Act*, S.S. 2002 Chapter C-11.1 (the “City”)

- and -

Dream Asset Management Corporation, an extra-provincial corporation carrying on business in the City of Saskatoon, in the Province of Saskatchewan (the “Owner”)

Whereas:

1. The Owner is the registered owner of the land described as follows:
 - (a) Surface Parcel No. 202996097
Legal Land Description: Blk/Par HH, Plan 102164475 Ext 0

(hereinafter referred to as the “Land”).
2. The City is the registered owner of land described as follows:
 - (a) Surface Parcel No. 202996143
Legal Land Description: Blk/Par MB3A, Plan 102164475 Ext 0

(hereinafter referred to as the “Buffer Strip”).
3. The Owner has applied to the City to request that a portion of the Buffer Strip be redesignated as parcel land and consolidated with the Land (hereinafter referred to as the “Parcel”).
4. The Owner has applied to the City for approval to rezone the Parcel from a B1B District to a B2 District to allow the development of the proposal specified in this Agreement.
5. The City has an approved Official Community Plan which, pursuant to Section 69 of *The Planning and Development Act, 2007*, contains guidelines respecting the entering into of agreements for the purpose of accommodating requests for the rezoning of land.

6. The City has agreed, pursuant to the provisions of Section 69 of *The Planning and Development Act, 2007*, to rezone the Parcel from a B1B District to a B2 District, subject to this Agreement.

Now therefore this Agreement witnesseth that the Parties hereto covenant and agree as follows:

Land to be Used in Accordance with Agreement

1. The Owner agrees that, upon the Parcel being rezoned from a B1B District to a B2 District, none of the Parcel shall be developed or used except in accordance with the terms and conditions set out in this Agreement.

Use of Land

2. The Owner agrees that the use of the Parcel will be those uses permitted in the B2 District. The building and the site must be constructed and developed in substantial compliance with the site plan and building elevations attached as Schedule “A” to this Agreement.

Development Standards

3. The development standards applicable to the Land shall be those applicable to a B2 District except as follows:
 - (a) Building Height: maximum of 9.5m;
 - (b) Front Yard Setback: minimum of 2.0m; and
 - (c) Rear Yard Setback: minimum of 5.17m.

Landscaping

4. In addition to the landscaping requirements contained in the B2 District:
 - (a) Landscaping shall be provided in general conformance with the landscape plan attached as Schedule “B” to this Agreement; and
 - (b) Landscaping shall be provided, where possible, within any traffic islands located within the interior of the site unless used as part of the pedestrian walkway.

Pedestrian Walkway

5. A hard-surfaced pedestrian walkway shall be provided through the parking area on the site which provides safe and convenient access to principal building entrances. Where the walkway crosses a driving aisle, an appropriately marked crosswalk shall be provided.

Outdoor Lighting

6. All outdoor lighting must be of an appropriate arrangement and intensity that does not unduly interfere with adjacent residential land uses.

Street Interface

7. For portions of any building adjacent to Kensington Boulevard and 22nd Street West, the facade shall be articulated in a manner that provides visual interest from the street including, but not limited to, use of architectural features; and changes in texture, colour and building materials. In addition, glazing shall be provided, where possible, along the Kensington Boulevard elevation.

New Legal Description

8.
 - (1) The Owner has undertaken a subdivision application to create a new title for the Parcel. Upon creation of the new title, a schedule, being schedule “C”, will be added to this Agreement containing the legal description of the Parcel as described in the new title. Upon the addition of Schedule “C”, the legal description of the Parcel for the purposes of this Agreement shall be as described in Schedule “C” in replacement of the legal description contained in paragraph 1 and 2 of the Recital.
 - (2) In the event that the Buffer Strip is not redesignated as parcel land, this Agreement is void in its entirety and will not take effect.

Application of Zoning Bylaw

9. The Owner covenants and agrees that, except to the extent otherwise specified in this Agreement, the provisions of The City of Saskatoon Zoning Bylaw No. 8770 as amended from time to time shall apply.

Compliance with Agreement

10. The Owner covenants and agrees not to develop or use the Parcel unless such development, use and construction complies with the provisions of this Agreement.

Dispositions Subject to Agreement

11. The Owner covenants and agrees that any sale, lease or other disposition or encumbrance of the Parcel or part thereof shall be made subject to the provisions of this Agreement.

Definitions

12. Any word or phrase used in this Agreement which is defined in Zoning Bylaw No. 8770 shall have the meaning ascribed to it in that Bylaw.

Departures and Waivers

13. No departure or waiver of the terms of this Agreement shall be deemed to authorize any prior or subsequent departure or waiver, and the City shall not be obliged to continue any departure or waiver or permit subsequent departure or waiver.

Severability

14. If any covenant or provision of this Agreement is deemed to be void or unenforceable in whole or in part, it shall not be deemed to affect or impair the validity of any other covenant or provision of this Agreement.

Governing Law

15. This Agreement shall be governed and interpreted in accordance with the laws of the Province of Saskatchewan.

Effective Date of Rezoning

16. It is understood by the Owner that the Parcel shall not be effectively rezoned from a B1B District to a B2 District until:
 - (a) the Council of The City of Saskatoon has passed a Bylaw to that effect; and

- (b) this Agreement has been registered by the City, by way of Interest Registration, against the Title to the Parcel.

Use Contrary to Agreement

- 17. (1) The Council of The City of Saskatoon may declare this Agreement void where any of the Parcel or buildings thereon is developed or used in a manner which is contrary to the provisions of this Agreement, and upon the Agreement being declared void, the Parcel shall revert to the district to which it was subject to before rezoning.
- (2) If this Agreement is declared void by the Council of The City of Saskatoon, the City shall not, by reason thereof, be liable to the Owner or to any other person for any compensation, reimbursement or damages on account of loss or profit, or on account of expenditures, or on any other account whatsoever in connection with the Parcel.

Registration of Interest

- 18. (1) The Parties hereto acknowledge that this Agreement is made pursuant to Section 69 of *The Planning and Development Act, 2007* and the Owner agrees that this Agreement shall be registered by way of an Interest Registration against the Title to the Land. As provided in Section 236 of *The Planning and Development Act, 2007*, Section 63 of *The Land Titles Act, 2000* does not apply to the Interest registered in respect of this Agreement.
- (2) This Agreement shall run with the Parcel pursuant to Section 69 of *The Planning and Development Act, 2007*, and shall be bind the Owner, its successors and assigns.

Enurement

19. This Agreement shall enure to the benefit of and be binding upon the Parties hereto and their respective heirs, executors, administrators, successors and assigns.

The City of Saskatoon

Mayor

c/s

City Clerk

Dream Asset Management Corporation

c/s

Affidavit Verifying Corporate Signing Authority

Canada)
Province of Saskatchewan)
To Wit:)

I, _____, of the City of Saskatoon, in the
(Name)
Province of Saskatchewan, _____, make oath and say:
(Position Title)

1. I am an officer or director of the corporation named in the within instrument.
2. I am authorized by the corporation to execute the instrument without affixing a corporate seal.

Sworn before me at the City of Saskatoon,)
in the Province of Saskatchewan, this ____)
day of _____, 2015.)

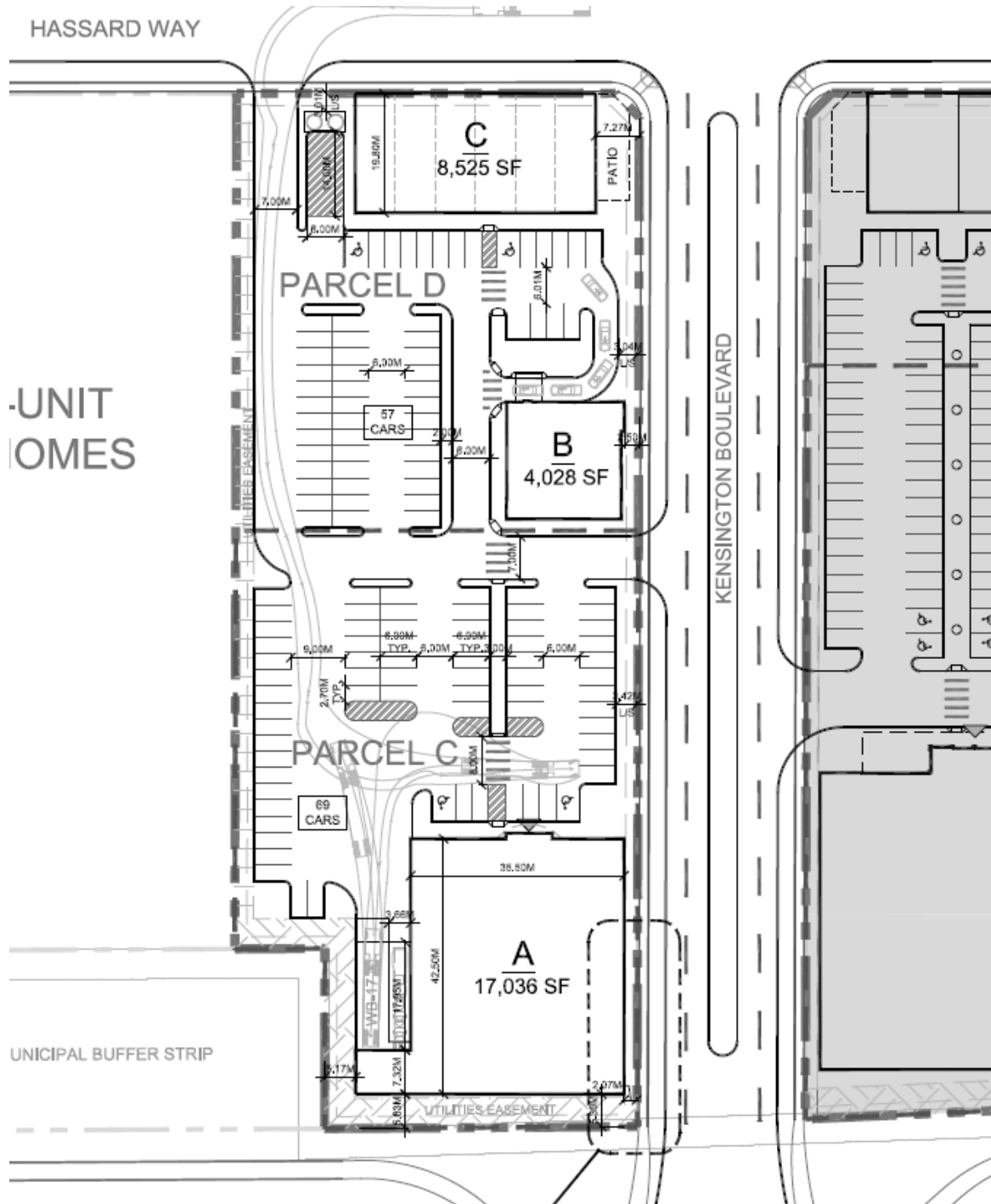
_____))
A Commissioner for Oaths for Saskatchewan.)

My commission expires _____.)

(or) Being a solicitor.)

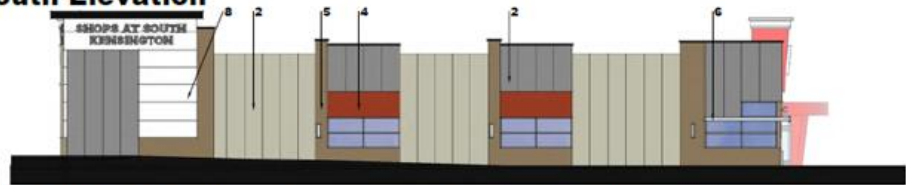
_____))
(Signature)

Schedule "A"



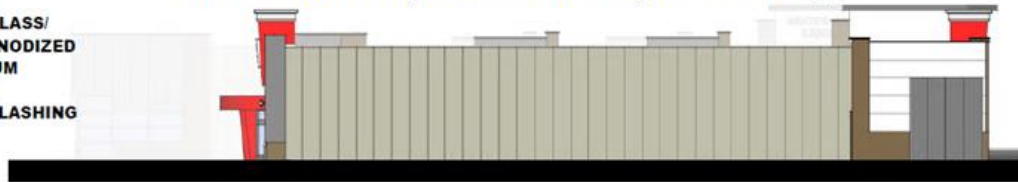


South Elevation



West Elevation (View from Kensington Boulevard)

- 1. DRIFTWOOD
- 2. DOVE GREY
- 3. WEATHERED ZINC
- 4. COLONIAL RED
- 5. IXL BRONZESTONE MATTE
- 6. CLEAR GLASS/
CLEAR ANODIZED ALUMINUM
- 7. CEDAR
- 8. BLACK FLASHING

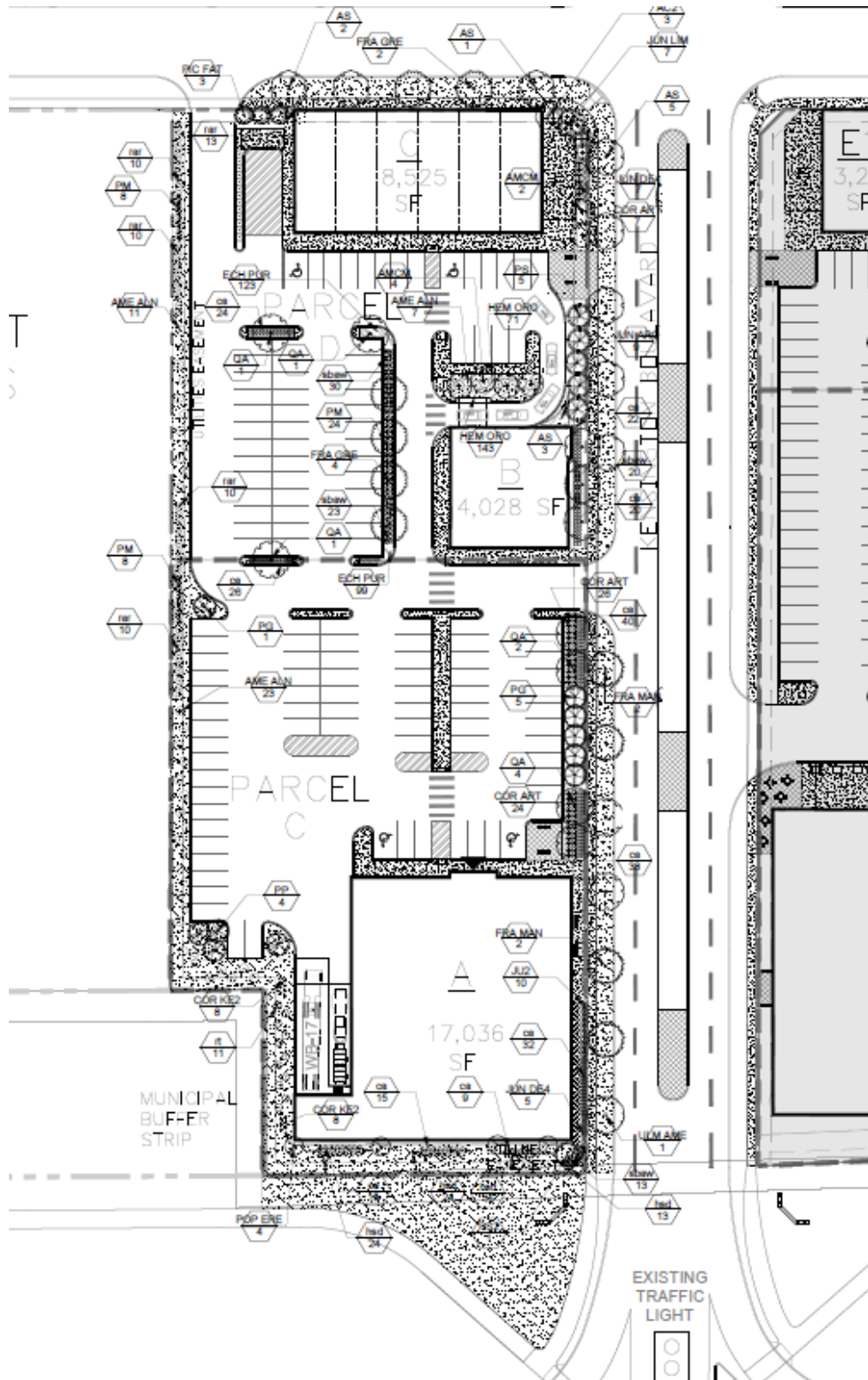


East Elevation



North Elevation (View from 22nd Street West)

Schedule "B"



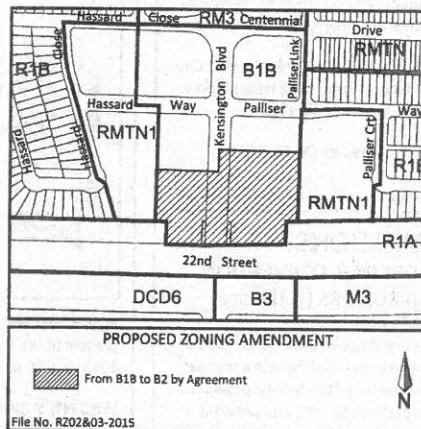
Schedule “C”

ZONING NOTICE
KENSINGTON

PROPOSED ZONING BYLAW AMENDMENT –
BYLAW NO. 9309 & NO. 9310

Saskatoon City Council will consider an amendment to the City's Zoning Bylaw (No. 8770). By way of Bylaw No. 9309, The Zoning Amendment Bylaw, 2015 (No. 25) and Bylaw No. 9310, The Zoning Amendment Bylaw, 2015 (No. 26), proposed Parcel LL and Parcel MM will be rezoned from B1B – Neighbourhood Commercial – Mixed Use District to B2 – District Commercial District, subject to Rezoning Agreements.

LEGAL DESCRIPTION – Proposed Subdivision of parts of Parcels HH & JJ; all of Municipal Buffer Strip MB2A; and all of Municipal Buffer Strip MB3A; all in Plan No. 102164475 SW ¼ Sec 35-Twp 36-Rge 6-W3M



REASON FOR THE AMENDMENT – The purpose of the amendments, proposed in conjunction with corresponding amendments to the Kensington Neighbourhood Concept Plan and the Official Community Plan, are to provide for the development of larger retail stores on each proposed parcel within a location that is appropriate for retail land use of this scale.

The Rezoning Agreements will control building form, interaction with the street, and site layout to ensure the development contributes to Kensington Boulevard's prominence as a neighbourhood gateway.

INFORMATION – Questions regarding the proposed amendment or requests to view the proposed amending Bylaw, the City of Saskatoon Zoning Bylaw and Zoning Map may be directed to the following without charge:
Community Services Department,
Planning and Development Division
Phone: 306-986-0902 (Brent McAdam)

PUBLIC HEARING – City Council will hear all submissions on the proposed amendment, and all persons who are present at the City Council meeting and wish to speak on **Monday, September 28, 2015 at 6:00 p.m. in City Council Chamber, City Hall, Saskatoon, Saskatchewan.**

All written submissions for City Council's consideration must be forwarded to:
His Worship the Mayor and Members of City Council
c/o City Clerk's Office, City Hall
222 Third Avenue North, Saskatoon SK S7K 0J5

All submissions received by the City Clerk by **10:00 a.m. on Monday, September 28, 2015** will be forwarded to City Council. City Council will also hear all persons who are present and wish to speak to the proposed Bylaw.

BYLAW NO. 9310

The Zoning Amendment Bylaw, 2015 (No. 26)

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Zoning Amendment Bylaw, 2015 (No. 26)*.


Purpose

2. The purpose of this Bylaw is to authorize the rezoning agreement which is annexed hereto as Appendix "B".

Zoning Bylaw Amended

3. Zoning Bylaw No. 8770 is amended in the manner set forth in this Bylaw.

B1B District to B2 District

4. The Zoning Map, which forms part of Bylaw No. 7800 is amended by rezoning the lands described in this Section and shown as  on Appendix "A" to this Bylaw from a B1B District to a B2 District subject to the provisions of the Agreement annexed as Appendix "B" to this Bylaw:

- (a) Legal Land Description: Lot LL as shown on Plan showing Proposed Subdivision of parts of Parcels HH and JJ, all of Municipal Buffer Strip MB2A and all of Municipal Buffer Strip MB3A all in Plan No. 102164475, S.W. ¼ Sec. 35 – Twp. 36 – Rge. 6 – W. 3Mer., Saskatoon, Saskatchewan, by Murray Radoux, S.L.S., dated July 23, 2015.

Execution of Agreement Authorized

5. The Mayor and Clerk are authorized to execute the Agreement annexed as Appendix "B" to this Bylaw.

Coming into Force

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

Read a first time this _____ day of _____, 2015.

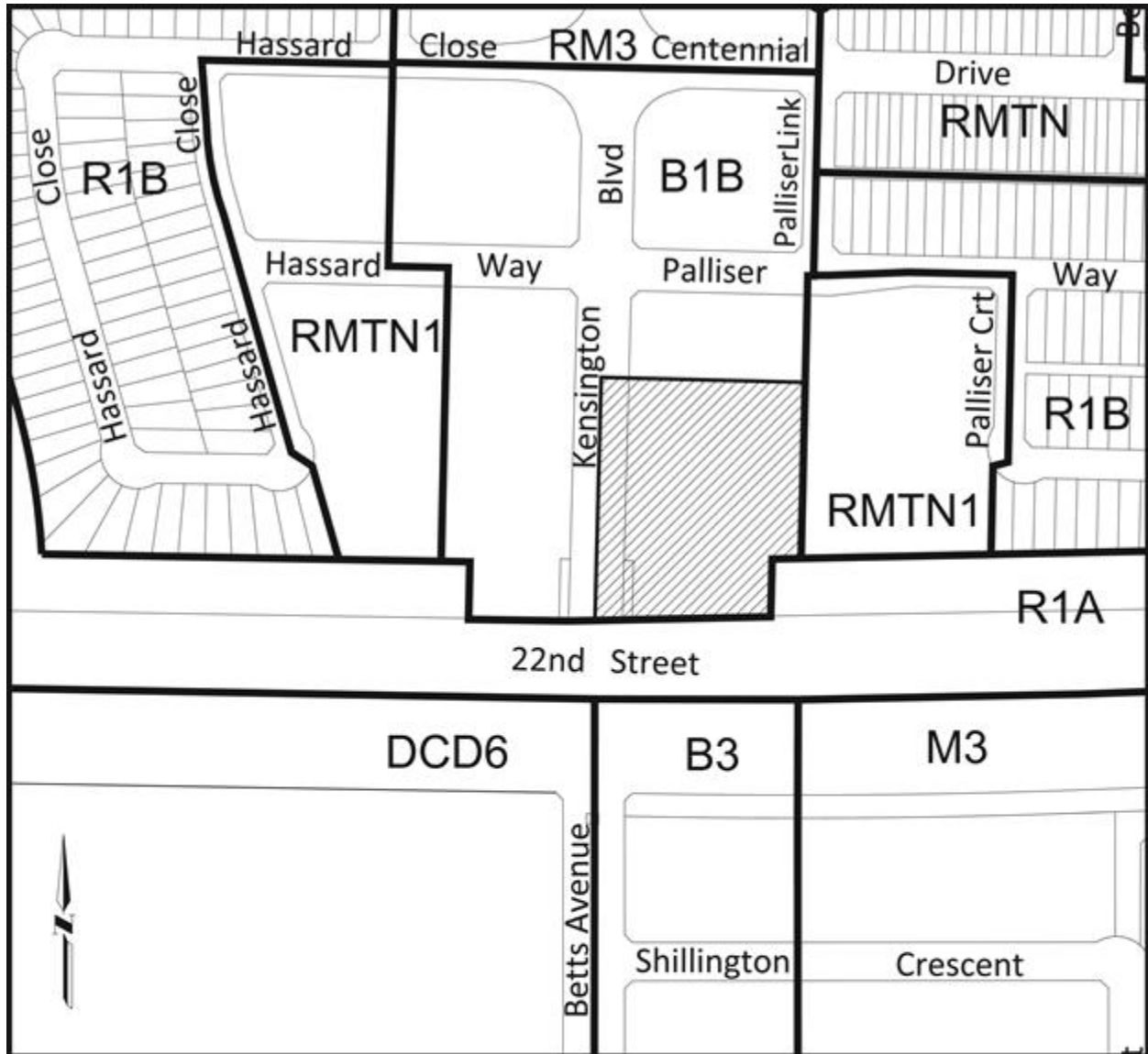
Read a second time this _____ day of _____, 2015.

Read a third time and passed this _____ day of _____, 2015.


Mayor

City Clerk

Appendix "A"



ZONING AMENDMENT

 From B1B to B2 by Agreement



Rezoning Agreement

This Agreement made effective this ____ day of _____, 2015.

Between:

The City of Saskatoon, a municipal corporation pursuant to *The Cities Act*, S.S. 2002 Chapter C-11.1 (the “City”)

- and -

Dream Asset Management Corporation, an extra-provincial corporation carrying on business in the City of Saskatoon, in the Province of Saskatchewan (the “Owner”)

Whereas:

1. The Owner is the registered owner of the land described as follows:
 - (a) Surface Parcel No. 202996121
Legal Land Description: Blk/Par JJ, Plan 102164475 Ext 0

(hereinafter referred to as the “Land”).
2. The City is the registered owner of land described as follows:
 - (a) Surface Parcel No. 202996110
Legal Land Description: Blk/Par MB2A, Plan 102164475 Ext 0

(hereinafter referred to as the “Buffer Strip”).
3. The Owner has applied to the City to request that a portion of the Buffer Strip be redesignated as parcel land and consolidated with the Land (hereinafter referred to as the “Parcel”).
4. The Owner has applied to the City for approval to rezone the Parcel from a B1B District to a B2 District to allow the development of the proposal specified in this Agreement.
5. The City has an approved Official Community Plan which, pursuant to Section 69 of *The Planning and Development Act, 2007*, contains guidelines respecting the entering into of agreements for the purpose of accommodating requests for the rezoning of land.

6. The City has agreed, pursuant to the provisions of Section 69 of *The Planning and Development Act, 2007*, to rezone the Parcel from a B1B District to a B2 District, subject to this Agreement.

Now therefore this Agreement witnesseth that the Parties hereto covenant and agree as follows:

Land to be Used in Accordance with Agreement

1. The Owner agrees that, upon the Parcel being rezoned from a B1B District to a B2 District, none of the Parcel shall be developed or used except in accordance with the terms and conditions set out in this Agreement.

Use of Land

2. The Owner agrees that the use of the Parcel will be those uses permitted in the B2 District. The building and the site must be constructed and developed in substantial compliance with the site plan and building elevations attached as Schedule “A” to this Agreement.

Development Standards

3. The development standards applicable to the Land shall be those applicable to a B2 District except as follows:
 - (a) Building Height: maximum of 9.5m;
 - (b) Front Yard Setback: minimum of 2.0m; and
 - (c) Rear Yard Setback: minimum of 5.09m.

Landscaping

4. In addition to the landscaping requirements contained in the B2 District:
 - (a) Landscaping shall be provided in general conformance with the landscape plan attached as Schedule “B” to this Agreement; and
 - (b) Landscaping shall be provided, where possible, within any traffic islands located within the interior of the site unless used as part of the pedestrian walkway.

Pedestrian Walkway

5. A hard-surfaced pedestrian walkway shall be provided through the parking area on the site which provides safe and convenient access to principal building entrances. Where the walkway crosses a driving aisle, an appropriately marked crosswalk shall be provided.

Outdoor Lighting

6. All outdoor lighting must be of an appropriate arrangement and intensity that does not unduly interfere with adjacent residential land uses.

Street Interface

7. For portions of any building adjacent to Kensington Boulevard and 22nd Street West, the facade shall be articulated in a manner that provides visual interest from the street including, but not limited to, use of architectural features, changes in texture and colour, and building materials. In addition, glazing shall be provided, where possible, along the Kensington Boulevard elevation.

New Legal Description

8. (1) The Owner has undertaken a subdivision application to create a new title for the Parcel. Upon creation of the new title, a schedule, being Schedule “C”, will be added to this Agreement containing the legal description of the Parcel as described in the new title. Upon the addition of Schedule “C”, the legal description of the Parcel for the purposes of this Agreement shall be as described in Schedule “C” in replacement of the legal description contained in paragraph 1 and 2 of the Recital.

(2) In the event that the Buffer Strip is not redesignated as parcel land, this Agreement is void in its entirety and will not take effect.

Application of Zoning Bylaw

9. The Owner covenants and agrees that, except to the extent otherwise specified in this Agreement, the provisions of The City of Saskatoon Zoning Bylaw No. 8770 as amended from time to time shall apply.

Compliance with Agreement

10. The Owner covenants and agrees not to develop or use the Parcel unless such development use and construction complies with the provisions of this Agreement.

Dispositions Subject to Agreement

11. The Owner covenants and agrees that any sale, lease or other disposition or encumbrance of the Parcel or part thereof shall be made subject to the provisions of this Agreement.

Definitions

12. Any word or phrase used in this Agreement which is defined in Zoning Bylaw No. 8770 shall have the meaning ascribed to it in that Bylaw.

Departures and Waivers

13. No departure or waiver of the terms of this Agreement shall be deemed to authorize any prior or subsequent departure or waiver, and the City shall not be obliged to continue any departure or waiver or permit subsequent departure or waiver.

Severability

14. If any covenant or provision of this Agreement is deemed to be void or unenforceable in whole or in part, it shall not be deemed to affect or impair the validity of any other covenant or provision of this Agreement.

Governing Law

15. This Agreement shall be governed and interpreted in accordance with the laws of the Province of Saskatchewan.

Effective Date of Rezoning

16. It is understood by the Owner that the Parcel shall not be effectively rezoned from a B1B District to a B2 District until:
 - (a) the Council of The City of Saskatoon has passed a Bylaw to that effect;
and

- (b) this Agreement has been registered by the City, by way of Interest Registration, against the Title to the Parcel.

Use Contrary to Agreement

- 17. (1) The Council of The City of Saskatoon may declare this Agreement void where any of the Parcel or buildings thereon is developed or used in a manner which is contrary to the provisions of this Agreement, and upon the Agreement being declared void, the Parcel shall revert to the district to which it was subject to before rezoning.
- (2) If this Agreement is declared void by the Council of The City of Saskatoon, the City shall not, by reason thereof, be liable to the Owner or to any other person for any compensation, reimbursement or damages on account of loss or profit, or on account of expenditures, or on any other account whatsoever in connection with the Parcel.

Registration of Interest

- 18. (1) The Parties hereto acknowledge that this Agreement is made pursuant to Section 69 of *The Planning and Development Act, 2007*, and the Owner agrees that this Agreement shall be registered by way of an Interest Registration against the Title to the Land. As provided in Section 236 of *The Planning and Development Act, 2007*, Section 63 of *The Land Titles Act, 2000* does not apply to the Interest registered in respect of this Agreement.
- (2) This Agreement shall run with the Parcel pursuant to Section 69 of *The Planning and Development Act, 2007*, and shall be bind the Owner, its successors and assigns.

Enurement

19. This Agreement shall enure to the benefit of and be binding upon the Parties hereto and their respective heirs, executors, administrators, successors and assigns.

The City of Saskatoon

Mayor

c/s

City Clerk

Dream Asset Management Corporation

c/s

Affidavit Verifying Corporate Signing Authority

Canada)
 Province of Saskatchewan)
 To Wit:)

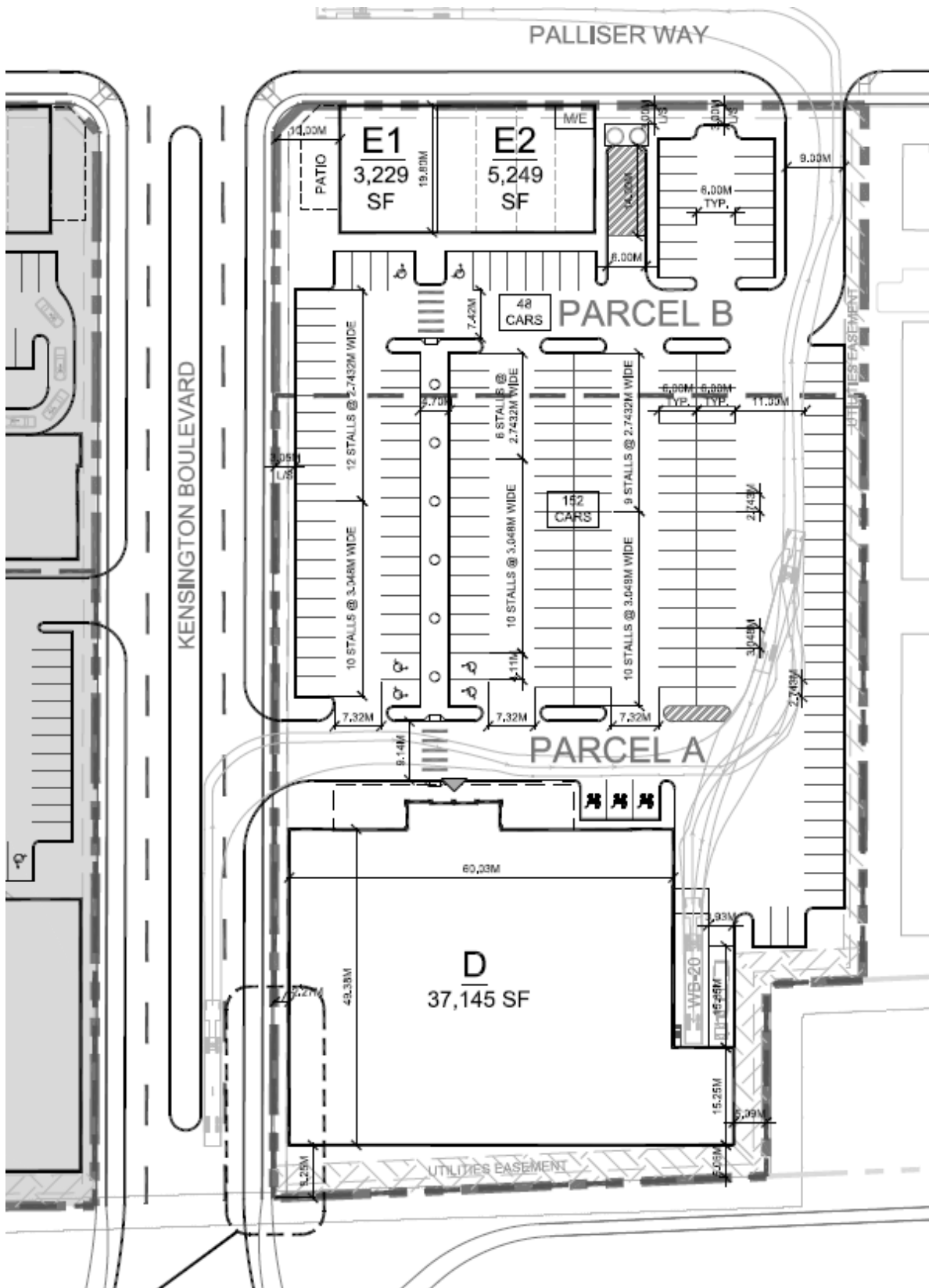
I, _____, of the City of Saskatoon, in the
(Name)
 Province of Saskatchewan, _____, make oath and
 say:
(Position Title)

1. I am an officer or director of the corporation named in the within instrument.
2. I am authorized by the corporation to execute the instrument without affixing a corporate seal.

Sworn before me at the City of Saskatoon,)
 in the Province of Saskatchewan, this ____)
 day of _____, 2015.)
)
 A Commissioner for Oaths for Saskatchewan.)
 My commission expires _____.)
 (or) Being a solicitor.)

(Signature)

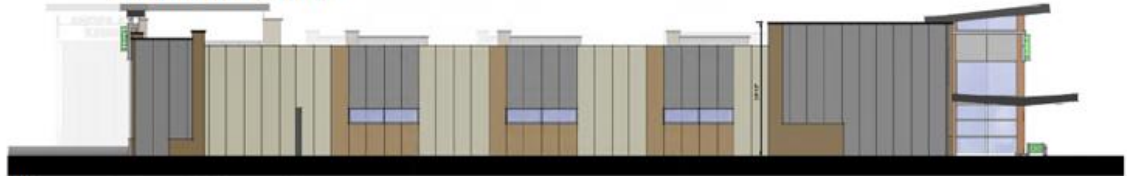
Schedule "A"





South Elevation

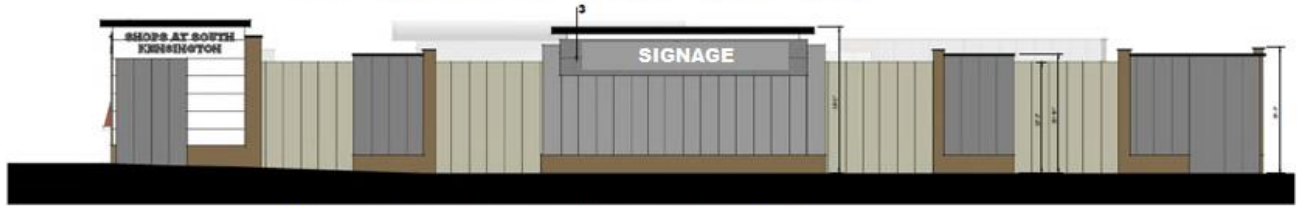
1. DRIFTWOOD
2. DOVE GREY
3. WEATHERED ZINC
4. COLONIAL RED
5. IXL BRONEZESTONE MATTE
6. CLEAR GLASS/
CLEAR ANODIZED ALUMINUM
7. CEDAR
8. BLACK FLASHING
9. WHITE



West Elevation

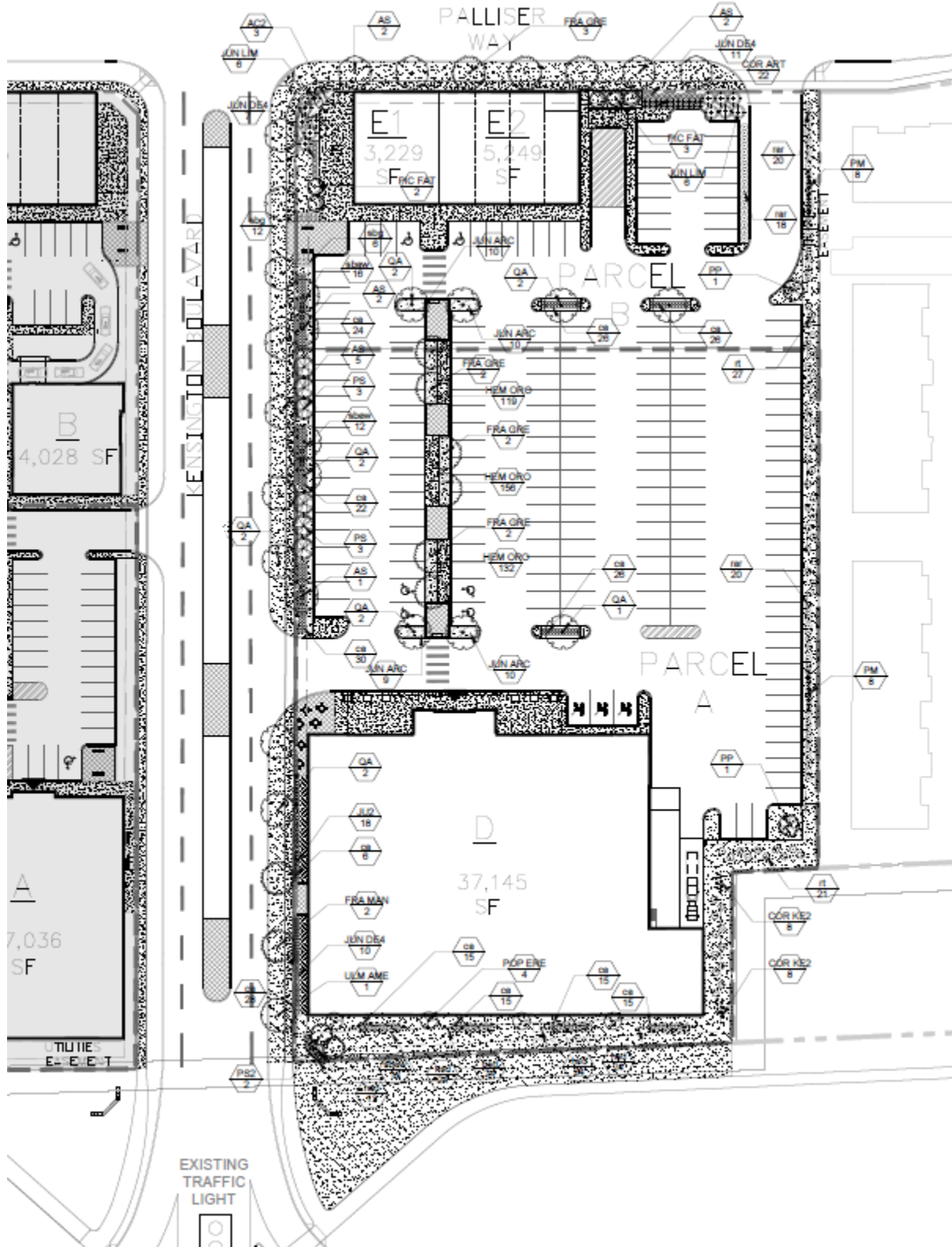


East Elevation (View from Kensington Boulevard)



North Elevation (View from 22nd Street West)

Schedule "B"



Schedule "C"

BYLAW NO. 9306

The Official Community Plan Amendment Bylaw, 2015 (No. 7)

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Official Community Plan Amendment Bylaw, 2015 (No. 7)*.


Purpose

2. The purpose of this Bylaw is to amend the Official Community Plan to change the land use policy designation on the Land Use Policy Map for the land described in the Bylaw from “Suburban Centre” to “Suburban Centre Commercial”.

Official Community Plan Amended

3. The Official Community Plan which is annexed as Schedule “A” to Bylaw No. 8769 and forms part of the Bylaw, is amended in the manner set forth in this Bylaw.

Land Use Map Amended

4. The Land Use Map for the Lawson Heights Suburban Centre, which forms part of the Official Community Plan, is amended by changing the land use designation of the lands described in this Section and shown as  on Appendix “A” to this Bylaw from Suburban Centre to Suburban Centre Commercial:
 - (a) Lot 10 and part of Lot 9, Block 914, as shown on Plan of Proposed Subdivision, Registered Plan No. 82S30513, Saskatoon, Saskatchewan, by Murray Radoux, S.L.S. dated April 15, 2015.

Coming into Force

- 5. This Bylaw shall come into force upon receiving the approval of the Minister of Government Relations.

Read a first time this day of , 2015.

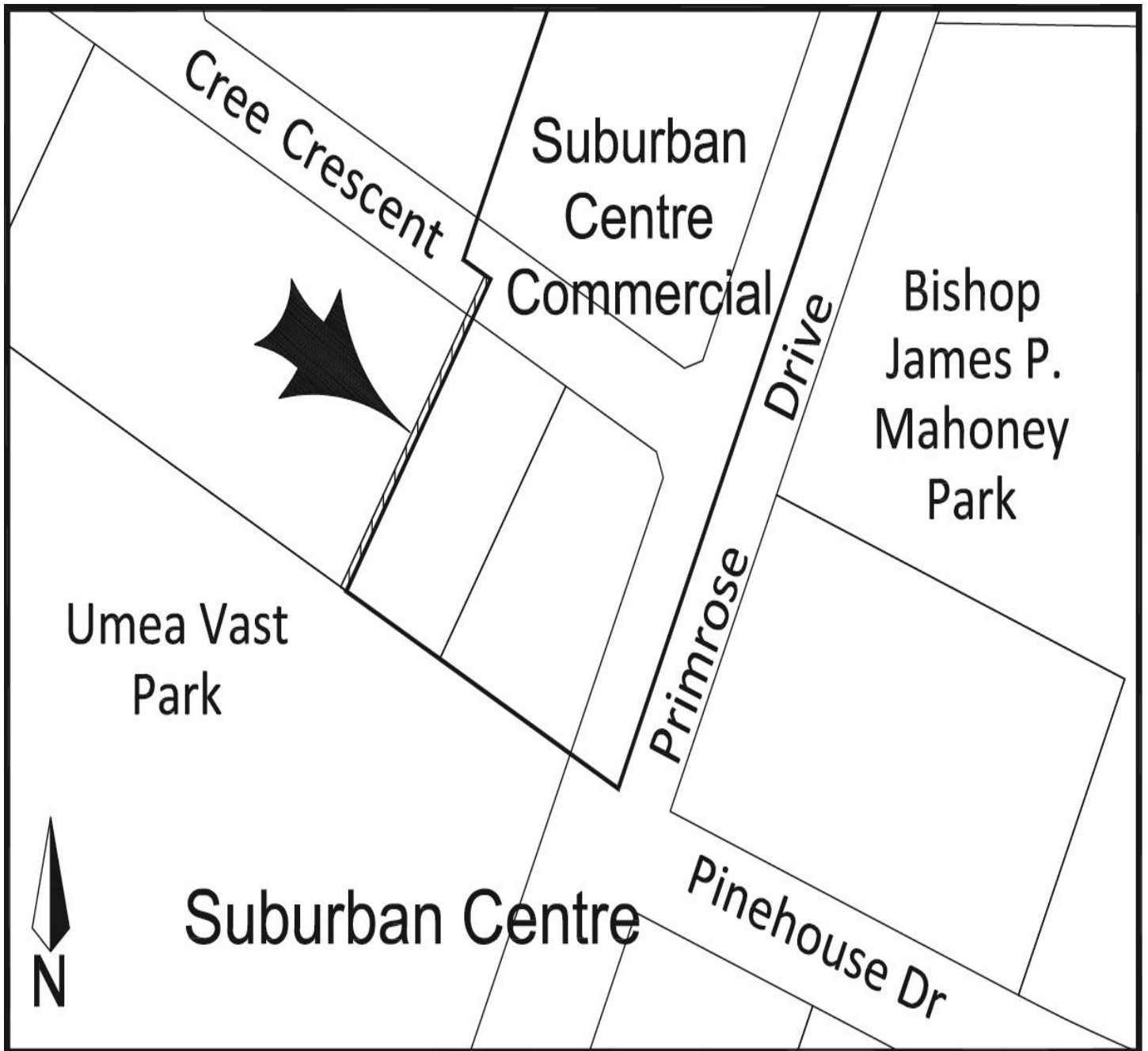
Read a second time this day of , 2015.

Read a third time and passed this day of , 2015.

Mayor

City Clerk

Appendix "A"



PROPOSED OFFICIAL COMMUNITY PLAN AMENDMENT
LAND USE MAP



From Suburban Centre to Suburban Centre Commercial

Proposed Official Community Plan Amendment and Rezoning from M3 to B4 – 109 Cree Crescent

Recommendation

That a copy of this report be forwarded to City Council recommending:

1. That at the time of the public hearing, City Council consider the Administration's recommendation that the proposed amendment to the Official Community Plan – Land Use Map to redesignate the portion of 125 Cree Crescent proposed to be subdivided and consolidated with 109 Cree Crescent from "Suburban Centre" to "Suburban Centre Commercial," as outlined in this report, be approved; and
2. That at the time of the public hearing, City Council consider the Administration's recommendation that the proposed amendment to Zoning Bylaw No. 8770 to rezone the portion of 125 Cree Crescent proposed to be subdivided and consolidated with 109 Cree Crescent from "M3 – General Institutional Service District" to "B4 – Arterial and Suburban Commercial District," as outlined in this report, be approved.

Topic and Purpose

An application has been submitted by Lawson Auto Centre (109 Cree Crescent) requesting that a portion of neighbouring 125 Cree Crescent be redesignated on the Official Community Plan – Land Use Map from "Suburban Centre" to "Suburban Centre Commercial" and be rezoned from "M3 – General Institutional Service District" to "B4 – Arterial and Suburban Commercial District" (see Attachment 1). The proposed redesignation and rezoning will facilitate the subdivision and consolidation of a small portion of 125 Cree Crescent with 109 Cree Crescent.

Report Highlights

1. Lawson Auto Centre is proposing to purchase a portion of 125 Cree Crescent to subdivide and consolidate it with its existing site at 109 Cree Crescent.
2. In order for the proposed subdivision to proceed, the land use and zoning designation of the subject land must be brought in line with that of 109 Cree Crescent.
3. No further development or change of use of 109 Cree Crescent is proposed.

Strategic Goal

This rezoning supports the Strategic Goal of Sustainable Growth by ensuring a responsible and rational division of land that follows the boundaries of land use and zoning designations.

Proposed Official Community Plan Amendment and Rezoning from M3 to B4 – 109 Cree Crescent

Background

The property, 109 Cree Crescent, is currently zoned B4 District and is developed as a public garage and car wash (Lawson Auto Centre), while 125 Cree Crescent is zoned M3 District and is the St. Angela Merici Residence. Both properties were subdivided in 1982 and are located within the Lawson Heights Suburban Centre.

Report

Lawson Auto Centre is proposing to purchase a 1.52 metre (4.98 feet) wide strip of land from neighbouring 125 Cree Crescent that runs parallel to the current property line with 109 Cree Crescent. Through the subdivision process, the portion of land will be consolidated with 109 Cree Crescent.

The purchase and consolidation is proposed by the applicant to formally incorporate the land into their site. Informally, the strip of land in question has functioned as part of 109 Cree Crescent, with hard surfacing from 109 Cree Crescent extending on to 125 Cree Crescent, and an existing hedge line, suggesting the property line to be further west than it is in reality (see Attachment 2). The history or reasons for this discrepancy are unknown.

Official Community Plan Amendment

In order for the subdivision of land to proceed as proposed, an amendment to the Official Community Plan – Land Use Map to redesignate the portion of land in question from “Suburban Centre” to “Suburban Centre Commercial,” in line with that of 109 Cree Crescent, is required.

Zoning Bylaw Amendment

In conjunction with the above amendment, a rezoning of this portion of land from M3 – General Institutional Service District to B4 – Arterial and Suburban Commercial District is required to bring the zoning in line with that of 109 Cree Crescent. This ensures that a situation of a split-zoned site (a site with more than one zoning designation) is not created through the subdivision of land.

No further development or change of use of 109 Cree Crescent is proposed at this time. Future development of each site must continue to comply with the provisions of the B4 and M3 Districts, respectively.

Comments from Other Divisions

No comments or concerns were identified through the administrative referral process.

Options to the Recommendation

City Council could choose to deny this application. This option will maintain the current land use and zoning designation for the land in question, and will prevent the subdivision application from proceeding.

Proposed Official Community Plan Amendment and Rezoning from M3 to B4 – 109 Cree Crescent

Public and/or Stakeholder Involvement

The proposed amendments are minor in nature and are not related to a proposed redevelopment or change of use on Cree Crescent. As such, public engagement was not 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. The Planning and Development Division will notify all property owners within a 75 metre (246 feet) buffer of the proposed site of the public hearing date, by letter. A notice will be placed in The StarPhoenix two weeks prior to the public hearing.

Attachments

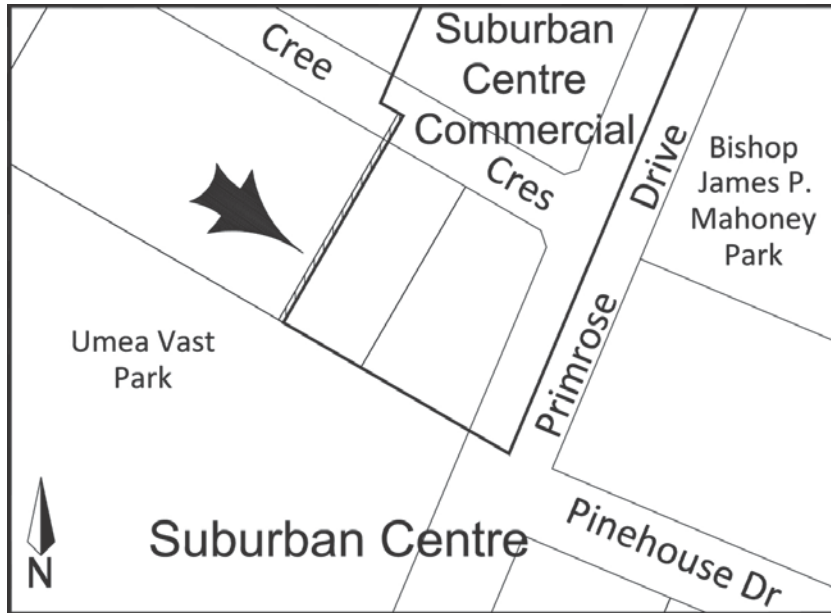
1. Location Maps
2. Aerial Image of 109 and 125 Cree Crescent

Report Approval

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

S:\Reports\DS\2015\MPC – Proposed Official Community Plan Amendment and Rezoning from M3 to B4 – 109 Cree Crescent\ks

Location Maps

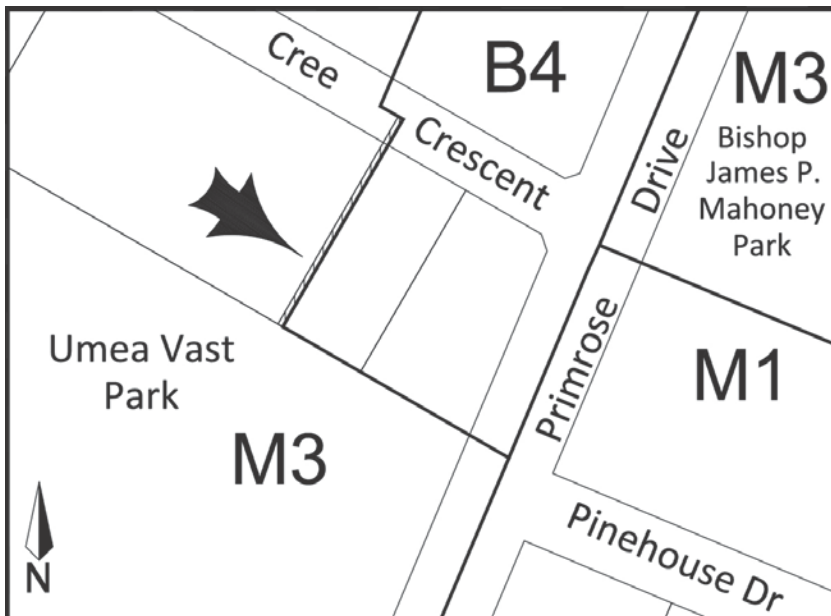


PROPOSED OFFICIAL COMMUNITY PLAN AMENDMENT
LAND USE MAP



From Suburban Centre to Suburban Centre Commercial

File No. OCP16-2015



PROPOSED ZONING AMENDMENT



From M3 to B4

File No. RZ15-2015

Aerial Image of 109 and 125 Cree Crescent



Aerial Image of 109 and 125 Cree Crescent

ATTACHMENT 2

August 31, 2015

City Clerk

Dear City Clerk:

**Re: Proposed Official Community Plan Amendment and
Rezoning from M3 to B4 - 109 Cree Crescent
[Files CK. 4351-015-014, PL. 4350-Z15/15, PL. 4115-OCP 16/15]**

The Municipal Planning Commission, at its meeting held on August 25, 2015, considered a report of the General Manager, Community Services Department, dated August 25, 2015, on the above application and supports the following recommendation of the Community Services Department:

1. That the proposed amendment to the Official Community Plan – Land Use Map to redesignate the portion of 125 Cree Crescent proposed to be subdivided and consolidated with 109 Cree Crescent from “Suburban Centre” to “Suburban Centre Commercial,” as outlined in the report of the General Manager, Community Services Department dated August 25, 2015, be approved; and
2. That the proposed amendment to Zoning Bylaw No. 8770 to rezone the portion of 125 Cree Crescent proposed to be subdivided and consolidated with 109 Cree Crescent from “M3 – General Institutional Service District” to “B4 – Arterial and Suburban Commercial District,” as outlined in the report of the General Manager, Community Services Department dated August 25, 2015, be approved.

The Commission respectfully requests that the above report be considered by City Council at the time of the public hearing with respect to the above proposed application.

Yours truly,



Jodi Lorenz, Committee Assistant
Municipal Planning Commission

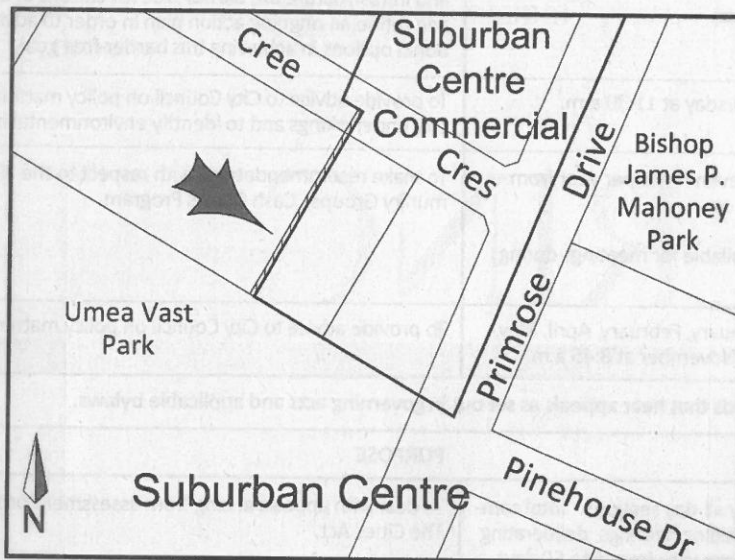
JL:sj

**OFFICIAL COMMUNITY PLAN NOTICE
LAWSON HEIGHTS SUBURBAN CENTRE**


**PROPOSED AMENDMENT TO THE OFFICIAL COMMUNITY PLAN –
LAND USE MAP – BYLAW NO. 9306**

Saskatoon City Council will consider an amendment to the Official Community Plan, Bylaw No. 8769. By way of Bylaw No. 9306, The Official Community Plan Amendment Bylaw, 2015 (No. 7), a portion of 125 Cree Crescent approximately 1.5 metre wide and running the length of the property line adjacent to 109 Cree Crescent, will be re-designated from "Suburban Centre" to "Suburban Centre Commercial" on the Official Community Plan – Land Use Map.

LEGAL DESCRIPTION – Part of Lot 9, Block 914, Plan No. 82S30513



**PROPOSED OFFICIAL COMMUNITY PLAN AMENDMENT
LAND USE MAP**

 From Suburban Centre to Suburban Centre Commercial

File No. OCP16-2015

REASON FOR THE AMENDMENT – The proposed amendment and subsequent rezoning will accommodate a subdivision and consolidation of this land with 109 Cree Cres. The land is currently being used by 109 Cree Cres. No further development of the land is being proposed.

INFORMATION – Questions regarding the proposed amendment or requests to view the proposed amending Bylaw, the City of Saskatoon Zoning Bylaw and Zoning Map may be directed to the following without charge:
Community Services Department, Planning and Development Division
Phone: 306-986-0902 (Brent McAdam)

PUBLIC HEARING – City Council will hear all submissions on the proposed amendment, and all persons who are present at the City Council meeting and wish to speak on **Monday, September 28, 2015 at 6:00 p.m. in City Council Chamber, City Hall, Saskatoon, Saskatchewan.**

All written submissions for City Council's consideration must be forwarded to:
His Worship the Mayor and Members of City Council
c/o City Clerk's Office, City Hall
222 Third Avenue North, Saskatoon SK S7K 0J5

All submissions received by the City Clerk by **10:00 a.m. on Monday, September 28, 2015** will be forwarded to City Council. City Council will also hear all persons who are present and wish to speak to the proposed Bylaw.

BYLAW NO. 9307

The Zoning Amendment Bylaw, 2015 (No.24)

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Zoning Amendment Bylaw, 2015 (No. 24)*.


Purpose

2. The purpose of this Bylaw is to amend the Zoning Bylaw to rezone the lands described in the Bylaw from an M3 District to a B4 District.

Zoning Bylaw Amended

3. Zoning Bylaw No. 8770 is amended in the manner set forth in this Bylaw.

Zoning Map Amended

4. The Zoning Map, which forms part of the Zoning Bylaw, is amended by rezoning the lands described in this Section and shown as  on Appendix "A" to this Bylaw from an M3 District to a B4 District:

- (a) Lot 10 and part of Lot 9, Block 914, as shown on Plan of Proposed Subdivision, Registered Plan No. 82S30513, Saskatoon, Saskatchewan, by Murray Radoux, S.L.S. dated April 15, 2015.

Coming into Force

5. This Bylaw shall come into force upon the approval of Bylaw No. 9306, The Official Community Plan Amendment Bylaw, 2015 by the Minister of Government Relations.

Read a first time this _____ day of _____, 2015.

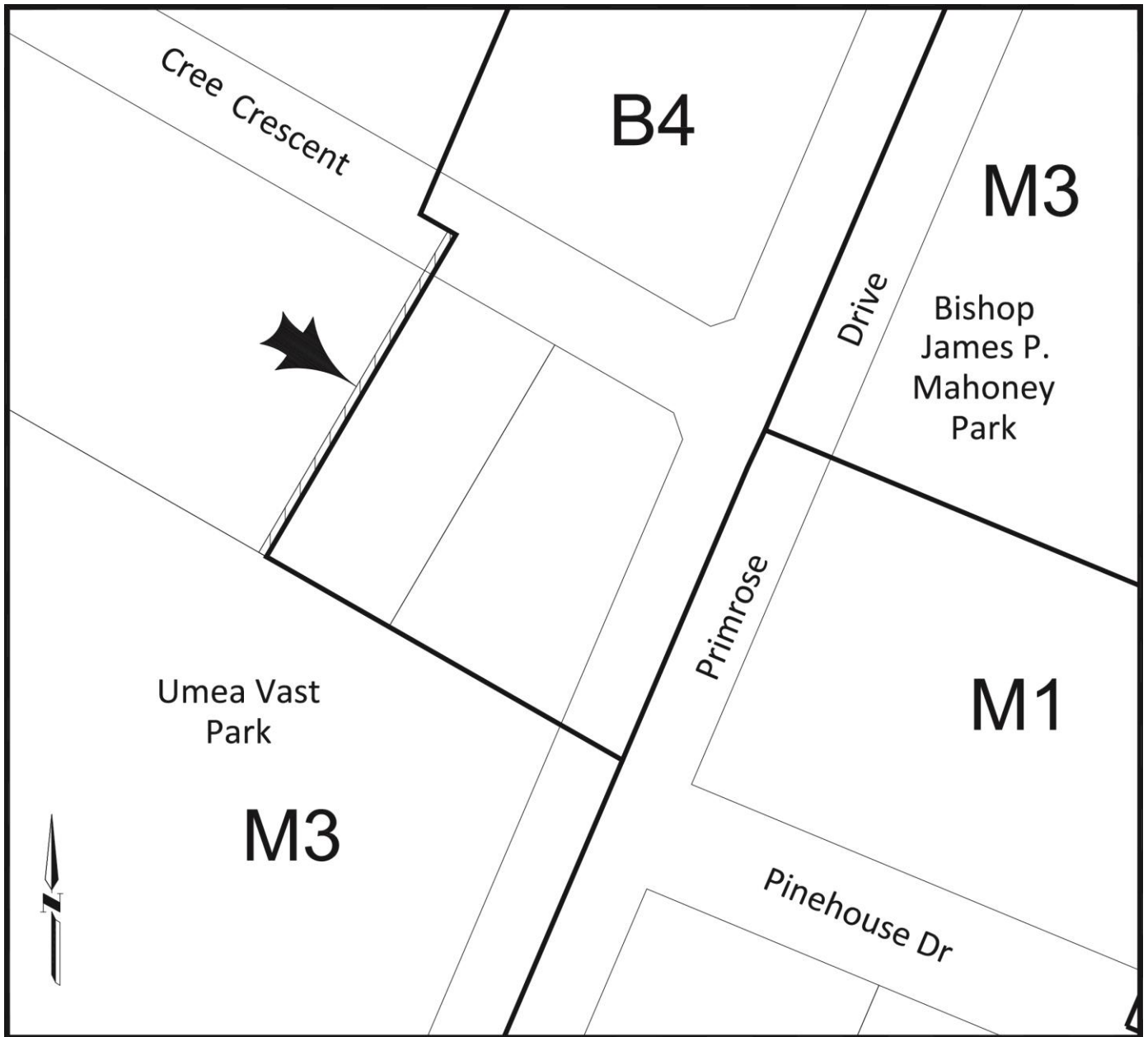
Read a second time this _____ day of _____, 2015.

Read a third time and passed this _____ day of _____, 2015.

Mayor

City Clerk

Appendix "A"



ZONING AMENDMENT

 From M3 to B4

**THE STARPHOENIX, SATURDAY, SEPTEMBER 12, 2015 and
SUNDAY PHOENIX, SEPTEMBER 13, 2015**

**ZONING NOTICE
LAWSON HEIGHTS SUBURBAN CENTRE**

PROPOSED ZONING BYLAW AMENDMENT – BYLAW NO. 9307

Saskatoon City Council will consider an amendment to the City's Zoning Bylaw (No. 8770). By way of Bylaw No. 9307, The Zoning Amendment Bylaw, 2015 (No. 24), a portion of 125 Cree Crescent approximately 1.5 metre wide and running the length of the property line adjacent to 109 Cree Crescent, will be rezoned from M3 – General Institutional Service District to B4 – Arterial and Suburban Commercial District.

LEGAL DESCRIPTION – Part of Lot 9, Block 914, Plan No. 82S30513



PROPOSED ZONING AMENDMENT

 From M3 to B4

File No. RZ15-2015

REASON FOR THE AMENDMENT – The proposed rezoning and subsequent amendment to the Official Community Plan will accommodate a subdivision and consolidation of this land with 109 Cree Cres. The land is currently being used by 109 Cree Cres. No further development of the land is being proposed.

INFORMATION – Questions regarding the proposed amendment or requests to view the proposed amending Bylaw, the City of Saskatoon Zoning Bylaw and Zoning Map may be directed to the following without charge:
Community Services Department, Planning and Development Division
Phone: 306-986-0902 (Brent McAdam)

PUBLIC HEARING – City Council will hear all submissions on the proposed amendment, and all persons who are present at the City Council meeting and wish to speak on **Monday, September 28, 2015 at 6:00 p.m. in City Council Chamber, City Hall, Saskatoon, Saskatchewan.**

All written submissions for City Council's consideration must be forwarded to:
His Worship the Mayor and Members of City Council
c/o City Clerk's Office, City Hall
222 Third Avenue North, Saskatoon SK S7K 0J5

All submissions received by the City Clerk by **10:00 a.m. on Monday, September 28, 2015** will be forwarded to City Council. City Council will also hear all persons who are present and wish to speak at the proposed Bylaw.

Leasing of Civic Facility – Sutherland Memorial Hall 1112 Central Avenue

Recommendation

1. That the lease of the City-owned facility known as Sutherland Memorial Hall, located at 1112 Central Avenue, be mutually terminated with the Sutherland Memorial Hall Corporation and a new lease agreement be entered into with the POW City Kinsmen Club of Saskatoon at a lease rate of \$1.00 per year for a period of five years with an option for renewal, based on the terms as set out in the following report; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to receive City Council's approval for the lease of Sutherland Memorial Hall to POW City Kinsmen Club of Saskatoon (Kinsmen) for a term of five years.

Report Highlights

1. Kinsmen has requested to lease Sutherland Memorial Hall and would assume management and operation of the facility in exchange for dedicated club space in the basement of Sutherland Memorial Hall.
2. Sutherland Memorial Hall would undergo a number of building improvements and continue to operate as a community hall that is open for public bookings.
3. A public notice hearing is required for this lease as it is below market value.

Strategic Goals

This report supports the four-year priority of establishing levels of service for rehabilitation of assets and identifying supporting financial strategies under the Strategic Goal of Asset and Financial Sustainability.

This report also supports the long-term priority 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.

Background

Sutherland Memorial Hall (SMH) was built by the City of Saskatoon (City) in 1958. Since that time, it has been operated by the non-profit corporation, Sutherland Memorial Hall Corporation, through various lease agreements with the City. The SMH Corporation has been a noteworthy steward of this facility for many decades. Under the existing terms of the lease, there is an annual rent of \$1.00, and the SMH Corporation is responsible for maintaining the building and providing a reserve for future repairs. As of December 31, 2014, the SMH Corporation reserve fund had approximately \$105,000 in cash and investments.

Report

Kinsmen's Request to Lease SMH

In 2014, Kinsmen approached the City about leasing SMH. While the SMH Corporation has been a dedicated steward of the community hall for many years, the SMH Corporation is currently comprised of only two directors who have indicated that the operation and management of the hall can be challenging at times. The directors have stated they would be open to another group managing and operating the space going forward, and all parties agree that the function of the hall is to remain unchanged.

In exchange for dedicated club space in the basement of the hall, Kinsmen would enter into a lease with the City that would require Kinsmen to oversee the ongoing operation and management of SMH. Kinsmen also manage and operate the City-owned hall at 614 – 11th Street East in a similar manner under a sub-lease agreement with the Senior Citizen's Centre Association of Saskatoon.

Under the proposed lease with Kinsmen, SMH would continue to serve as a community hall for the area in the same manner it has in the past. This proposed lease with Kinsmen is of benefit to the City for the following reasons:

- Kinsmen would assume full responsibility for all day-to-day operations, management, and maintenance of the hall;
- Kinsmen would contribute to the Civic Buildings and Comprehensive Maintenance Reserve (CBCM) on a yearly basis;
- Kinsmen would be responsible for acquiring adequate property insurance for SMH;
- Kinsmen must report to the City on an annual basis with respect to the yearly income and expense statements; and
- The function of the facility as a community hall will remain unchanged.

As part of the lease, Kinsmen would have the option to install signage on the building indicating that the SMH is operated by Kinsmen. Such signage is to be approved by the City prior to installation.

The Lease Agreement would carry a five-year term at the lease rate of \$1.00 per year, commencing September 1, 2015, with the option to renew for an additional five-year term.

SMH Operations

The SMH Corporation generates funds to manage SMH through hall rentals. After hall operating costs are paid, the remaining revenue is to be held in a fund for future operations and maintenance, or invested back into the facility. Kinsmen, the SMH Corporation, and the City have been in discussions and all parties agree that the approximate amount of \$105,000 in the reserve fund held by the SMH Corporation be transferred to the City's CBCM, as the City would take over future responsibility for any capital expenditures to the hall in excess of \$10,000.

Of the \$105,000 that would be transferred to the CBCM, approximately \$70,000 would be immediately spent on some much needed washroom repairs/upgrades, as well as a general modernization to the space that would update the look and feel of the facility. Any such improvements to SMH would be undertaken through a competitive pricing tender issued and overseen by the City.

Options to the Recommendation

Option 1: City Council can reject the lease of SMH to Kinsmen. The Administration does not recommend this option as the SMH Corporation may reach a point where it is no longer able to manage the operation of the hall, and would need to call upon the City to assist or take over management and operation.

Option 2: Saskatoon Land can propose to lease the hall to another organization. The Administration does not recommend this option as there would be a limited number of groups that have the means and dedication to lease the hall. The Kinsmen has demonstrated continued interest in SMH and has already taken steps to learn more about the management and operation of the hall from the SMH Corporation.

Option 3: The City can take over the management and operation of the hall. The Administration does not recommend this option as the City would incur considerable financial obligation doing so.

Option 4: The City could sell the building rather than leasing this facility. This would provide one-time funds for other uses, but may impact the community by eliminating a facility that provides a social benefit to the Sutherland community.

Public and/or Stakeholder Involvement

Real Estate Services has held discussions with the SMH Corporation and Kinsmen regarding the future management and operation of the community hall - both parties have indicated they would like to move forward on this.

Policy Implications

As this lease is for an amount less than market value, a public notice hearing is required.

Financial Implications

If approved, Kinsmen will operate and maintain SMH with funds generated through hall rentals, and make an annual CBCM contribution of 1.2% of the replacement value of SMH. The current annual contribution to the CBCM from Kinsmen would be \$18,678. This value was based off of a current building valuation by a third party appraisal.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

If approved, the proposed Lease Agreement would expire on September 30, 2020.

Public Notice

Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is required as Section 3 (i) states the selling or leasing land for less than fair market value and without a public offering. The following Public Notice (Attachment 1) was given:

- Advertised in The StarPhoenix on September 12, 2015;
- Posted on the City Hall Notice Board on September 11, 2015; and
- Posted on the City's website on September 11, 2015.

Attachment

1. Copy of Public Notice

Report Approval

Written by: Scott McCaig, Real Estate Services
Jeremy Sibley, Real Estate Services

Reviewed by: Keith Pfeil, Manager, Real Estate Services
Frank Long, Director of Saskatoon Land

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

Sutherland Hall Lease_Council.doc

Copy of Public Notice

**PUBLIC NOTICE
SUTHERLAND MEMORIAL HALL – INTENT TO
LEASE FOR LESS THAN FAIR MARKET VALUE
WITHOUT PUBLIC OFFERING**

City Council will be considering a report from the Administration at the Public Hearing Meeting of City Council to be held on **Monday, September 28, 2015 at 6:00 p.m., Council Chambers, City Hall** recommending:

That City Council authorize the lease of Sutherland Memorial Hall located at 1112 Central Avenue to POW City Kinsmen Club of Saskatoon for \$1.00 for a period of five years with an option for renewal.

- POW City Kinsmen would assume management and operation of the facility in exchange for dedicated club space in the basement.
- Sutherland Memorial Hall would undergo a number of building improvements and continue to operate as a community hall that is available for public bookings.

The Cities Act and City Council Bylaw 8171 require that City Council give public notice before authorizing leases below fair market value and without a public offering.

For more information, contact the City Clerk's Office:
306-975-3240

Proposed Closure of Right-of-Way – Portion of 59th Street – Hudson Bay Industrial Neighbourhood

Recommendation

1. That a portion of 59th Street lying between Lambert Crescent and Faithfull Avenue be closed;
2. That after closure, this land be retained by the City of Saskatoon and be redesignated as Municipal Reserve;
3. That all costs associated with the closure be paid for by the applicants, including Solicitor's fees and disbursements; and
4. That City Council consider Bylaw No. 9303, The Street Closing Bylaw, 2015 (No. 4).

Topic and Purpose

This report is to obtain approval to close a portion of 59th Street lying between Lambert Crescent and Faithfull Avenue in the Hudson Bay Industrial neighbourhood, redesignate as Municipal Reserve land, and consolidate with adjacent Municipal Reserve land. This closure is required to create a Municipal Reserve land parcel for future park space. The cul-de-sac will allow flexibility for future park design.

Report Highlights

Saskatoon Land requests to close a portion of 59th Street as part of a subdivision application. This road closure will allow development in the Hudson Bay Industrial neighbourhood. If approved, the closed road allowance will be redesignated as Municipal Reserve and consolidated with adjacent Municipal Reserve land.

Strategic Goal

This report supports the Strategic Goal of Sustainable Growth as the closure will allow for future development in the Hudson Bay Industrial neighbourhood.

Background

Saskatoon Land has been selling and developing lots in the Hudson Bay Industrial neighbourhood and have requested that a portion of 59th Street be closed and redesignated into Municipal Reserve. The Administration has determined that a future road within the portion of 59th Street is not required.

Report

Webb Surveys has submitted a Plan of Proposed Road Closure dated February 20, 2014 which illustrates the proposed road closure. The total area to be closed and then redesignated as Municipal Buffer is 0.45 hectares.

A proposed Subdivision No.53/14 was approved by the General Manager, Community Services Department on October 1, 2014.

To complete this transaction, the Administration requires City Council to approve Bylaw No. 9303, The Street Closing Bylaw 2015 (No. 4) (Attachment 1).

The remaining right-of-way on this block of 59th Street will be re-designed as a cul-de-sac, terminating at the park. The cul-de-sac right-of-way will be created through a future report.

Public and/or Stakeholder Involvement

Utility agencies have been contacted with respect to the closure and have no objections to the closure subject to the following conditions: that SaskPower require easements.

The Ministry of Highways and Infrastructure has confirmed that no compensation is required to the Crown.

As the City of Saskatoon is the owner of the adjacent properties, a notice of the proposed closure was not provided.

Communication Plan

Communication activities are included with the requirement for Public Notice. No other communication activities are required.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

There will be no follow-up report.

Public Notice

Public Notice is required for consideration of this matter, pursuant to Section 3 of Policy No. C01-021, The Public Notice Policy. The following notice was given:

- Advertised in The StarPhoenix on the weekend of September 12, 2015 (Attachment 2);
- Posted on the City Hall Notice Board on Thursday, September 10, 2015; and
- Posted on the City of Saskatoon website on Thursday, September 10, 2015.

Attachments

1. Bylaw No. 9303, The Street Closing Bylaw 2015 (No. 4)
2. Copy of Public Notice

Report Approval

Written by: Shirley Matt, Senior Transportation Engineer, Transportation
Reviewed by: Jay Magus, Engineering Section Manager, Transportation
Reviewed by: Angela Gardiner, Director of Transportation
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

Council SM – Prop Closure of ROW – Portion of 59th Street – Hudson Bay Industrial Neighbourhood

Schedule "A"

PLAN OF PROPOSED
ROAD CLOSURE OF
PART OF 59TH STREET
REG'D PLAN NO 84S41976
NW 1/4 SEC 16- TWP 37-
RGE 5- W 3RD MER
SASKATOON, SASK.
SCALE 1:2000

[Signature]
F.R. Webb
February 20, 2014
Saskatchewan Land Surveyor

Seal

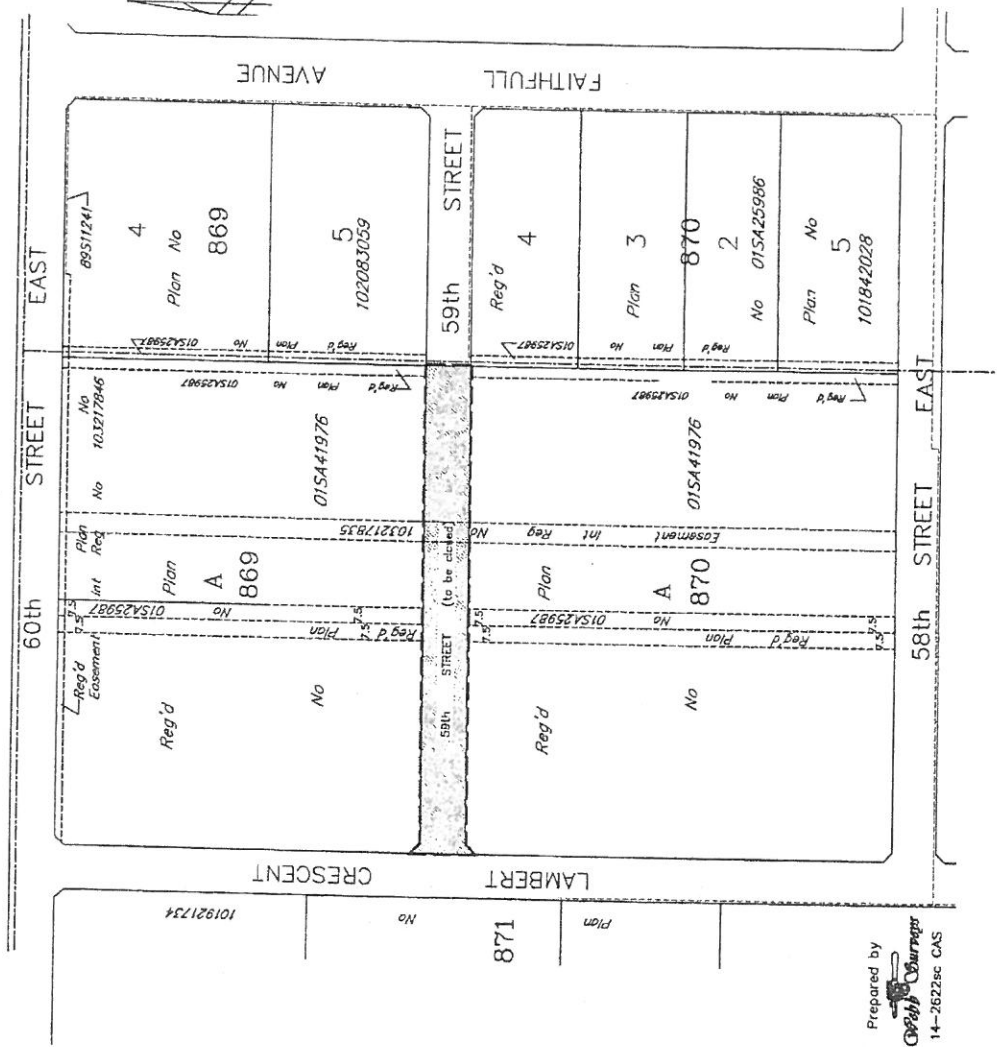
Dimensions shown are in metres and decimals thereof.
Portion of this plan to be approved is outlined in red with a bold, dashed line and contains 0.45± ha (1.10± ac.)

--- Overhead electrical & phone lines
- - - Buried gas line

59th Street will be renamed * * Place.

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

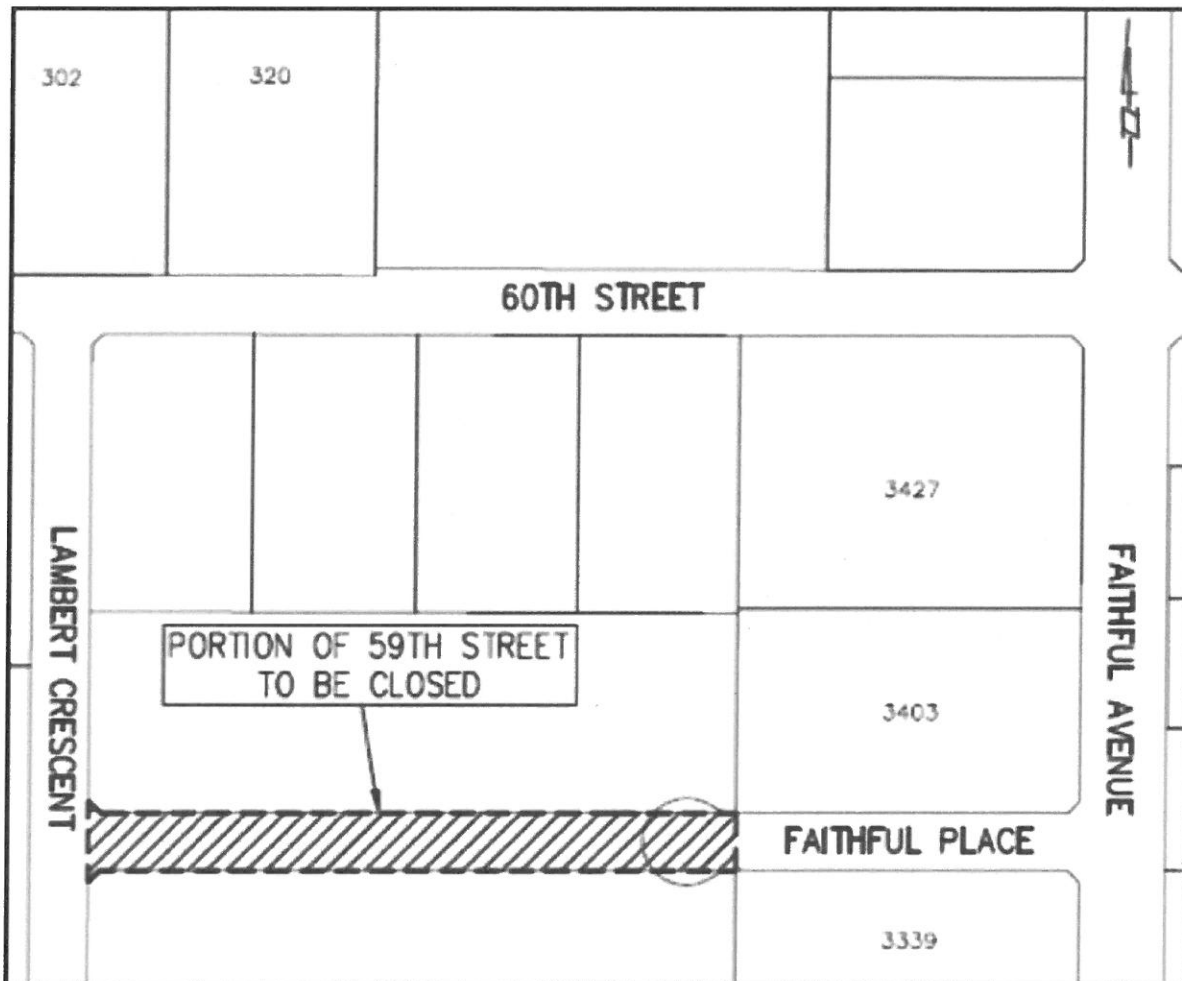
Date
Community Services Department



PUBLIC NOTICE**PROPOSED CLOSURE OF PORTION OF 59TH STREET**

The City of Saskatoon is proposing the following closure of a portion of 59th street in the Hudson Bay Industrial Neighbourhood

Location: Portion of 59th street lying between Lambert Crescent and Faithful Avenue



PUBLIC MEETING - City Council will consider the above matter and hear all persons present at the City Council meeting and wish to speak on Monday, September 28, 2015, at 6:00 p.m. in the Council Chambers, City Hall, Saskatoon, Saskatchewan.

WRITTEN SUBMISSIONS – If you wish to submit a letter on this matter for City Council’s consideration, it must be received by Monday September 28, 2015 at 10:00 a.m. Mail to:

His Worship the Mayor and Members of City Council
 c/o City Clerk’s Office, City Hall
 222 Third Avenue North, Saskatoon, SK S7K 0J5

INFORMATION - Questions regarding the proposal may be directed to:
 Shirley Matt, Transportation division
 Phone 306-975-3145

Proposed Closure of Right-of-Way – Portion of Road Allowance – Rosewood Neighbourhood

Recommendation

1. That a portion of road allowance south of Rosewood Boulevard West be closed;
2. That after closure, this land be transferred to Boychuk Investments Ltd. in exchange for dedication of other land required for future roads in the area;
3. That all costs associated with the closure be paid for by the applicants, including Solicitor's fees and disbursements; and
4. That City Council consider Bylaw No. 9304, The Street Closing Bylaw, 2015 (No.5).

Topic and Purpose

This report is to obtain approval to close a portion of road allowance south of Rosewood Boulevard in the Rosewood neighbourhood, in exchange for the dedication of land required for future roads in the area. This closure is required to allow progress of development in the Rosewood neighbourhood.

Report Highlights

Boychuk Investments Ltd. (Boychuk) requests to close a portion of road allowance as part of a subdivision application. This road closure will facilitate orderly development in the Rosewood neighbourhood. If approved, the closed road allowance will be transferred to Boychuk in exchange for dedication of lands required for future roads in the area.

Strategic Goal

This report supports the Strategic Goal of Sustainable Growth as the closure will allow for future commercial development in the Rosewood neighbourhood.

Background

The Rosewood Neighbourhood Concept Plan, approved by City Council in May 20, 2008, illustrates that a portion of road allowance be closed in order to accommodate the continued development of the Rosewood neighbourhood.

Report

Meridian Surveys Ltd. has submitted a Plan of Proposed Road Closure dated December 1, 2014 which illustrates the proposed road closure. The total area to be closed and then transferred to Boychuk is 184.1 square meters.

A proposed Subdivision No. 66/14 was approved by the General Manager, Community Services Department on February 10, 2015.

To complete this transaction, the Administration requires City Council to approve Bylaw No. 9304, The Street Closing Bylaw, 2015 (No. 5) (Attachment 1).

No dead end situations will be created as a result of this proposed closure of right-of-way as this road allowance will be consolidated with the adjacent property for the development of the Rosewood Square.

Public and/or Stakeholder Involvement

Utility agencies have been contacted with respect to the closure and have no objections to the closure subject to the following conditions: that SaskPower, Sask Energy, SaskTel and Shaw Cablesystems require easements.

The Ministry of Highways and Infrastructure has confirmed that no compensation is required to the Crown.

The owners of Lot 15, Block 19 and Parcel H were provided a notice of the proposed closure.

Communication Plan

Communication activities are included with the requirement for Public Notice. No other communication activities are required.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

There will be no follow up report.

Public Notice

Public Notice is required for consideration of this matter, pursuant to Section 3 of Policy No. C01-021, The Public Notice Policy. The following notice was given:

- Advertised in The Star Phoenix on the weekend of September 12, 2015. (Attachment 2);
- Posted on the City Hall Notice Board on Thursday, September 10, 2015;
- Posted on the City of Saskatoon website on Thursday, September 10, 2015; and
- Notice will be mailed to all affected parties, Friday September 11, 2015.

Attachments

1. Bylaw No. 9304, The Street Closing Bylaw, 2015 (No. 5)
2. Copy of Public Notice

Report Approval

Written by: Shirley Matt, Senior Engineer, Transportation
Reviewed by: Jay Magus, Engineering Section Manager, Transportation
Reviewed by: Angela Gardiner, Director of Transportation

Proposed Closure of Right-of-Way – Portion of Road allowance – Rosewood Neighbourhood

Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

Council SM – Prop Closure ROW – Portion of Road Allowance – Rosewood Neighbourhood

BYLAW NO. 9304

The Street Closing Bylaw, 2015 (No. 5)

The Council of The City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Street Closing Bylaw, 2015 (No. 5)*.

Purpose

2. The purpose of this Bylaw is to close a portion of road allowance south of Rosewood Boulevard in the Rosewood Neighborhood, in exchange for the dedication of land required for future roads in the area.

Closure of Portion of Lane

3. The Easterly 4.0 metres of lane L2 shown on Plan No. 102098842 in the N.E. ¼ Section 18, Township 36 – Range 4 – W3M as shown on Plan showing proposed subdivision of parts of N.W. ¼ Section 17 – Twp 36 – Rge 4 – W3M and N.E. ¼ Section 18 – Twp 36 – Rge 4 – W3M and Part of Parcel EE, Plan No. 102028586 in the S.W. ¼ Section 17 – Twp 36 – Rge 4 – W3M, and Part of Parcel BB, Plan No. 101875395 in the S.E. ¼ Section 18 – Twp 36 – Rge 4 – W3M, and all of Parcel S2, Plan No. 102137295 and portion of Original Road Allowance between E. ½ Section 18 & W. ½ Section 17 and Portion of Lane L2, Plan 10209884 in the N.E. ¼ Section 18 – Twp 36 – Rge 4 – W3M and as shown on the attached sketch plan of proposed road closure, prepared by M.G. Radoux, SLS, and dated December 1, 2014, and attached as Schedule “A” to this Bylaw, is closed.

Coming into Force

4. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2015.

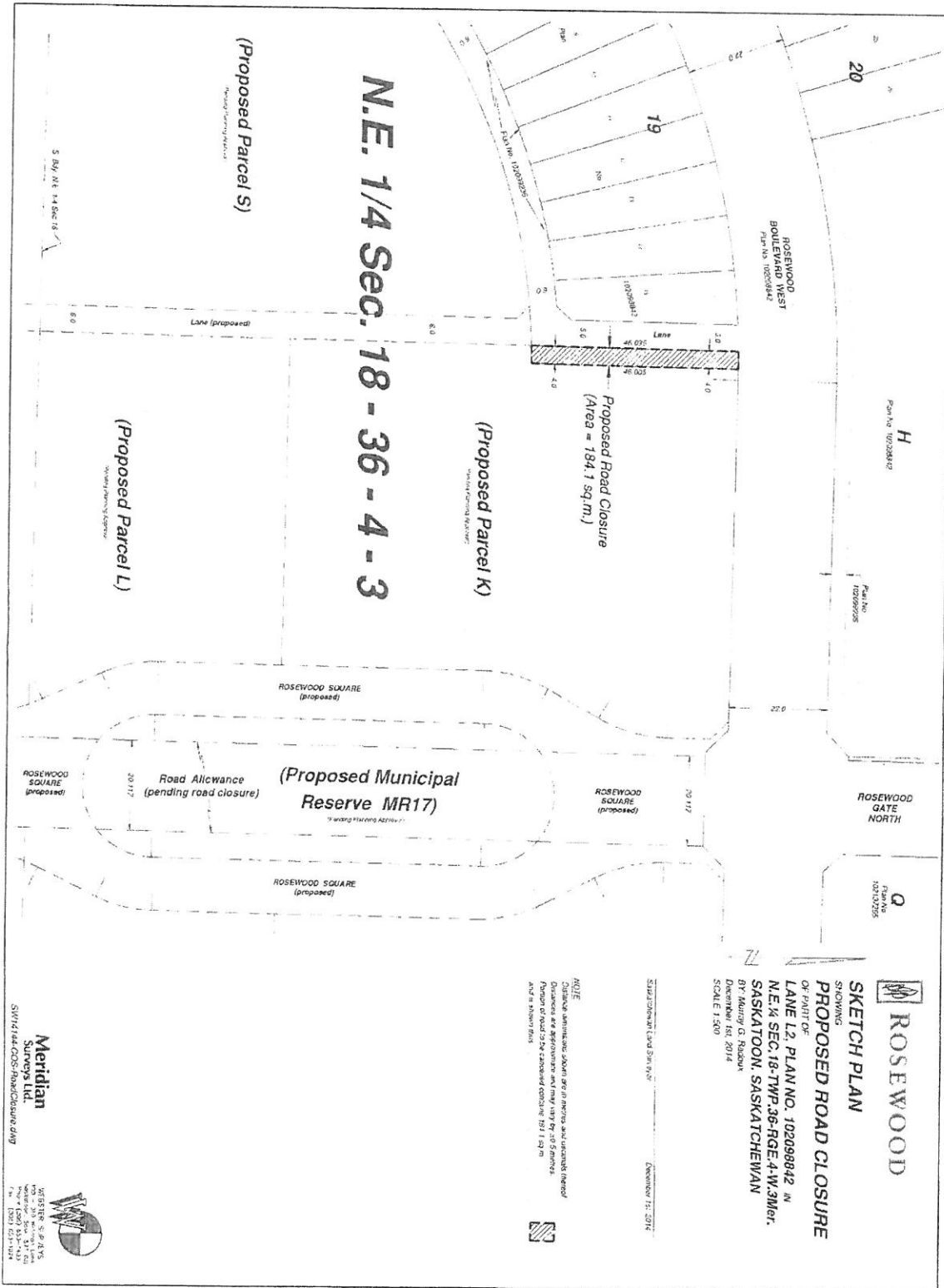
Read a second time this _____ day of _____, 2015.

Read a third time and passed this _____ day of _____, 2015.

Mayor

City Clerk

Schedule "A"

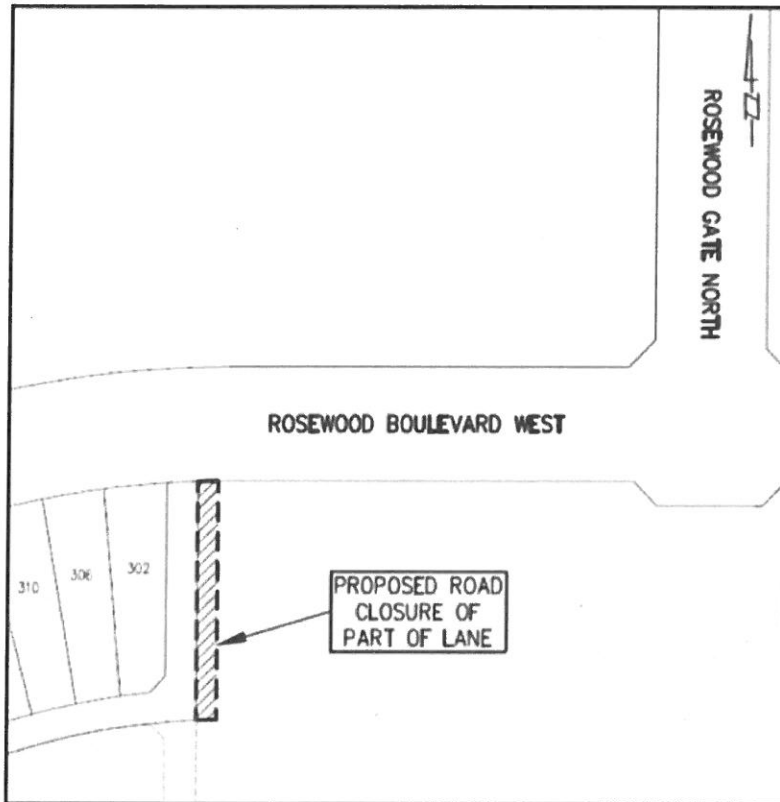


PUBLIC NOTICE

PROPOSED ROAD CLOSURE OF PART OF LANE

The City of Saskatoon is proposing the following road closure of a portion of a road in the Rosewood Neighbourhood

Location: Portion of road south of Rosewood Boulevard West



PUBLIC MEETING - City Council will consider the above matter and hear all persons present at the City Council meeting who wish to speak on Monday, September 28, 2015, at 6:00 p.m. in the Council Chambers, City Hall, Saskatoon, Saskatchewan.

WRITTEN SUBMISSIONS – If you wish to submit a letter on this matter for City Council’s consideration, it must be received by Monday September 28, 2015 at 10:00 a.m.

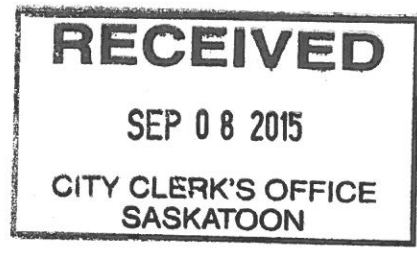
Mail to:

His Worship the Mayor and Members of City Council
c/o City Clerk’s Office, City Hall
222 Third Avenue North, Saskatoon, SK S7K 0J5

INFORMATION - Questions regarding the proposal may be directed to:

Shirley Matt, Transportation division
Phone 306-975-3145

From: Reilly Forbes <technical@pavedarts.ca>
Sent: September 08, 2015 1:51 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Tuesday, September 8, 2015 - 13:51
Submitted by anonymous user: 70.64.72.171
Submitted values are:

Date: Tuesday, September 08, 2015
To: His Worship the Mayor and Members of City Council
First Name: Reilly
Last Name: Forbes
Address: 424 20th St. W.
City: Saskatoon
Province: Saskatchewan
Postal Code: S7M 0X4
Email: technical@pavedarts.ca

Comments:
My name is Reilly Forbes and I am a coordinator for the artist-run non-profit PAVED Arts. This fall, in collaboration with 14 gallery spaces across Saskatoon, we are launching "Art Passport YXE". This initiative intends to spotlight the smaller gallery spaces in city, and provide resources for the citizens of Saskatoon to seek out those spaces.

With this project in mind we would like to proclaim October 2015 as Art Passport YXE month in Saskatoon and seek support for this initiative from Saskatoon City Council and his worship the Mayor.

We know very well of the unique landscape for the arts in Saskatoon this year. This project is meant to help showcase all that Saskatoon has to offer in this year.

I would also like to request the opportunity to speak in front of council to present this proclamation.

Thank you for your time

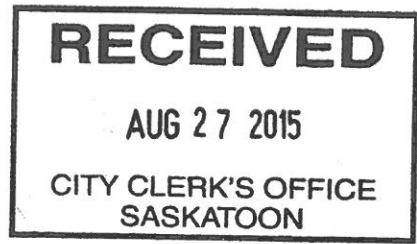
Reilly Forbes

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/39190>

205-5

From: Morphy, Rosanne (Police)
Sent: August 27, 2015 11:00 AM
To: Web E-mail - City Clerks
Subject: FW: Request for Proclamation

Importance: High



I had the wrong e-mail address.



Rosanne Morphy, BSW | Co-ordinator, Domestic Violence Court Case Worker Program
306.975.8212 | rosanne.morphy@police.saskatoon.sk.ca

Strengthening People, Nurturing Relationships, Building Communities .
A United Way funded Agency

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** Avis de confidentialité : Ce message et toutes pièces jointes sont confidentielles et assujetties au droit d'auteur. Elles sont d'usage exclusif du ou des destinataire(s) visé(s) et peuvent être confidentielles. Si vous n'êtes pas le(s) destinataire(s) visé(s), nous attirons votre attention sur le fait qu'il est strictement interdit d'utiliser cette information, de la transmettre, de l'imprimer sur papier, de la copier, de la distribuer ou de la diffuser. Si vous n'êtes pas le destinataire visé, veuillez en aviser immédiatement l'expéditeur par courriel et détruire ce message et toute copie de celui-ci.

From: Morphy, Rosanne (Police)
Sent: Wednesday, August 26, 2015 3:50 PM
To: 'city.clerks@saskatoon.sk.ca'
Cc: Pat Harcolt-Peever
Subject: Request for Proclamation
Importance: High

To His Worship the Mayor and City Council:

Good afternoon. I am a Board member for the Saskatoon Women's Community Coalition (SWCC) and we are in the process of gearing up for the annual Take Bake The Night march. This event has been active Canada since 1978 with events being held by Colleges and University Women's centers, YWCA's, rape crisis centers, community centers, high school student groups, battered women's shelters and other organizations across Canada. The intent of this march is to shatter the silence surrounding sexual violence, domestic violence, rape and hate crimes affecting all genders and sexual orientations.

We would like to make a formal request to have **September 17, 2015** proclaimed as Take Back The Night in Saskatoon. If further information is required contact information is listed below:

Saskatoon Women's Community Coalition
Rosanne Morphy –
You may also reach me by the e-mail address I am making this request from.

Thank you for your time and consideration of our request.



Rosanne Morphy, BSW | Co-ordinator, Domestic Violence Court Case Worker Program
306.975.8212 | rosanne.morphy@police.saskatoon.sk.ca

Strengthening People, Nurturing Relationships, Building Communities .
A United Way funded Agency

Bryant, Shellie (Clerks)

From: City Council
Subject: FW: Form submission from: Contact the Mayor File CK 205-1

-----Original Message-----

From: Marcia Armstrong [<mailto:marmstrong@pancancanada.ca>]
Sent: Tuesday, September 01, 2015 12:54 PM
To: Web E-mail - Mayor's Office
Subject: Form submission from: Contact the Mayor

Submitted on Tuesday, September 1, 2015 - 12:53 Submitted by user: Anonymous

Submitted values are:

First Name: Marcia

Last Name: Armstrong

Organization: Pancreatic Cancer Canada

Street Address: 27-30 Concourse Gate

City: Ottawa

Province: Ontario

Postal Code: K2E 7V7

Phone: (888) 726-2269

Fax Number:

Email: HYPERLINK "<mailto:marmstrong@pancancanada.ca>"marmstrong@pancancanada.ca

Confirm Email: HYPERLINK "<mailto:marmstrong@pancancanada.ca>"marmstrong@pancancanada.ca

Comments:

Dear Mayor Atchison

I am contacting you at the suggestion of one of our followers to ask your cooperation in shining a light on Pancreatic Cancer in November. Pancreatic Cancer Canada's (PCC) Purple Lights campaign is intended to raise awareness amongst Canadians of this 'silent killer' during the month of November which is designated as pancreatic cancer month.

Today, pancreatic cancer is the fourth leading cause of all cancer deaths in Canada. There is no known cause, no early detection and no known cure. Seventy-five percent (75%) of all patients diagnosed with Pancreatic Cancer die within the first year, most within the first three to six months. Within the next 5-10 years, it is expected to be the 2nd leading cause of cancer death.

Results from an Ipsos Reid Poll, released November 2012, cited Canadian awareness of pancreatic cancer as being exceptionally low despite it being the most deadly form of cancer. PCC wants to improve these statistics and our Purple Lights campaign is intended to do that.

The Purple Lights campaign is two pronged. We encourage Canadians to purchase strings of purple lights and light their homes during the month of November to raise awareness of pancreatic cancer in their neighbourhoods. We also approach businesses, iconic landmarks and cities in Canada to ask that they shine a purple light on their iconic features during November to raise awareness as well. Last year, BC Place, the CN Tower, the legislative building in Fredericton, the Confederation Building in St. John's, the portico of the BC Legislature, Halifax City Hall and Olympic Plaza in Calgary were some of the iconic sites bathed in purple light during November. We also benefited from purple lights being shone on Niagara Falls, the Skylon Tower and the Peace Bridge.

Pancreatic Cancer Canada wants to expand the 2015 Purple Lights campaign to include more Canadian cities. One of our volunteers in Saskatoon suggested that we approach you in the hope that you will get Saskatoon City Hall on board with us and shine a purple light on it sometime this November (Nov 13 is World Pancreatic Cancer Day) to increase awareness of pancreatic cancer. Together we can make a difference! Let me know if this would be possible. City Halls in Ottawa, Toronto, Winnipeg, Victoria, Halifax and Fredericton were some that participated last year. We also encourage cities to declare November to be pancreatic cancer awareness month in their city and fly our flag over City Hall during the month. Several cities did this for us last year and we are hoping to expand this form of awareness this year. We hope Saskatoon will get involved this year!

Visit our website at

http://www.pancreaticcancercanada.ca/site/PageServer?pagename=makingadifference_landmarks_li ghtup_purple for more information or follow us on Facebook

<https://www.facebook.com/PanCanCanada> to keep up with news on research into pancreatic cancer and the activities of Pancreatic Cancer Canada.

Thank you for your consideration.

The results of this submission may be viewed at:

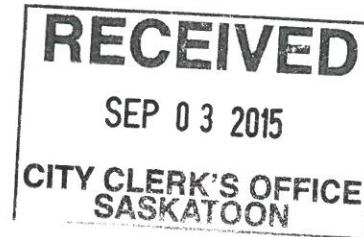
<https://www.saskatoon.ca/node/395/submission/38284>



Saskatoon Fire Department
125 Idylwyld Drive South
Saskatoon SK S7M 1L4

www.saskatoon.ca
tel (306) 975-2575
fax (306) 975-2589

September 2, 2015



His Worship the Mayor and
Members of City Council

Dear Council Members:

**Re: Request for Proclamation
Week of October 4 to 10, 2015 as
Fire Prevention Week in Saskatoon
AND
Request for Temporary Street Closure**

The week of October 4 to 10, 2015, is recognized nationally as Fire Prevention Week. This year's theme is "Hear the Beep Where You Sleep, Every Bedroom Needs a Working Smoke Alarm!". The Saskatoon Fire Department would like to request that City Council proclaim this week as "Fire Prevention Week".

The Saskatoon Fire Department will be hosting an Open House on the first day of Fire Prevention Week, Sunday, October 4. The Open House will be at Fire Station No. 1 (125 Idylwyld Drive South) and run from 1:00 – 4:00 p.m. The Open House will include fire safety displays, opportunities to spray water and burn safety demonstrations.

In order to provide public safety during this event, SFD respectfully requests that 21st Street be closed after the entrance to Fire Station No. 1 and Avenue B be closed at the most northerly point of our property, from 8:00 a.m. to 6:00 p.m., allowing sufficient time for set-up and take-down. Included in this closure request is the corner of Avenue B and 21st Street.

We appreciate your consideration of these requests and look forward to another very successful Fire Prevention Week.

Sincerely,

Morgan Hackl
Fire Chief

/bjs



RECEIVED
SEP 09 2015
CITY CLERK'S OFFICE
SASKATOON

August 31, 2015

His Worship the Mayor and Members of City Council
c/o City Clerk's Office
City of Saskatoon
222 Third Ave North
Saskatoon, SK S7K 0J5

OFFICE OF THE
SEP 08 2015
MAYOR

Dear Mr. Mayor and City Council Members:

This year, on **Tuesday, December 1, 2015**, the Royal University Hospital Foundation is part of a community wide call to action that will change the calendar and help make history. We are celebrating a day dedicated to giving – when charities, companies and individuals come together for GivingTuesday.

In its third year in Canada, GivingTuesday is a new movement for giving and volunteering, taking place each year after Black Friday and Cyber Monday.

The success of GivingTuesday depends on the collective efforts of a unique group of partners and their participation. In 2013, more than 10,000 partners worldwide participated. Through the power of social media, more than 3 billion people helped spread the word, resulting in milestone trending on Twitter and most importantly, a 270% increase in donations.

As a GivingTuesday partner from the City of Saskatoon, we would like to respectfully request that the City of Saskatoon officially proclaim December 1, 2015 as GivingTuesday. The City of Saskatoon can really help to take GivingTuesday from something that was big to something that will really change the way we think about philanthropy and community service for generations to come. The campaign provides a framework and ideas for people to choose their own best way to contribute to their communities and will provide the citizens of Saskatoon with an opportunity to share their giving story.

For additional information, please visit the GivingTuesday Canada website at givingtuesday.ca. It would be truly be an honor to have the City of Saskatoon formally proclaim GivingTuesday as a day of giving.

Thank you for considering our request.

Yours sincerely,


Arla Gustafson
CEO, RUH Foundation

cc AFP Saskatoon Chapter

Royal University Hospital Foundation

205-1

SASKATOON SIERRA LEONEANS CULTURAL

RECEIVED
SEP 14 2015
CITY CLERK'S OFFICE
SASKATOON



COMMUNITY INC.

THE MAYOR'S OFFICE
SASKATOON CITY HALL
222-3RD AVE NORTH
SASKATOON, SK S7N 0J5

344 FAIRMONT DR
S7M 4P1 SASKATOON, SK
SEPT 13TH 2015

DEAR SIR,

REQUEST FOR THE SIERRA LEONE FLAG DAY

WE ARE REQUESTING ON THE BEHALF OF THE SASKATOON SIERRA LEONEANS CULTURAL COMMUNITY IN SASKATOON, THAT OUR FLAG BE RAISED AT THE CITY HALL OF SASKATOON ON EVERY 27TH DAY OF APRIL. WHICH SYMBOLICALLY IS OUR INDEPENDENT DAY.

WE ARE LOOKING FORWARD TO WITNESS THIS MEMORABLE EVENT. WE HOPE TO HEAR FROM YOU

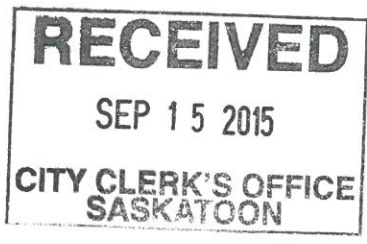
THANK YOU

BEST REGARDS

MOSES KARGBO (CHAIRMAN)



www.SEIUWEST.ca



August 25, 2015

Mayor Don Atchison
City of Saskatoon
222 3rd Ave North
Saskatoon, SK S7K 0J5

Dear Mayor Atchison:

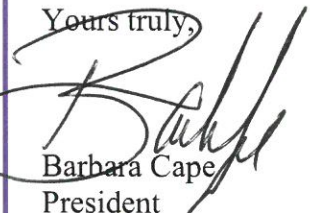
As President of SEIU-West, it is with great pride that I forward this request to you – on behalf of SEIU-West members employed in the Community-Based Organization (CBO) sector, to please designate November 6, 2015, as Community-Based Organizations Worker Appreciation Day.

We ask that you join with other mayors and provincial governments across the country in recognition of the proclamation of Community-Based Organizations Worker Appreciation Day.

As you know, Service Employees International Union (SEIU-West) represents hundreds of members who work tirelessly within CBO's across the province. Each and every day of the year much-needed services are provided to vulnerable citizens within our communities, as a result of the hard working men and women who are employed in this sector who often go unnoticed.

This is true whether the services provided include addictions counselling, day care provision, hands-on care in a group home setting or crisis services.

Thank you for your kind consideration of our request.

Yours truly,

Barbara Cape
President
SEIU-West

BC/ajz USW 5917

cc: Carmela Verwimp, Executive Board Member, CBO Sector, SEIU-West

X:\Kelly NEW\2015 files\COMMUNITY BASED ORGANIZATIONS\CBO_AtchisonD_25-08-2015.docx

BARBARA CAPE
President

NEIL COLMIN
Vice-President

JANICE PLATZKE
Treasurer

SERVICE EMPLOYEES
INTERNATIONAL UNION
CLC

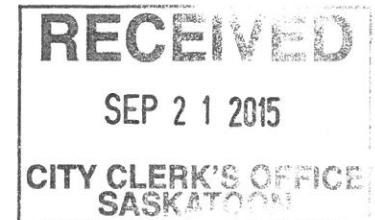
MEMBER RESOURCE
CENTRE (MRC)
1.888.999.7348

Saskatoon Office:
200 – 747 46th Street West
Saskatoon, SK S7L 6A1
Phone 306.652.1011
Fax: 306.652.1392

Moose Jaw Office:
39 Athabasca Street West
Moose Jaw, SK S6H 2B6
Phone 306.693.7922
Fax: 306.692.2807

Swift Current Office:
333 Central Avenue North
Swift Current, SK S9H 0L5
Phone 306.773.2536
Fax: 306.773.7535

From: Rebecca Panter <felicity83@hotmail.ca>
Sent: Sunday, September 20, 2015 5:42 PM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Sunday, September 20, 2015 - 17:41
Submitted by anonymous user: 96.63.147.190
Submitted values are:

Date: Sunday, September 20, 2015
To: His Worship the Mayor and Members of City Council
First Name: Rebecca
Last Name: Panter
Address: Box 398
City: Oxbow
Province: Saskatchewan
Postal Code: S0C 2B0
Email: felicity83@hotmail.ca

Comments: Hello, my name is Rebecca Panter, and I would like to ask your city to proclaim October 15, 2015, Pregnancy and Infant Loss Awareness Day in your beautiful city. Pregnancy and Infant loss affects 1 in every 4 pregnancies, and the effect of this is insurmountable in Saskatoon. The comfort of having the city proclaim this day for families is great, as it co-insides with the worldwide day of remembrance and wave of light throughout the world. I thank you for your time and consideration.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/41173>

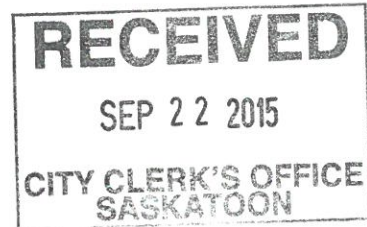
SAVT



**SASKATCHEWAN
ASSOCIATION**
of Veterinary Technologists

205-5

His Worship Mayor Donald J. Atchison
City of Saskatoon
222 Third Avenue North
Saskatoon SK S7K 0J5



September 12, 2015

Dear Sir,

I am writing to you on behalf of the Saskatchewan Association of Veterinary Technologists, Inc. (1984). The Saskatchewan Association of Veterinary Technologists (SAVT) celebrates National Veterinary Technician Week every year in coordination with all provincial AHT/VT Associations in Canada, and with both the Canadian and American Associations – Registered Veterinary Technologists and Technicians of Canada (RVTTC) and the National Association of Veterinary Technicians in America (NAVTA).

Thirty one years ago Veterinary Technologists felt it was time to create a unified voice. Therefore, in 1984, the Saskatchewan Association of Veterinary Technologists (SAVT) was founded with 35 members to serve, support, and register Veterinary Technologists in the Saskatchewan. The SAVT places emphasis on professional development and educational advancement of Veterinary Technologists.

The week of **October 11 – 17, 2015** has been declared **National Veterinary Technician Week**. This week is intended highlight the crucial role and multi-faceted contributions that Veterinary Technologists make in the Veterinary Medical profession. There are currently over 400 Veterinary Technologists registered in the Province of Saskatchewan. All Registered Veterinary Technologists (RVTs) have had at least two years of post-secondary training at a Canadian Veterinary Medical Association approved Post-Secondary institution and have written the Veterinary Technician National Exam. RVTs work in a diverse range of settings from a veterinary clinic atmosphere to government agricultural departments. It is not unusual to find an RVT in a commercial livestock operation or as a veterinary pharmaceutical and supply representative.

The SAVT Board of Directors would like to thank the cities that proclaimed National Veterinary Technician Week last year. We sincerely hope that you will assist us again in celebrating this special week through a proclamation to the City of Saskatoon in recognition of the behind the scenes contributions that Veterinary Technologists make in their Saskatchewan communities.

Yours sincerely,

A handwritten signature in blue ink that reads "Lois Ridgway".

Lois Ridgway, RVT
SAVT President-Elect
president.elect@savt.ca

Enclosed: Proclamation

We are requesting that you proclaim **October 11 - 17, 2015 - National Veterinary Technician Week.**

WHEREAS There are 400+ Registered Veterinary Technologists in the Province of Saskatchewan; and

WHEREAS the SAVT proclaims the second week in October as National Veterinary Technician Week to promote in Saskatchewan, an awareness of the animal health care duties of Veterinary Technologists; and

WHEREAS the SAVT was founded to serve, support and register Veterinary Technologists in the Province; and

WHEREAS the SAVT, as a not-for-profit and non-unionized organization, places emphasis on professional and educational advancement of Veterinary Technologists, so that they may better serve the veterinary medical profession; and

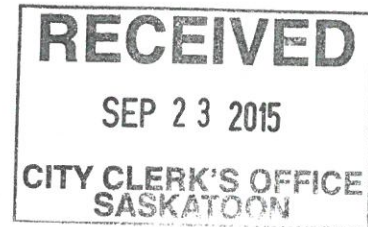
WHEREAS the objectives of the Saskatchewan Association of Veterinary Technologists are;

- 1) To promote progressive and humane medical care for all creatures;
- 2) To promote and maintain the professional image and high ethical standards of Veterinary Technologists through continuing education and public relations;
- 3) To speak for Veterinary Technologists in regard to legislative action;
- 4) To promote the educational and professional advancement of Veterinary Technologists;
- 5) To develop and maintain a professional Code of Ethics.

Thank you kindly for your consideration of our request. The proclamation may be mailed or emailed to the address below.



Office of the
Saskatchewan Information
and Privacy Commissioner



September 21, 2015

His Worship Donald J. Atkinson
Office of the Mayor
City of Saskatoon
222 Third Avenue North
Saskatoon SK S7K 0J5

Dear Mayor Atkinson:

Re: Right to Know Week Proclamation

We request that your office declare that the week of September 28-October 2, 2015 is 'RIGHT TO KNOW WEEK' in Saskatchewan.

Our Right to Know Steering Committee is made up of a diverse cross-section of residents of Saskatchewan who wish to celebrate the importance to a modern democratic jurisdiction of the right of the public to access records and information in the control of public bodies. September 28th of each year is recognized and celebrated internationally as Right to Know Day. There are parallel events planned at the federal level and in other provinces.

Saskatchewan was one of the first provinces in western Canada to enact an access law when it adopted *The Freedom of Information and Protection of Privacy Act* in 1992.

The Supreme Court of Canada has affirmed that the right of citizens to access the records of public sector organizations is fundamental. *The Freedom of Information and Protection of Privacy Act* in Saskatchewan is the kind of law that the courts have described as "quasi-constitutional".

The purpose of the law is to achieve greater transparency in the way that public sector bodies operate and to thereby promote accountability in our government institutions and local authorities.

Our hope is to promote public awareness and greater understanding of the right of access enjoyed by everyone in Saskatchewan.

We look forward to your favourable response.

Yours truly,

Ron Kruzeniski, Q.C.
Saskatchewan Information and Privacy Commissioner
rkruzeniski@oipc.sk.ca