



**AGENDA**  
**SPECIAL MEETING OF CITY COUNCIL**  
**2015 CORPORATE BUSINESS PLAN AND DETAILED BUDGET**  
**DECEMBER 2 AND 3, 2014**

1:00 p.m. - 6:00 p.m.  
Council Chamber, City Hall

Pages

**1. CALL TO ORDER**

**2. CONFIRMATION OF AGENDA**

**Recommendation**

That the agenda be confirmed as presented.

**3. BUDGET INTRODUCTION AND OVERVIEW**

**3.1 2015 Preliminary Corporate Business Plan and Budget [File No. CK. 1700-1 x430-72 and AF. 115-1 and 1700-1]**

The Executive Committee, at its meeting held on November 17, 2014, considered a report of the General Manager, Asset and Financial Management Department dated November 17, 2014 regarding this matter and resolved that the following documents be referred to this meeting.

- 2015 Preliminary Corporate Business Plan and Budget - Executive Summary; and
- 2015 Preliminary Corporate Business Plan and Budget - Operating and Capital Budget Details.

**4. COMMUNICATIONS**

**4.1 REQUESTS TO SPEAK TO COUNCIL**

## 4.2 MATTERS REQUIRING DIRECTION

- 4.2.1 Request for Access Transit Budget Increase - Saskatoon Council on Aging [File No. CK 612-2] [TRANSPORTATION] 15 - 17

The Standing Policy Committee on Transportation, at its meeting held on August 19, 2014, considered the above-noted communication and resolved that the letter be forwarded to the Administration and 2015 Business Plan and Budget deliberations at the appropriate time.

### Recommendation

That the information be received.

- 4.2.2 Various Communications Submitting Comments 18 - 36

- Canadian Federation of Independent Business - Research Report [File No. CK. 1905-5]
- Canadian Federation of Independent Business [File No. CK. 1700-1]
- Usman Choudhry, dated November 18 [File No. CK. 1920-1]
- Derek McInnes, dated November 18 [File No. CK. 1920-1]
- Mark Wayland, dated November 18 [File No. CK. 1920-1]
- Val Winowich, dated November 19 [File No. CK. 1920-1]
- Doug Darbellay, dated November 21 [File No. CK. 1920-1]
- Glenn Stephenson, dated November 22 [File No. CK. 1920-1]
- Keith Moen, Executive Director, NSBA, dated November 24 [1920-1]
- Cindy Braun, dated November 25 [File No. 4129-15]

### Recommendation

That the information be received.

## 5. GENERAL REPORTS

- 5.1 2015 Preliminary Corporate Business Plan and Budget and Land Development Business Plan and Budget [File No. CK. 1815-1 x1702-1, AF 115-1, 1702-1, 1704-1] 37 - 39

INCLUDED

### Recommendation

1. That \$1.5 million from the Property Realized Reserve be transferred to the Reserve for Capital Expenditures;
2. That any Capital Project that has identified borrowing as a source of funding be approved subject to a Public Notice Hearing for Borrowing; and
3. That any Capital Project that has identified external funding as a source of funding be approved subject to confirmation of this external funding.

- 5.2 Repaid Productivity Improvement Loans 2014 [File No. CK. 1750-1, AF 1702-1 and 1704-1] 40 - 42

INFORMATION ONLY

**Recommendation**

That the information be received.

6. SASKATOON PUBLIC LIBRARY - (Budget Pages 5-12)

A representative of the Saskatoon Public Library will present the Business Line.

- 6.1 Saskatoon Public Library - 2015 Operating Budget Submission [File No. CK. 1711-6] 43 - 49

INCLUDED

**Recommendation**

That the Saskatoon Public Library Business Line be approved, as submitted.

7. SASKTEL CENTRE (Budget Page 154)

Mr. Will Lofdahl, Chief Executive Officer, SaskTel Centre, will present the Service Line.

- 7.1 2015 SaskTel Centre Operating Budget [File No. CK. 1711-9] 50 - 54

INCLUDED

**Recommendation**

That the SaskTel Centre Service Line be approved, as submitted.

8. TCU PLACE (Budget Page 157)

Mr. Bob Korol, Executive Director, TCU Place, will present the Service Line.

- 8.1 TCU Place - 2015 Operating and Captial Budget Submission [File No. CK. 1711-4] 55 - 60

INCLUDED

**Recommendation**

That the TCU Place Service Line be approved, as submitted.

**9. MENDEL ART GALLERY (Budget Page 156)**

Mr. Gregory Burke, Chief Executive Officer, Mendel Art Gallery, will present the Service Line.

**9.1 Mendel Art Gallery 2015 Grant Application [File No. CK. 1711-5] 61 - 63**

INCLUDED

**Recommendation**

That the Mendel Art Gallery Service Line be approved, as submitted.

**10. POLICING (Budget Pages 13-18)**

Chief Clive Weighill, will present the Saskatoon Police Service Budgets noted in 10.1 and 10.2.

**Recommendation**

That the Policing Business Line be approved, as submitted.

**10.1 2015 Preliminary Capital Budget - 2016-2019 Capital Plan [File No. CK. 1711-2] 64 - 82**

INCLUDED

The Board of Police Commissioners considered the attached report of the Chief of Police dated September 29, 2014 regarding the above at its meeting held on October 23, 2014, and resolved that the 2015 Preliminary Capital Budget, 2016-2019 Capital Plan be approved and forwarded to City Council's Budget Review session.

**Recommendation**

That the information be received.

**INCLUDED**

The Board of Police Commissioners considered the attached report of the Chief of Police dated October 15, 2014 regarding the above at its meeting held on October 23, 2014, and resolved that the 2015 Police Operating Budget Estimates be approved and forwarded to City Council's Budget Review session.

**Recommendation**

That the information be received.

**11. RESERVES FOR CAPITAL EXPENDITURES (RCE) (Budget Pages 19-45)**

- 11.1 Capital Construction at the Saskatoon Minor Football Field at Gordon Howe Park and Friends of the Bowl Foundation Fundraising Campaign Update [File No. CK 4205-7-2 x1700-1 and RS 1701-32] 113 - 120

FUNDED (above the line)

**Recommendation**

That the direction of Council issue to address the request for \$1.0 million additional financing from the Reserve for Capital Expenditures.

- 11.2 Woodlawn Cemetery Roadway Upgrade [File No. CK 4080-1 and PK 4080-WO-8-6] 121 - 123

FUNDED (above the line)

**Recommendation**

That the information be received.

- 11.3 Solar City Pilot Program [File No. CK. 2000-5 and CP 758-6] 124 - 138

FUNDED (above the line)

**Recommendation**

1. That \$200,000 be approved from the Reserve for Capital Expenditures for the development and administration of a Solar City two-year pilot project; and
2. That Administration report further on the specific details of the pilot program and options for financing the capital costs of solar panel installation for program participants.

**11.4 Regional Planning - Saskatoon North Partnership for Growth - Foundational Documents**

139 - 165

**FUNDED FOR 2015**

City Council, at its meeting held on June 9, 2014, considered a report of its Executive Committee regarding the above matter and resolved, in part, that the report of the General Manager, Community Services Department dated May 9, 2014, be forwarded to the 2015 Business Plan and Budget deliberations.

**Recommendation**

That the information be received.

**12. ENVIRONMENTAL HEALTH (Budget Pages 47-59)**

Director of Environmental and Corporate Initiatives, Brenda Wallace, will present the Business Line.

**Recommendation**

That the Environmental Health Business Line be approved, as submitted.

**12.1 Civic Building Energy Efficiency - Energy Performance Contracting [File No. CK. 172-1 x CK 1700-1 and CP 758-1]**

166 - 171

INCLUDED

**Recommendation**

1. That the Administration move forward with Energy Performance Contracting for civic facilities based on the approach outlined in the November 3, 2014 report of the General Manager, Corporate Performance Department ; and
2. That a Green Loan of \$600,000 be established and funded through Capital Project No. 2568 – Civic Building Energy Efficiency.

**13. UTILITIES (Budget Pages 61-78)**

Director of Business Administration, Shelley Korte, will present the Business Line.

**Recommendation**

That the Utilities Business Line be approved, as submitted.

**13.1 Emergency Water Trailers [File No. CK. 1000-3 and PW. 1115-1]**

172 - 176

NOT INCLUDED

**Recommendation**

That the information be received.

- 13.2 Inquiry - Councillor A. Iwanchuk (September 29, 2014) - Installation of Street Lights - Neatby Crescent Walkway** 177 - 180

NOT INCLUDED

**Recommendation**

1. That the information be received; and
2. That the Administration be directed to report back once the necessary studies have been completed.

- 13.3 Proposed 2015 Electrical Rate Increase [File No. CK. 1905-3 and WT. 1905-3]** 181 - 182

INCLUDED

**Recommendation**

1. That the proposed 2015 rate increase be approved for Saskatoon Light & Power's electrical rates as outlined in the report of the General Manager, Transportation and Utilities; and
2. That the City Solicitor be directed to amend Bylaw No. 2685 - The Electric Light and Power Bylaw.

**14. TRANSPORTATION (Budget Pages 79-106)**

Director of Transportation, Angela Gardiner, will present the Business Line.

**Recommendation**

That the Transportation Business Line be approved, as submitted.

- 14.1 Municipal Impound Lot Update – Hours of Operation [File No. CK 6120-6]** 183 - 186

INCLUDED

**Recommendation**

1. That the Municipal Impound Lot continue Saturday hours of operation from 11:00 a.m. to 4:00 p.m. for vehicle retrievals; and
2. That the current hours of operation Monday to Friday, 8:00 a.m. to 7:00 p.m. be modified to 8:00 a.m. to 8:00 p.m.

**14.2 Inquiry - Councillor Z. Jeffries (December 2, 2013) - Carpooling [File No. CK. 6330-1] 187 - 190**

**NOT INCLUDED**

The Standing Policy Committee on Transportation, at its meeting held on September 15, 2014, considered the attached report of the General Manager, Transportation and Utilities Department dated September 15, 2014 and resolved:

That the option to subscribe to a ridesharing service such as Carpool.ca or Rideshark at an annual cost of \$17,000 be referred to the 2015 Business Plan and Budget deliberations.

**Recommendation**

That the information be received.

**14.3 2015 Transit Fare Increase [File No. CK. 1905-4 and WT. 1905-1] 191 - 197**

**INCLUDED**

**Recommendation**

1. That the proposed 2015 Transit Fares be approved for Conventional and Access Transit service as outlined in Attachment 1;
2. That the fare changes be effective on February 1, 2015; and
3. That the City Solicitor be directed to amend The Transit Fares Amendment Bylaw No. 9078 as outlined in the report of the General Manager, Transportation and Utilities Department.

**14.4 Annual Review of Parking Rates and Violations 198 - 206**

**INCLUDED**

**Recommendation**

1. That effective April 1, 2015, the fine amount to be increased to \$50 for all offences in Bylaw No. 7200, The Traffic Bylaw which currently has the amount of \$40;
2. That effective April 1, 2015, the reduced penalty amount be increased to \$30 for all offences in Bylaw No. 7200, The Traffic Bylaw which currently have a reduced penalty amount of \$25 or less;
3. That effective April 1, 2015, the reduced penalty amount to be increased to \$50 for all offences in Bylaw No. 7200, The Traffic Bylaw which currently have a reduced penalty amount of \$40;
4. That effective April 1, 2015, the fine for all offences in Bylaw No. 7200, The Traffic Bylaw which are related to public safety be increased to \$200 with no reduced penalty allowed;
5. That effective April 1, 2015, the fine for all offences in Bylaw No. 7200, The Traffic Bylaw which are related to disabled person's loading areas be increased to \$200 with no reduced penalty allowed; and
6. That the City Solicitor be requested to prepare the appropriate bylaw amendment to Bylaw No. 7200, The Traffic Bylaw.



**15. COMMUNITY SUPPORT (Budget Pages 107-119)**

Director of Community Development, Lynne Lacroix, will present the Business Line.

**Recommendation**

That the Community Support Business Line be approved as submitted.

**15.1 Proposed Fee Increase for Woodlawn Cemetery – 2015 [File No. CK 1720-4; IS 4080-1] 207 - 212**

INCLUDED

**Recommendation**

1. That the proposed fee increase for services provided at Woodlawn Cemetery, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget Review deliberations; and
2. That the City Solicitor be requested to prepare the necessary amendments to the bylaw for consideration by City Council.

**15.2 Meewasin Valley Authority Funding [File No. CK 1870-10; CS 181-4] 213 - 222**

INCLUDED - Community Investments and Supports

**Recommendation**

1. That an increase in annual funding of \$250,000 to the Meewasin Valley Authority (MVA), tied to construction, maintenance, and enhancement of the MVA Trail within City of Saskatoon (City) limits, be considered;
2. That the MVA be requested to report annually to City Council on progress made the previous year and work planned for the following year; and
3. That beginning in 2015, the Administration be requested to include an annual inflationary adjustment for overall City funding to the MVA.

**15.3 Advertising in Off-Leash Recreation Areas [File No. CK 4205-1 -7; RS 4205-17] 223 - 227**

INCLUDED - Animal Services

**Recommendation**

That the proposal to allow advertising in Off-Leash Recreation Areas, as included in the proposed 2015 Operating Budget and described in this report, be considered during the 2015 Business Plan and Budget Review.

**16. RECREATION & CULTURE (Budget Pages 121-159)**

Director of Recreation & Sport, Cary Humphrey, will present the Business Line.

**Recommendation**

That the Recreation and Culture Business Line be approved as submitted.

- 16.1 Maintaining Current Rental Rates for Indoor Arenas - 2015/2016 Winter Season [File No. CK 1720-3; RS 1720-1] 228 - 231**

INCLUDED - Indoor Rinks

**Recommendation**

That the rental rates for Indoor Arenas be maintained, as identified in the report of the Community Services Department dated December 2, 2014, and included in the 2015 preliminary operating budget, and be considered during the 2015 Business Plan and Budget deliberations.

- 16.2 PotashCorp Playland Rides – Fees for 2015, 2016, and 2017 [File No. CK 1720-3; RS 1705-14] 232 - 235**

INCLUDED - PotashCorp Playland

**Recommendation**

That the fees for the PotashCorp Playland Rides, identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations.

- 16.3 Special Event Application Fee [File No. CK 1720-3; RS 1720-13] 236 - 239**

INCLUDED - Community Partnerships

**Recommendation**

That, beginning in 2015, the proposed application fee for special events, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget Review deliberations.

- 16.4 Proposed Rate Increase for Charge Sportsfields – 2015 and 2016 [File No. CK 1720-3; RS 1720-6] 240 - 246**

INCLUDED - Outdoor Sports Fields

**Recommendation**

That the proposed rate increase for charge sportsfields, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations.

- 16.5 Leisure Centre and Outdoor Pool Admission Fees – 2015 [File No. CK 1720-3; RS 1705-14] 247 - 253**

INCLUDED - Rec-Competitive Facilities - Program

**Recommendation**

That the proposed rate increase for Leisure Centres and Outdoor Pools, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations.

- 16.6 Leisure Centre – Registered Program Fees [File No. CK 1720-3; RS 1705-14] 254 - 258**

INCLUDED - Rec-Competitive Facilities - Program

**Recommendation**

That the proposed rate increase for registered program fees, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations.

- 16.7 Indoor Leisure Centres and Outdoor Pools - Rental Rates and Fees [File No. CK 1720-3; RS 1705-14] 259 - 266**

INCLUDED - Rec-Competitive Facilities - Rentals

**Recommendation**

That the proposed rate increases for Indoor Leisure Centres and Outdoor Pools–Rental Rates and Fees, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations.

- 16.8 Inquiry - Councillor A. Iwanchuk (September 29, 2014) - Installation of Walking/Cycling Path - Perimeter of Pacific Park 267 - 270**

NOT INCLUDED

**Recommendation**

That the information be received.

- 16.9 **Remai Modern Art Gallery of Saskatchewan [File No. CK. 4129-15 x1700-1]** 271 - 273

INCLUDED - River Landing

**Recommendation**

That an additional \$6.0M allocation to Capital Project 1813 - Remai Modern Art Gallery of Saskatchewan for the completion of the construction of the building, funded through the Civic Facilities Funding Plan, be approved.

**17. URBAN PLANNING & DEVELOPMENT (Budget Pages 161-183)**

Director of Planning and Development, Alan Wallace, will present the Business Line.

**Recommendation**

That the Urban Planning & Development Business Line be approved, as submitted.

- 17.1 **Urban Design - City-Wide Program - Interim Funding Strategy [File No. CK 750-1 and PL 950-27]** 274 - 281

INLCUDED - Urban Design

**Recommendation**

1. That the interim funding strategy for the Urban Design - City-Wide Program outlined in the November 3, 2014 report of the General Manager, Community Services Department be approved; and
2. That the Administration report back with a long-term funding strategy for the 2017 Business Plan and Budget Review deliberations in conjunction with the Growing Forward! Shaping Saskatoon Project implementation.

- 17.2 **Proposed Fee Increase for New Business Licenses and License Renewals [File No. CK 1720-1; PL 1720-2]** 282 - 288

INCLUDED - Business Licenses & Bylaw Compliance

**Recommendation**

1. That the proposed fee increases for new business licenses and business license renewals, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations;
2. That the Administration undertake the necessary steps to implement the proposed fee changes for new business licenses and business license renewals, including the recommended communication plan; and
3. That the City Solicitor be requested to prepare the necessary amendments to the bylaw for consideration by City Council.

**17.3 Update on Funding and Targets for the Housing Business Plan in 2015 [File No. CK 750-1 and PL 950-27] 289 - 292**

INCLUDED - Attainable Housing

**Recommendation**

1. That the information be received; and
2. That the 2015 target for the 2013-2022 Housing Business Plan be revised to 500 units across the attainable housing continuum.

**18. FIRE SERVICES (Budget Pages 185-192)**

Chief Dan Paulsen, Saskatoon Fire Department, will present the Business Line.

**Recommendation**

That the Fire Services Business Line be approved, as submitted.

**18.1 Fees for Service - Fire and Protective Services Bylaw No. 7990 [File No. CK 1720-1] 293 - 297**

INCLUDED

**Recommendation**

1. That City Council consider the Saskatoon Fire Department's recommendations on revenue sources; and
2. That if approved, the City Solicitor be requested to prepare the appropriate amendments to Schedule "A" of Fire and Protective Services Bylaw No. 7990.

**19. CORPORATE ASSET MANAGEMENT (Budget Pages 193-204)**

Director of Facilities and Fleet Management, Tim Halstead, will present the Business Line.

**Recommendation**

That the Corporate Asset Management Business Line be approved, as submitted.

**20. CORPORATE GOVERNANCE & FINANCE (Budget Pages 205-220)**

Director of Business Administration, Jason Turnbull, will present the Business Line.

## **Recommendation**

That the Corporate Governance & Finance Business Line be approved, as submitted.

- 20.1 Continuous Improvement Strategy - Status Update [File No. CK. 116-1] 298 - 303**

### **Recommendation**

That the information be received.

- 20.2 Service Saskatoon - 311/Customer Relationship Management System and Inquiry - Councillor P. Lorje (November 26, 2012) - 311 Service [File No. CK 255-17; CP 374-2] 304 - 315**

INCLUDED - Corporate Support Services

City Council, at its meeting held on June 23, 2014, considered a report of the Corporate Performance Department regarding the above matter and resolved, in part, that a request for an additional \$300,000 be referred to the 2015 Business Plan and Budget deliberations.

### **Recommendation**

That the information be received.

## **21. TAXATION AND GENERAL REVENUES (Budget Pages 221-230)**

CFO and General Manager, Asset and Financial Management, Kerry Tarasoff will present this section.

## **22. LAND DEVELOPMENT (Budget - Separate Document)**

Director of Saskatoon Land, Frank Long, will present the Business Line.

- 22.1 2014 Neighbourhood Land Development Fund - Allocations 316 - 318**

The Standing Policy Committee on Finance, at its meeting held on September 8, 2014, considered the attached report of the General Manager, Asset & Financial Management dated September 8, 2014 and resolved, in part, that the Administration report further to the 2015 Business Plan and Budget Deliberations with recommended allocations.

### **Recommendation**

That the information be received.

## **23. IMPACT TO PROPERTY TAXES (FINAL WRAP-UP)**

## **24. ADJOURNMENT**



# **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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## **Request for Access Transit Budget Increase – Saskatoon Council on Aging**

### **Recommendation of the Committee**

That the letter be forwarded to the Administration and 2015 Business Plan and Budget deliberations for consideration at the appropriate time.

### **History**

At the Standing Policy Committee on Transportation meeting held on August 19, 2014, a letter from the Saskatoon Council on Aging was considered regarding the above matter.

### **Attachment**

Letter – Janet Barnes & Jane McPhee, Co-Presidents, Saskatoon Council on Ageing  
[File No. CK 612-2]



Saskatoon City Council  
City Clerks Office  
City of Saskatoon  
222-3<sup>rd</sup> Avenue North  
Saskatoon SK S7K 0J5

Dear City Council:

On behalf of the older adult population of Saskatoon and surrounding communities, and in particular those older adults affected by mobility issues, the Saskatoon Council on Aging writes to request that City Council increase funding to Saskatoon's Access Transit Services.

SCOA is a non-profit organization providing community leadership in creating *Age-Friendly Community; Positive Aging for All*; the promotion of dignity, health and independence on behalf of the approximately 79,000 adults over the age of 50 living in Saskatoon and neighbouring rural communities. A significant number of those individuals require some form of specialized transportation services; a number that will increase significantly as Saskatoon's older adult population grows in numbers and in life expectancy.

Our conversation with older adults in Saskatoon during the **Age-friendly Saskatoon Initiative** further highlighted that transportation was of great interest to this population. People commented positively about Access Transit and its value in making Saskatoon an "accessible city", helping to ensure that older adults are able to live independently for as long as possible. At the same time, many noted the increasing number of "denied rides", delayed trips and a growing length of time required to pre book trips. Statistics indicate that in 2012, almost 12,000 rides were left out and the number is expected to grow in 2014 as the available Access Transit buses and drivers have reached fiscal capacity.

Access Transit service is about more than public transportation; it raises issues about access to jobs, social activities, healthcare and life in the community that run beyond the ambit of a transit agency. Access Transit is the only mode of transportation that can get these individuals to work, school, and doctor's appointments and more importantly, it means this population has the opportunity to live comparable lives as others in the community.

..2/

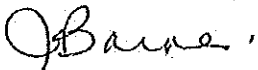


We acknowledge the City's already significant contribution to Access Transit, of over \$3 million per year. This is an important commitment from Council and city residents. Also we note that solutions such as moving more Access customers to fixed route service are in place through the use of kneeling buses and driver training. These actions will provide some relief, though, ultimately, fixed route services often falls short of meeting the needs of disabled older adults. For example, fixed route often involves transfers, while Access is point-to-point travel; and using the fixed route equipment designed to assist the elderly and disabled requires both driver and resident education as this equipment is cumbersome or burdensome to use.

Notably, we will also be asking the provincial government to increase their contribution to para transit funding. Our province has a key leadership role in supporting its growing older adult population; a population that are taxpayers and long time contributors to our economic and social well being. Providing adequate transportation service and the funding to support those services to this population is of utmost importance to ensuring older adults live healthy and successful lives.

We respectfully request that City Council provide a budget increase in the Access Transit to respond to Saskatchewan's growing older adult population.

Sincerely,



Janet Barnes  
Co-President



Jane McPhee  
Co-President

cc: Jamie Robinson, Access Transit Manager, City of Saskatoon

**RECEIVED**

NOV 13 2014

1905-5

**From:** Shannon Lussier <Shannon.Lussier@cfib.ca>  
**Sent:** November 13, 2014 11:10 AM  
**Subject:** [SPAM] - CFIB News Release - WANTED: Property Tax Fairness in Saskatchewan Cities - Email has different SMTP TO: and MIME TO: fields in the email addresses  
**Attachments:** CFIB Research Report - Wanted-Property Tax Fairness in Saskatchewan - November 12, 2014.pdf; CFIBNewsRelease-CFIB ranks best & worst property tax gaps in Sask Cities-Nov 12, 2014.pdf

**CITY CLERK'S OFFICE  
SASKATOON**

**Attention City Clerk:** We would kindly ask that the following email message (see below) and attached documents be distributed to the Mayor and all Councillors. Thank-you!

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Dear Mayor and Councillors:

On behalf of the Canadian Federation of Independent Business (CFIB) and our 5,250 small business owners across Saskatchewan, we are writing to provide you with our latest study on property taxes in Saskatchewan.

CFIB's research report, *Wanted: Property Tax Fairness in Saskatchewan*, is the seventh in a series of reports which examine municipal and total property tax gaps for 69 municipalities with a population of 1,000 or more. For the first time, this report also includes 32 Rural Municipalities (RMs) with a population of 1,000 or more. The gap measures the ratio of commercial and residential property tax bills for properties assessed at \$200,000. Please see the attached report and CFIB news release/backgrounder.

In fact, Saskatchewan commercial property owners paid \$1.14 to \$5.14 for every dollar in municipal property taxes paid by homeowners. In Saskatchewan's 15 Cities, it ranged from \$1.48 to \$4.23, with an average of \$2.48.

We hope you find this report helpful as you deliberate your 2015 Operating Budget in the coming weeks and months. With Cities receiving a 155 per cent increase in municipal revenue sharing from 2007-2008 to 2014-15, property tax hikes should be unnecessary. We worry many municipalities may hike property taxes in 2015 to fund unsustainable spending, which will further erode education property tax savings delivered in recent years.

CFIB certainly recognizes that some municipalities are making their property tax system more fair and equitable. However, we need all municipal leaders to recognize the important contributions small business owners make to their community and commit to addressing the inequities in their municipal property tax system.

Thank you for considering the views of the small business community.

Please do not hesitate to call our office if you have any questions at 306-757-0000 or 1 888 234-2232.

Sincerely,

Marilyn Braun-Pollon  
Vice President, Prairie & Agri-business

*Sent on behalf of Marilyn Braun-Pollon*  
Shannon Lussier  
Regional Team Lead, Business Resources  
Canadian Federation of Independent Business  
T. 306-757-0000 or 1-888-234-2232  
F. 306-359-7623

E. [ms.sask@cfib.ca](mailto:ms.sask@cfib.ca)

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## NEWS RELEASE

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### **CFIB ranks best & worst property tax gaps in Saskatchewan Cities** *Martensville had lowest municipal property tax gap in 2013; Prince Albert the highest*

**Regina, November 12, 2014** - The Canadian Federation of Independent Business (CFIB) released its annual comparison of property tax gaps between Saskatchewan municipalities. The overall results for 2013 are mixed, with quite a bit of variance across the province. On average, commercial property owners paid 2.31 times the municipal property taxes of residential property owners.

CFIB's research report, *Wanted: Property Tax Fairness in Saskatchewan*, is the seventh in a series of reports which examine municipal and total property tax gaps for 69 municipalities with a population of 1,000 or more. For the first time, this report also includes 32 Rural Municipalities (RMs) with a population of 1,000 or more. The gap measures the ratio of commercial and residential property tax bills for properties assessed at \$200,000.

"We are concerned business owners are paying more than their fair share and continue to get the short end of the property tax stick," said Marilyn Braun-Pollon, CFIB's Vice-President, Prairie and Agri-business.

In fact, Saskatchewan commercial property owners paid \$1.14 to \$5.14 for every dollar in municipal property taxes paid by homeowners. In Saskatchewan's 15 Cities, it ranged from \$1.48 to \$4.23, with an average of \$2.48 (see Background).

#### ***Prince Albert had the highest municipal property tax gap among Cities; Martensville the lowest***

##### **The Bad among Cities:**

- Prince Albert had the most unfair tax system with a municipal property tax gap of 4.23 and the highest commercial property tax bill of \$6,583 per \$200,000 of assessed value

##### **The Good among Cities:**

- Martensville boasted the lowest municipal property tax gap of 1.48 (4<sup>th</sup> year in a row)
- Saskatoon had the lowest commercial municipal property tax bill of \$1,598

If you factor in the provincial education property taxes, commercial property owners in Saskatchewan Cities are paying on average 2.44 times the property taxes of residential property owners. What makes these unfair tax rates worse is that in addition to paying more, business owners typically receive fewer services.

"This report should be required reading for municipal leaders as they determine their 2015 operating budgets in the coming weeks and months. With Cities receiving a 155 per cent increase in municipal revenue sharing from 2007-2008 to 2014-15, property tax hikes should be unnecessary," added Braun-Pollon. "We worry many municipalities may hike property taxes in 2015 to fund unsustainable spending, which will further erode education property tax savings delivered in recent years."

CFIB certainly recognizes that some municipalities are making their property tax system more fair and equitable. "However, we need all municipal leaders to recognize the important contributions small business owners make to their community and commit to addressing the inequities in their municipal property tax system," concluded Braun-Pollon.

**To arrange an interview with Marilyn Braun-Pollon, please call 306 757-0000, 1 888 234-2232, or email [mssask@cfib.ca](mailto:mssask@cfib.ca)** See full report at CFIB's Sask website: [www.cfib.ca/sk](http://www.cfib.ca/sk) Follow us on Twitter: @cfibsk

# Backgrounder: Municipal Property Tax Gaps-Cities

For a property assessed at \$200,000:

- ▶ Martensville had the lowest municipal property tax gap, at 1.48
- ▶ Prince Albert had the highest municipal property tax gap, at 4.23
- ▶ Saskatoon had the lowest commercial municipal property tax bill, at \$1,598
- ▶ Prince Albert had the highest commercial municipal property tax bill, at \$6,583

*For a complete analysis of property tax data, including regional breakdowns, and methodology, please refer to the full report: "Wanted: Property Tax Fairness in Saskatchewan," CFIB, 2014. <http://cfib.ca/a6732e>*

## Local Government:

CFIB has made a number of recommendations to reduce the municipal property tax gap:

- ▶ Develop and implement a plan over time to reduce the commercial-to-residential property tax gap.
- ▶ Limit year-over-year operating spending growth to a maximum of inflation and population growth.
- ▶ Review current programs and services to identify areas that can be streamlined or eliminated.
- ▶ Introduce a plan to reduce the size and cost of the municipal civil service (primarily through attrition).
- ▶ If applicable, consider the introduction of a base tax for all homeowners.

## Cities: Municipal property tax gaps (ranked best to worst) and municipal taxes for \$200,000 of assessed value

Municipality	2013 Municipal residential property taxes per \$200,000	2013 Municipal commercial property taxes per \$200,000	2013 Municipal property tax gap
Martensville	\$1,558	\$2,310	1.48
Warman	\$1,326	\$2,216	1.67
Saskatoon	\$895	\$1,598	1.79
Weyburn	\$1,022	\$2,106	2.06
Melfort	\$1,716	\$3,577	2.09
Regina	\$1,038	\$2,243	2.16
Moose Jaw	\$1,173	\$2,945	2.51
Meadow Lake	\$1,634	\$4,141	2.53
Melville	\$1,500	\$3,839	2.56
North Battleford	\$1,425	\$3,784	2.66
Swift Current	\$845	\$2,289	2.71
Humboldt	\$1,388	\$3,875	2.79
Estevan	\$992	\$2,797	2.82
Yorkton	\$1,317	\$4,200	3.19
Prince Albert	\$1,557	\$6,583	4.23
<b>Average</b>	<b>\$1,292</b>	<b>\$3,234</b>	<b>2.48</b>

*Source: CFIB calculations based on 2013 property tax data from Government of Saskatchewan, Ministry of Government Relations.*

# Backgrounder: Total Property Tax Gaps—Cities

For a property assessed at \$200,000:

- ▶ Martensville had the lowest total property tax gap, at 1.75
- ▶ Prince Albert had the highest total property tax gap, at 3.64
- ▶ Saskatoon had the lowest total commercial property tax bill, at \$3,254
- ▶ Prince Albert had the highest total commercial property tax bill, at \$8,239

For a complete analysis of property tax data, including regional breakdowns, and methodology, please refer to the full report: “Wanted: Property Tax Fairness in Saskatchewan,” CFIB, 2014. <http://cfib.ca/a6732e>

## Provincial Government:

CFIB has made a number of recommendations to reduce the total property tax gap:

- ▶ Continue to finance a greater portion of education through general revenues by further reducing the education mill rate for commercial properties.
- ▶ Reject raising education property taxes to pay for infrastructure projects.
- ▶ Introduce a long-term strategy to phase out the use of mill rate factors.
- ▶ Reject any proposal that would provide increased taxation powers to municipalities.
- ▶ Freeze funding to municipalities (e.g. transfers from the Municipal Operating Grant) at current levels until municipalities better manage their operating spending.

## Cities: Total property tax gaps (ranked best to worst) and total taxes for \$200,000 of assessed value

Municipality	2013 Total residential property taxes per \$200,000	2013 Total commercial property taxes per \$200,000	2013 Total property tax gap
Martensville	\$2,262	\$3,966	1.75
Warman	\$2,030	\$3,872	1.91
Saskatoon	\$1,599	\$3,254	2.04
Melfort	\$2,420	\$5,233	2.16
Weyburn	\$1,726	\$3,762	2.18
Regina	\$1,743	\$3,899	2.24
Moose Jaw	\$1,877	\$4,601	2.45
Meadow Lake	\$2,339	\$5,797	2.48
Melville	\$2,204	\$5,495	2.49
Swift Current	\$1,550	\$3,945	2.55
North Battleford	\$2,129	\$5,440	2.56
Estevan	\$1,696	\$4,453	2.63
Humboldt	\$2,092	\$5,531	2.64
Yorkton	\$2,021	\$5,856	2.90
Prince Albert	\$2,261	\$8,239	3.64
<b>Average</b>	<b>\$1,997</b>	<b>\$4,890</b>	<b>2.44</b>

Source: CFIB calculations based on 2013 property tax data from Government of Saskatchewan, Ministry of Government Relations.

November 25, 2014

**Re: City of Saskatoon's Proposed 2015 Operating Budget**

Dear Mayor Atchison and Councillors:

On behalf of the Canadian Federation of Independent Business (CFIB) and our Saskatoon members we would like to provide you with our views on the City of Saskatoon's proposed 2015 Operating Budget.

CFIB noted the City's 2015 Preliminary Corporate Business Plan and Budget focuses *on Sustaining the Saskatoon Advantage* through strategic investments in infrastructure and core civic services that will make Saskatoon an even more attractive and desirable place to live, work and invest. However, we fear the City's proposed 7.32 per cent property hike will in fact move us further away from fiscal accountability and hurt our small business members' ability to grow and expand their business in 2015.

As you may know, in October 2014 CFIB released a research report, *Entrepreneurial Communities; Canada's top places to start and grow businesses in 2014*, which takes an in-depth look at how 120 cities/economic regions support and promote entrepreneurship. It scores each of them out of 100, by looking at 14 indicators across three main categories (Presence, Perspective and Policy). This report can assist municipalities in becoming more small business friendly by identifying where improvements are needed. Last year, CFIB raised our concerns that another year of tax hikes could jeopardize Saskatoon's ranking for 2014. While pleased the City of Saskatoon remained on the top 10, we are concerned its score fell 2.9 points to 64.1 and its ranking slipped from #2 in 2013 to #3 in 2014. It is also important to note that even the most entrepreneurial cities scored well below a perfect 100 which demonstrates that there is still room for significant improvement even for those municipalities in the top 10.

We recently provided Council with a copy of CFIB's latest research report, *WANTED: Property Tax Fairness in Saskatchewan*, which was released on November 12, 2014. This is the seventh in a series of reports that examines municipal and total property tax gaps for 69 municipalities with a population of 1,000 or more. For the first time, this report also includes 32 Rural Municipalities (RMs) with a population of 1,000 or more. The gap measures the ratio of commercial and residential property tax bills for properties assessed at \$200,000. We believe this report is very timely and we hope you find it helpful as you work to finalize the City of Saskatoon's 2015 Operating Budget. If the report has not yet been distributed to Council, we would kindly ask that a copy of it be distributed to all Councillors ahead of the budget deliberations.

CFIB's property tax gap report revealed Saskatchewan commercial property owners paid \$1.14 to \$5.14 for every dollar in municipal property taxes paid by homeowners in 2013. In Saskatchewan's 15 Cities, it ranged from \$1.48 to \$4.23, with an average of \$2.48. The City of Saskatoon fared well and had the third lowest municipal property tax gap (1.79) among Saskatchewan Cities in 2013. But

we all know being competitive is a moving target. As stated in previous presentations to Council, CFIB is pleased Council will revisit the Administration's report in 2017, which would see the commercial to residential tax ratio be lowered to 1.43 over a period of 11 years.

We realize budget deliberations require difficult decisions as Council strives to meet the demands of a strong economy and a growing population. However, we are concerned the City is considering another property tax hike for 2015 of 7.23 per cent (the 2015 Operating Budget includes a municipal property tax increase of 4.1 per cent), following the 7.43 per cent hike in 2014, 4.99 per cent increase in 2013, and the 4.71 per cent increase in 2012. CFIB launched an action alert: "*Message to Mayors & Councillors*": *No appetite for municipal property tax hikes* and to date 335 Saskatoon small business owners have signed the petition urging further spending restraint at City Hall.

As we've stated in previous submissions, Saskatoon small businesses certainly value infrastructure investment (fixing roads). In fact, a recent survey of small business owners found 95 per cent of Saskatoon business owners support spending more on infrastructure, if funded by efficiencies in their municipality's operating budget (see Figure 1).

It is our understanding Civic Administration is proposing operating expenditures of \$434.1 million, up from \$404.9 million in 2014 - or a 7.2 per cent increase. This is unsustainable as the increase is above the rate of inflation (CPI) plus population growth. While we appreciate Council is under pressure to invest in capital projects and maintain services, our members believe the City has not done all it can to spend sustainably. When CFIB recently asked its Saskatoon members on whether the City is doing a good job on controlling spending, a strong majority (64 per cent) said 'No' and the balance (36 per cent) said 'Yes'. We're pleased to learn some Councillors share CFIB's concerns and have questioned the increase to the police budget, which may require more scrutiny.

While we recognize the City's *Continuous Improvement Strategy* has identified cost saving measures, we believe more can be done.

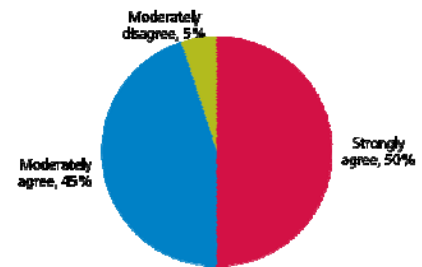
As stated in previous pre-budget submissions, we are also very concerned that the City of Saskatoon's property tax hikes continue to eat into provincial education property tax relief. While the Province of Saskatchewan has taken important steps forward toward reforming education financing, we worry those education property tax savings delivered in recent years are being eroded by Saskatchewan municipalities introducing property tax hikes, including Saskatoon.

### **Long- Term Sustainable & Predictable Revenue Sharing: Saskatoon has received 159% increase in revenue sharing since 2007- 08**

The City of Saskatoon has received \$45.9 million or a 159 per cent increase in revenue sharing since 2007-08. With the province providing this long-term, sustainable and predictable revenue

Figure 1:

**Infrastructure spending:**  
I support spending more on infrastructure (fixing roads), if funded by efficiencies in my municipality's operating budget (% response)



Source: CFIB, Sask Pre-budget Survey, October 2014, Saskatoon responses



sharing, CFIB believes the City of Saskatoon should use this revenue prudently and work to further contain costs to mitigate a property tax hike in 2015.

**Highlights of Small Business Views on Municipal Issues:**

**Understanding the realities of running a small business:**

Figure 2:

**Mayor & Councils: Understanding the realities of running a small business**

Please indicate to what extent you agree or disagree with each of the following statements



Source: CFIB, Sask Pre-budget Survey, October 2014, Saskatoon responses

per cent saying they didn't know (see Figure 2). There is clearly room for Mayor and Council to better understand the realities of running a small business and to ensure municipal policies reflect this understanding.

**Property Tax Hikes Will Impact Small Business Owners:**

CFIB's recent survey of Saskatoon members revealed that property tax hikes will definitely have an impact on their ability to further grow and expand their business in 2015. Seventy-one per cent of respondents said it would reduce business profits, 43 per cent said they would increase prices of products/services, 27 per cent would forego wage increases for employees and a further 18 per cent would forego hiring new staff. Close to 1-in-5 would ignore new business opportunities if Saskatoon increases property taxes in 2015. Only 14 per cent said there would be no impact on their business (see Figure 3).

We know municipal governments make frequent references to the importance of the small business sector and their initiatives to support it. CFIB's recent survey found 47 per cent (6 per cent strongly agree, 41 per cent moderately agree) of Saskatoon small business owners agree their municipal government has a vision that supports small business, followed by 37 per cent that disagree (25 per cent moderately disagree and 12 per cent strongly disagree), with a further 16 per cent saying they didn't know.

Forty-one per cent believe their Mayor and Council understand the realities of running a business (5 per cent strongly agree, 36 per cent moderately agree), followed by 52 per cent that disagree (26 per cent moderately disagree and 26 per cent strongly disagree), with a further 7

Figure 3:

**Impact of Property Tax Hikes in 2015**

If the municipality where your business is located increases property taxes in 2015, what would be the impact on your business? (% response)



Source: CFIB, Sask Pre-budget Survey, October 2014, Saskatoon responses

**We therefore urge the City of Saskatoon to consider the following recommendations to further contain costs and mitigate the municipal operating property tax increase:**

1. **Limit year-over-year spending growth to a maximum of inflation plus population growth** and ensure the funds from the Province's Municipal Operating Grant are used prudently. CFIB believes the 7.2 per cent increase in operating spending is unsustainable and would prefer operating spending be held to the Consumer Price Index (CPI) and population growth. Municipalities tend to argue that the Municipal Price Index (MPI) is a superior measure of inflation than CPI. Cities argue that their "basket" of goods and services are considerably different from that of the average consumer or taxpayer. However, over 40% of the "basket of goods" used for MPI is wages and salaries paid to municipal employees. Increasing spending by MPI is a self-fulfilling prophecy.

Both Toronto and Ottawa, for example, have either reduced spending or limited increases over the past two years. Clearly, municipalities need to focus more on the other side of the ledger by controlling their operating spending. It will take long-term commitment and discipline to reverse this trend.

2. **Carefully review what is driving spending growth:**

The lion's share of municipalities' spending goes to employee compensation. In Saskatoon, 58.2% of operating spending is for staff salaries and payroll costs. Some say that every efficiency has been identified at the City of Saskatoon. However, one missing part of the debate is the costs associated with public sector wages and benefits. CFIB's *Wage Watch* report, which is based on census data, shows that there is a large disparity in wages and benefits in favour of the public sector when comparing similar jobs in the private sector. The results show, on average, municipal government workers in Saskatoon earn 5.2 per cent more than their private sector counterparts in the same jobs. When you add in pensions and benefits, this difference increases to 28.5 per cent.

This is an important issue CFIB continues to raise at the federal, provincial and municipal levels across the country. In fact, CFIB's pre-budget submissions to both the federal and provincial governments include a recommendation to commit to bringing their public sector wages and benefits more in line with their private-sector counterparts. Until governments at all levels get serious about tackling this key component of their budgets, we fear we will continue to see unsustainable levels of spending. Therefore, it is imperative the City of Saskatoon examine its spending on salaries, wages and benefits as this represents such a significant portion of operational expenditures.

*Some Municipal leaders agree it's time to take hard look at public sector wages/benefits:*

- CFIB is encouraged to learn that the wage disparity has been recognized by other Saskatchewan municipal leaders, as evidenced in a quote in the Moose Jaw Times published November 26, 2013: *"Moose Jaw Councillor Dawn Luhnig said unless we get a handle on those issues, we're never going to catch it and the taxpayers are going to end up paying for those increases time-after-time-after-time, and in these budgets every year there are costs we can control and costs we can't."*
- Councillor Luhnig also noted in an interview posted November 26, 2013 on discovermoosejaw.com: *"Requests for wage increases from some of our unions' are putting significant pressure on the taxpayers' dollar. It's time for municipalities to take a long hard look because it's literally going to bankrupt some of us, as municipalities."*

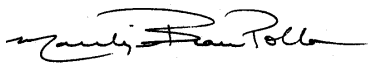
**a. Introduce a plan to reduce the size and cost of the municipal civil service (primarily through attrition).**

It is important to remind Council that the 2010 Saskatchewan Budget introduced a plan to reduce the size of the provincial civil service by 15 per cent over four years through attrition. This plan has resulted in the elimination of 1,909 positions with annual savings of \$198 million. The provincial government is urging all governments and third party partners to also do more with less and find efficiencies. This initiative has been achieved while also dealing with challenges of a growing economy, aging infrastructure and rising prices for supplies and services. CFIB believes municipalities could also achieve this by reducing the size of their civil service. A recent CFIB survey revealed 60 per cent of Saskatchewan small business owners agree Saskatchewan municipalities should introduce a plan to reduce the size of their civil service. Supporters say it would result in smaller, more effective and efficient municipal governments. Only 16 per cent disagree, 24 per cent were undecided on the issue. CFIB recommends the City of Saskatoon take a similar approach as the Province of Saskatchewan and introduce a plan to reduce the size of the civil service over time.

- 3. Continue to review current programs and services with a view to identifying programs and service areas that can be eliminated, streamlined, contracted out to the private sector, or sold.** While we recognize the City has undertaken The Continuous Improvement (CI) Strategy, which is a corporate-wide approach to ensuring effectiveness and improving efficiencies in municipal services and operations, we believe even more can be done. The City of Saskatoon should focus on delivering core services (roads, sewers) and continue to look for ways to deliver these services more efficiently and effectively. The potential to pursue alternative service delivery should be more attainable as a result of the changes to the new Saskatchewan Employment Act, which could provide significant cost savings to Saskatoon taxpayers. The City of Winnipeg is learning very quickly that Alternate Service Delivery is saving taxpayers a lot of money through increased and managed competition for the provision of city services. We encourage the City of Saskatoon to follow this lead.
- 4. Consider the introduction of a base tax for all homeowners.** When surveyed, 70 per cent of small business owners agree a base tax for basic core services should be implemented for all homeowners. CFIB believes that local government services are enjoyed by all taxpayers and the costs must be shared by all taxpayers.

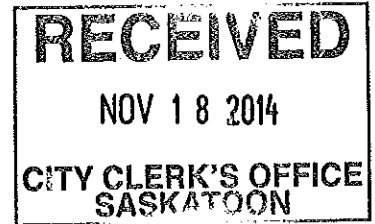
We thank you for considering the views of the Saskatoon small business community as you work to finalize the 2015 Operating Budget. As you know, small businesses are the backbone of the City and the local economy, and municipal decisions impact a business' ability to grow and create jobs. If you have any questions please do not hesitate in calling our office at 306-757-0000.

Respectfully submitted by,



Marilyn Braun-Pollon  
Vice President, Prairie and Agri-Business

From: CityCouncilWebForm  
Sent: Tuesday, November 18, 2014 8:20 AM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Usman Choudhry  
254 Coad Manor  
Saskatoon, Saskatchewan  
S7R 0C7

EMAIL ADDRESS:

choudhry.sb@gmail.com

COMMENTS:

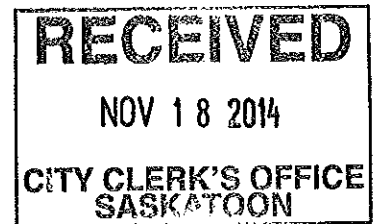
City of Saskatoon is growing rapidly, we have seen a large number of immigrants come to the city from different countries as well as different cities of Canada. The affordability of this city was because of two things, the rent/house prices, property taxes, car insurance. Now that the rent has been doubled from past 5 years, the price of houses went up by 2 to 3 times thanks to the high lot prices, and the property taxes went up by 7.4% last year. I have come to know that my great city is trying to increase it again, you might as well ask us to come on the street instead of making it so bad for us that when we are forced to live homeless, we will not even have a jacket on. And then we might die on the street and city will not care.

Yes we want better roads and better snow removal but Mr. Mayor when you were getting re-elected you never mentioned that I will increase taxes for all these facilities. You simply said I will work on better roads and snow removal. I think you misled the people of Saskatoon and so did the councillors.

I have come to know now that city of Saskatoon does not work for people, they have made this city more expensive than City of Toronto, now I know why people of Toronto didn't really hate Rob Ford, that was because he was working for people of Toronto. So Mr. Mayor and the councillors, think about it if people can love a person who uses drugs and drinks but can bring affordability and comfort to the middle class and lower class people they will vote for you, but if you just think about ways how you can make money, either by increasing lot prices, increasing the property taxes or the utility bills, sooner or later people will realize that we were fooled by the politicians yet again.

Lets bring the middle class and low income people to streets, let there be more poverty in Saskatoon. Lets work together to make this city a great city to the worst city of Canada. Thank you

From: City Council  
Sent: Tuesday, November 18, 2014 8:59 AM  
To: City Council  
Subject: 2015 Proposed 7.25% Tax increase



-----Original Message-----

From: [macbeener@gmail.com](mailto:macbeener@gmail.com) [mailto:[macbeener@gmail.com](mailto:macbeener@gmail.com)]  
Sent: Monday, November 17, 2014 7:17 PM  
To: City Council  
Subject: 2015 Proposed 7.25% Tax increase

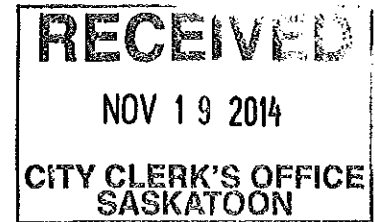
Derek McInnes  
243 Teal Terrace  
Saskatoon, Saskatchewan  
S7T 0P9

To Those people making the decision to raise our property taxes:

My first thought was, enough is enough. This thought has not left me. I have never written, nor have I ever approached any City Executive with any other other grievance or issue ever. Meaning it takes something serious for me to say no more tax increases! Please! My family moved here 8 years ago from Calgary. We transferred within company I was employed with. I have lived in a few Western cities and really love Saskatoon. I have been offered positions to go back to Calgary for more money. But, we really like Saskatoon. I paid around half of what I pay here in taxes, for the same property type. I already think we pay far to much in comparison to other cities. I know the Huffington Post rates Saskatoon at the highest rate property taxes in the country. I know some dispute their rating, but I know that taxes are more here, quite a bit more. And yes I realize that the property tax is only one part and I am comparing the whole bill. The bottom line is one more tax increase after last winter. And I will be forced to take a raise, put up with a milder winter, and pay lower property tax. I love Saskatoon but it is costing too much to live in paradise. Whats a guy supposed to do?

Thank you,  
Derek

From: CityCouncilWebForm  
Sent: Tuesday, November 18, 2014 8:19 PM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Mark Wayland  
32 Clark Cres  
Saskatoon, Saskatchewan  
S7H 3L9

EMAIL ADDRESS:

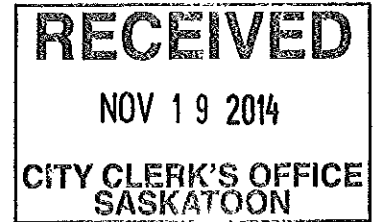
mwayland@shaw.ca

COMMENTS:

To: Charlie Clark  
Ward 6 Councillor

I am strongly opposed to the proposed tax increase of more than 7%. At a time of low inflation, when wages are increasing at only 2.0-3.0% per year, successive tax increases totalling almost 15% over 2 years, are unsustainable. A responsible administration would not have brought this forward. But now that it has been brought forward, I expect you, as a representative of the citizens of this city, to defend our interests and to return the budget to Administration with instructions to cut proposed spending. I will support at most an increase to accommodate the required road improvements plus a inflationary cost equal to no more than SK's averaged annual inflation rate over the past 5 years. Recent increases to the police, and now, the fire services budgets have been excessive, especially at a time when the broad public service has been reducing expenses. If recent bargaining agreements have locked the city into significant salary increases for police and fire services, then you may have to reduce staffing levels for these services. The bottom line is that out-of-control increases in the costs of these services in recent years are not sustainable and must be brought into line with those of other public service sectors in municipal and other levels of government. Your failure to rein in this proposed tax increase will cost you my vote in the next election.

From: CityCouncilWebForm  
Sent: Wednesday, November 19, 2014 8:24 AM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Val Winowich  
120 Acadia Drive Unit 20  
Saskatoon, Saskatchewan  
S7H 3V2

EMAIL ADDRESS:

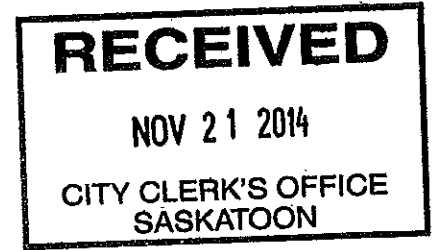
val.zac@sasktel.net

COMMENTS:

Really Council and MR. Mayor!!!! Really.  
Last Year our increase of 4% taxes. Resulted in a \$10 increase on my taxes, and I don't even OWN my land. I have a condo townhouse. Valued at NO where near \$350 000. So with your 7 % increase.....(I just purchased my home one year ago. And it has went up that much. ) Now with this 7%... IT will surely be over \$10 a month..... With everything increasing except wages... Are we suppose to give our homes back to the Bank.. That's what its looking like. add on your fee for recycling which I do not use currently..I Drive my recycling to a depot!! Your polls have never reached my door, perhaps you should ask more people of this fine city their Opinions of your spending and increases!! Not Impressed!!!

1920-1

**From:** CityCouncilWebForm  
**Sent:** November 21, 2014 12:41 PM  
**To:** City Council  
**Subject:** Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

doug Darbellay  
49 athabasca cres  
saskatoon, Saskatchewan  
s7k1g8

EMAIL ADDRESS:

dougdarbellay@hotmail.com

COMMENTS:

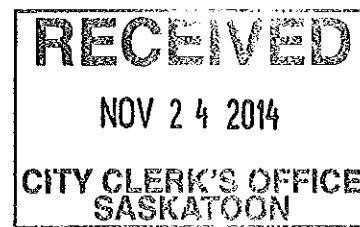
The proposed tax hike of over 7% is completely out of line and unacceptable. City council has lost perspective on how most citizens of Saskatoon live. Most of us don't live at the Willows. Most of us are managing monthly and although our homes appear to be valuable we all know that they are over priced.

This council has chosen to be participants in numerous projects which should not be the priority. The dollars that are being spent on non essentials are a major reason why council is again considering another huge tax increase. I have to believe that there is a genuine disbelief by many on council that these unprecedented tax increases really don't hurt people. They do hurt! They hurt the parents and consequently their children.

Since most of us will be lucky to see a 2% increase in income this year I would propose a 2% increase in our tax bill. While 2% would hurt all of those on fixed incomes it would probably still be well received by nearly all the citizens.



From: CityCouncilWebForm  
Sent: Saturday, November 22, 2014 10:38 PM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Glenn Stephenson  
#28-301 Cartwright Terrace  
Saskatoon, Saskatchewan  
S7T 1E2

EMAIL ADDRESS:

glennstephenson@yahoo.com

COMMENTS:

I am absolutely shocked that the city is proposing another 7+% tax increase. I accepted last year's increase considering the condition of our streets etc, but the very idea of a 15% increase over two years is beyond belief. How is it possible that with a CPI of around 2% a year that our city councilors could possible contemplate such an increase. The Star Phoenix published the increases in other western Canadian cities and none come close to this. Every single family has to control their costs and live within their budgets. It's time that city council applied the same principles to city governance. If not I very much hope everyone remembers this when the next city election comes along. Thank you.



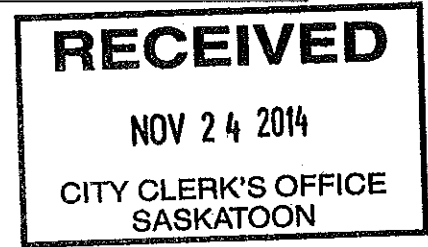
Phone: 306.242.3060  
 Fax: 306.242.2205  
 Email: info@nsbasask.com  
 Website: www.nsbask.com

1920-1

#9-1724 Quebec Avenue, Saskatoon, SK S7K 1V9

November 24, 2014

His Worship the Mayor and Members of City Council  
 222 3rd Avenue North  
 Saskatoon, Saskatchewan S7K 0J5



Re: 2015 Proposed City Budget

On behalf of the 800 members of the NSBA and specifically, the Tax Committee, we are writing to provide our comments on the proposed 2015 City Operating Budget that includes a property tax increase of 7.32%. This increase follows immediately on last year's property tax increases of 7.4%.

Our Association of Saskatoon businesses employs and supports our City through its generation of economic activity in our City and Province while paying taxes to Federal, Provincial and Municipal governments to support our public infrastructure. While we recognize the need for a City that allows us to continue to operate our businesses and provide a good quality of life to our residents, we consider that the current year's proposed budget increase is excessive in the current economic conditions.

We will not delve into the specifics of the 2015 operating budget and where we believe savings could be reasonably applied. We believe this is the responsibility of Council and senior levels of Administration to effectively manage these line items in a prudent and responsible way. We will, however, offer some general statements for your consideration as you hopefully find areas that will enable a significantly lower tax increase than what is currently being proposed.

- Economic Growth Slowing – Economic growth has slowed in Saskatchewan to the 2.0% range and is not projected to increase very quickly with the pricing and/or production declines in our commodities like oil, potash, uranium and the agricultural sector. The business community cannot sustain this level of property tax increases when the economy is not growing as fast as it was in the past. A 7% increase is therefore excessive.
- Non-Residential Burden Greater – As determined by provincial legislation, commercial and industrial properties are taxed at 100% of their assessed value, while residential properties are taxed at just 70% of their assessed value. Additionally, there is a 1.75 to 1 municipal tax ratio on property taxes that business properties pay in comparison to residential properties. Furthermore, in general commercial properties are of a higher value than residential. Businesses therefore bear a much larger burden of the property tax increase. The comment that the current year's increase only adds \$114 to an average residential bungalow (valued at \$325,000) understates the impact dramatically – particularly on the business property owners.
- Remaining Competitive – Our City has experienced significant growth in recent years due to many factors, which includes strategic decisions to become more competitive in terms of tax policy. Year over year increases (particularly 7-plus % per year) will quickly erode such a competitive advantage.
- Double Billing – Last year's 7.4% increase will also apply this year and onwards in the future.
  - Last year's budget targeted the same or similar items that are also proposed for further funding in the current year's budget, which raises questions in cost control and project implementation.

.../2

- This year's property tax increase appears to be double billing for items that were to already be completed.
- Inflation – Inflation in Saskatoon over the last year has run at around the 2% range; therefore an increase of 7% is excessive.
- Employee Costs – City employee contracts with the City are growing at approximately 1.5% per year; this tax increase far exceeds the increase the City faces in one of its largest expenditure categories. This raises questions on where the additional costs are proposed to be allocated.
- Expense Management – Federal and Provincial auditor generals' reports consistently show that these senior levels of government do not effectively manage taxpayer's resources. While we do not have a similar report for the City, it is likely reasonable that the City is not immune from such public sector behaviour. For instance, the transit lockout highlighted questionable management practices at City Hall that are being paid for by tax payers. The City needs to look at the other half of the budget equation – the spending – to make sure that management of the taxpayer's funds is done prudently, thereby ensuring taxpayers are getting good value for the dollars provided through the tax system.
- No One Wants Increases This Large – Part of the argument for the proposed increase is that the people of Saskatoon have asked for the increase and improved services. While we do want improved services, we believe that sufficient taxes are paid for the provision of our basic civic services, and there are means of improving services without such drastic financial implications. If there is indeed a portion of the community that welcomes such an increase, we want to clearly communicate that we oppose an increase of this magnitude.

We will be pleased to discuss this further at your convenience.

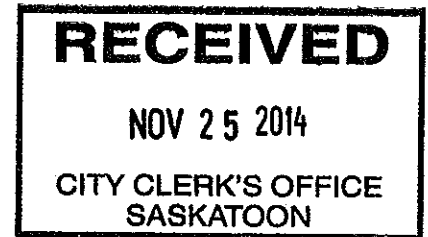
Sincerely,



Keith Moen  
Executive Director

4159-15

From: CityCouncilWebForm  
Sent: November 25, 2014 1:31 PM  
To: City Council  
Subject: Write a Letter to City Council



TO HIS WORSHIP THE MAYOR AND MEMBERS OF CITY COUNCIL

FROM:

Cindy Braun  
119 Girgulis Cr.  
Saskatoon, Saskatchewan  
S7K 6W8

EMAIL ADDRESS:

scbraun@sasktel.net

COMMENTS:

I am writing to express my deep concern over the continually increasing financial requests from the new art gallery. I just listened to the Chief of Police on the radio saying that they are going to have to request an increase in their budget due to increased population, etc. I would much rather see more money being given to policing in our city than more money being given to the money pit we call our art gallery. Why is it that a stadium like the Minor Football Stadium had to go out and raise so much money on their own but the art gallery just seems to have to ask and they receive? I can guarantee that the stadium will be used by MANY more citizens than the art gallery will and it also promotes health and safety for our kids and young adults playing sports. Please put an end to this and tell the gallery that they are going to have to work and find other sources of income rather than just putting out their hand for more money. If you read the editorials in the Star-Phoenix, I think that you will find that many people feel the same way. Maybe you need to find some public forum (ie. the radio, or your website) to find out what the citizens want. I have been supportive of our city council and feel you have accomplished a lot but I feel that this is a travesty and a waste of our taxes.

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## 2015 Preliminary Corporate Business Plan and Budget and Land Development Business Plan and Budget

### Recommendation

That the following be considered during the 2015 Business Plan and Budget deliberations:

1. That \$1.5 million from the Property Realized Reserve be transferred to the Reserve for Capital Expenditures;
2. That any Capital Project that has identified borrowing as a source of funding be approved subject to a Public Notice Hearing for Borrowing; and
3. That any Capital Project that has identified external funding as a source of funding be approved subject to confirmation of this external funding.

### Topic and Purpose

The purpose of this report is to obtain City Council's approval to transfer funds to and from reserves as required by legislation. In addition, as City Council approves the 2015 Capital Budget, specific projects require approval subject to the identified conditions.

### Report Highlights

1. The 2015 Preliminary Corporate Business Plan and Budget be considered for review along with the tabled 2015 Preliminary Land Development Business Plan and Budget.
2. The Property Realized Reserve has funds of \$1.5 million over its cap limit of \$24 million which can be allocated to capital programs as per policy and is being transferred to the Reserve for Capital Expenditures.
3. Capital projects that have borrowing as a source of funding can be approved subject to a Public Notice Hearing for Borrowing.
4. Capital Projects that have external funding as a source of funding can be approved subject to confirmation of this external funding.

### Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability by ensuring the services the City of Saskatoon (City) provides are aligned with what our citizens expect and are able to pay.

### Background

Each year, City Council, during Budget Review, is asked to approve the transfer of funds from and to reserves as required by *The Cities Act*. In addition, approval of capital projects that have identified borrowing or external sources of funding can only proceed under certain conditions. For borrowing, a Public Notice Hearing must be held prior to the project proceeding. Projects with external funding sources need to have funds confirmed prior to proceeding.

## Report

The Property Realized Reserve (PRR) is the reserve that is used for the purchase and resale of City-owned land, excluding the land development of new neighbourhoods. An allocation of \$1.5 million to the City's capital program through the Reserve for Capital Expenditures (RCE) is being recommended based on the policy to allocate reserve balances over a \$24.0 million cap from the PRR. These funds became available in 2013 as a result of a significant balance in excess of the cap. At that time, funds were allocated as follows:

- \$8.6 million for the Traffic Bridge Replacement;
- \$5.0 million towards the Civic Facilities Funding Plan;
- \$1.5 million for the 2014 Capital Budget (using RCE); and
- \$1.5 million for the 2015 Capital Budget (using RCE).

The 2015 allocation requires approval by City Council as per *The Cities Act*.

Of this amount, \$900,000 is being held in the RCE as a contingency to back-fill any shortfall of fundraising committed by the Remai Modern Art Gallery of Saskatchewan for the funding of deferred project items as previously agreed to by City Council. The remaining \$600,000 is being transferred to the RCE reserve for allocation for capital projects.

In addition, approval of capital projects that have identified borrowing or external sources of funding can only proceed under certain conditions. For borrowing, a Public Notice Hearing must be held prior to the project proceeding. Projects with external funding sources need to have funds confirmed prior to proceeding.

## Options to the Recommendation

City Council could not approve the transfer of funds from PRR to RCE which would reduce the amount available to allocate to capital projects through the RCE reserve.

## Public and/or Stakeholder Involvement

There is no public or stakeholder involvement required.

## Financial Implications

The financial implications are addressed in the body of this report.

## Other Considerations/Implications

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

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

The capital projects affected by the approvals in this report will be considered during the 2015 Budget Review.

**2015 Preliminary Corporate Business Plan and Budget and  
Land Development Business Plan and Budget**

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**Public Notice**

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

**Report Approval**

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

Approved by: Murray Totland, City Manager

2015 Preliminary BP and Budget.docx

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## Repaid Productivity Improvement Loans 2014

### Recommendation

That the information be received at the 2015 Business Plan and Budget deliberations.

### Topic and Purpose

The purpose of this report is to provide City Council with an update on Productivity Improvement Loans that have been repaid in 2014. This report includes an update on the achievement of expected benefits of the projects for which the loans were applied, as well as the intended use of the savings as a result of the expired loan payments.

### Report Highlights

1. There were two Productivity Improvement Loans that expired in 2014.
2. A Green Loan for the Wildwood Golf Course Irrigation System resulted in increased revenues that enabled the repayment of the loan and the retired loan payments being allocated to the Golf Course Capital Reserve.
3. A Productivity Improvement Loan for the Landfill Daily Cover System generated savings of nearly \$90,000 annually, and the retired loan payments have been reallocated to equipment and landfill maintenance.

### Strategic Goal

This report relates to the Strategic Goal of Asset and Financial Sustainability and Continuous Improvement as the internal loans provided to departments or Civic Boards allow them to purchase or construct assets resulting in productivity gains through incremental revenues or expense savings, and by ensuring the services the City of Saskatoon (City) provides are aligned with what our citizens expect and are able to pay.

### Report

#### Productivity Improvement Loans/Green Loans

Internal loans are sometimes provided to departments or Civic Boards that wish to purchase or construct assets that will result in productivity gains with expense savings or incremental revenues (or any combination) that will be the source of repayment for the loan principal and interest.

There are two types of these loans:

- Productivity Improvement Loans: Whereby capital expenditures are fully repaid by additional operating revenues and/or operating expenditure savings (with or without a service enhancement) within a period that does not exceed five years.
- Green Loans: Whereby the capital expenditures are fully repaid from utility expenditure savings within a period that does not exceed ten years.

In addition, there are other internal loans that do not qualify under the definitions above, but if excess fund balances are available, an internal loan for other purposes may be



agreed to under certain circumstances. These are covered under Council Policy No. C03-027, Borrowing for Capital Projects. These types of loans are being excluded from this report.

This report identifies the extent to which the retired loan objectives were achieved, as well as the use of retired debt funds.

The anticipated additional revenue and/or cost savings from “Green” or “Productivity Improvement Loans” should result in a budget reduction, equivalent to at least the annual amount of debt repayment, once the loans have been paid off. The purpose of this report is to confirm that the loan objectives have been realized, and summarize for City Council, those loans that have been repaid with the potential reductions to the mill rate.

In 2014, two Productivity Improvement Loan were repaid. The following summarizes the actual outcomes compared to the outcome intended, as well as an explanation of the use of funds no longer required for debt charges.

Green Loan – Wildwood Golf Course Irrigation System Loan

Loan Amount: \$392,888; Term: 5.25% 10 years; Annual Repayment (PI): \$52,000

This loan was approved by City Council in 2004 with revisions to the loan in 2005 based on lump sum payments to reduce annual payments. This loan was for the Wildwood Golf Course irrigation system as a recommendation from a value-for-money audit to increase user volumes and revenues through fees through improved course conditions as a result of the irrigation system.

The increased revenue of \$50,000 annually that was previously allocated to repay the irrigation loan will now fund the “Golf Course Capital Reserve” for golf course redevelopments and improvements.

Productivity Improvement Loan – Landfill Daily Cover System Loan

Loan Amount: \$250,000; Term: 3.88% 5 years; Annual Repayment (PI): \$55,967

This loan was for the purchase and installation of a landfill daily cover system that would generate savings by avoiding costs to purchase and haul cover soil.

Actual savings of \$90,000 per year were realized from the project. The annual loan payments of \$56,000 have been reallocated within the landfill operations budget for equipment and maintenance.

**Public and/or Stakeholder Involvement**

There is no public or stakeholder involvement required.

**Financial Implications**

The financial implications are addressed in the body of this report.

**Other Considerations/Implications**

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

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

There is no follow up required.

**Public Notice**

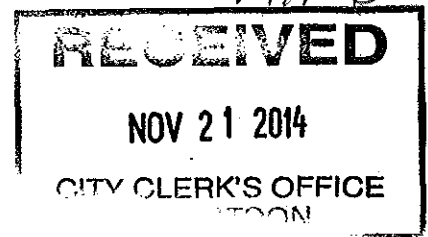
Public Notice pursuant to Section 3 of Policy No. C01-021, Public Notice Policy, is not required.

**Report Approval**

Written and

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

RetiredPiL2014.docx



## **Background Information regarding Saskatoon Public Library's 2015 Operating Budget Submission**

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- 1. The Library has experienced a significant increase in the use of library materials, databases and services over the last 10 years.**
- 2. 64% of Saskatoon residents are registered users of the Public Library.**
- 3. The budget reflects projected salary/benefit increases.**
- 4. The 2015 submission includes a \$1,775,000 contribution to a reserve for a new central library.**
- 5. The Library Board continues to lobby the provincial government for an increase in its grant to better reflect the Library's role as a provincial resource.**



311-23rd St E  
Saskatoon, SK S7K 0J6  
Tel. 306.975.7558  
Fax 306.975.7542  
saskatoonlibrary.ca

**SASKATOON PUBLIC LIBRARY  
BUDGET 2015 SUBMISSION  
EXPENDITURES-SUMMARY**

	<b>2014 SUBMISSION:</b>	<b>2015 SUBMISSION:</b>
STAFF COMPENSATION	\$11,025,500	\$11,368,900
TRANSFER TO FUNDS/RESERVES	\$2,019,500	\$2,721,700
ABATEMENTS-FIN ASST TO COMM GROUPS	\$23,700	\$23,700
ABATEMENTS-TAX	\$4,900	\$4,900
OPERATING COSTS	\$5,732,500	\$6,100,100
COST RECOVERY	-\$3,600	-\$3,600
TOTAL	<u>\$18,802,500</u>	<u>\$20,215,700</u>
FUNDED POSITIONS	132.84	134.62

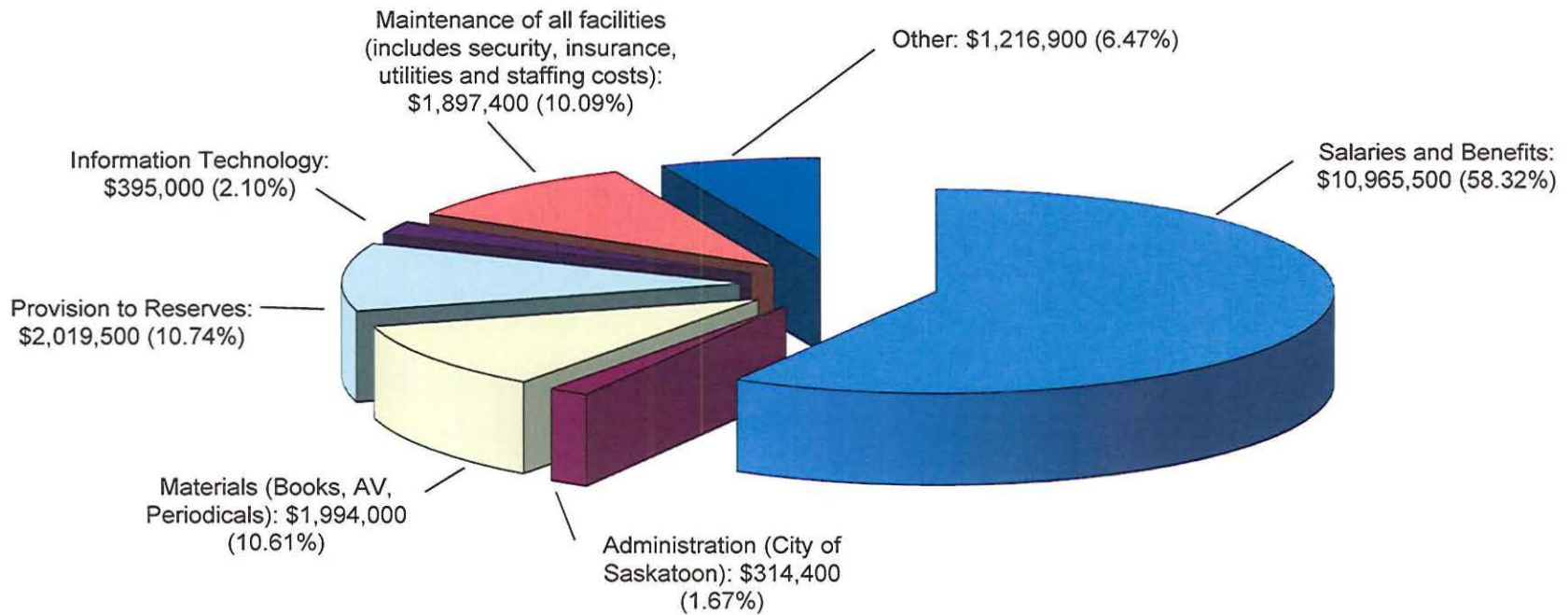
**SASKATOON PUBLIC LIBRARY  
BUDGET 2015 SUBMISSION  
REVENUES**

	<b>2014 SUBMISSION:</b>	<b>2015 SUBMISSION:</b>
REVENUES	\$301,300	\$276,300
PROPERTY LEVY	\$17,635,200	\$18,973,200
SUPPLEMENTARY PROPERTY LEVY	\$200,000	\$300,000
MUNICIPAL SERVICE AGREEMENTS	\$15,000	\$15,000
PROVINCE OF SASKATCHEWAN	\$651,200	\$651,200
TOTAL	<u>\$18,802,700</u>	<u>\$20,215,700</u>

**SASKATOON PUBLIC LIBRARY  
BUDGET 2015 SUBMISSION  
EXPENDITURES-DETAILED**

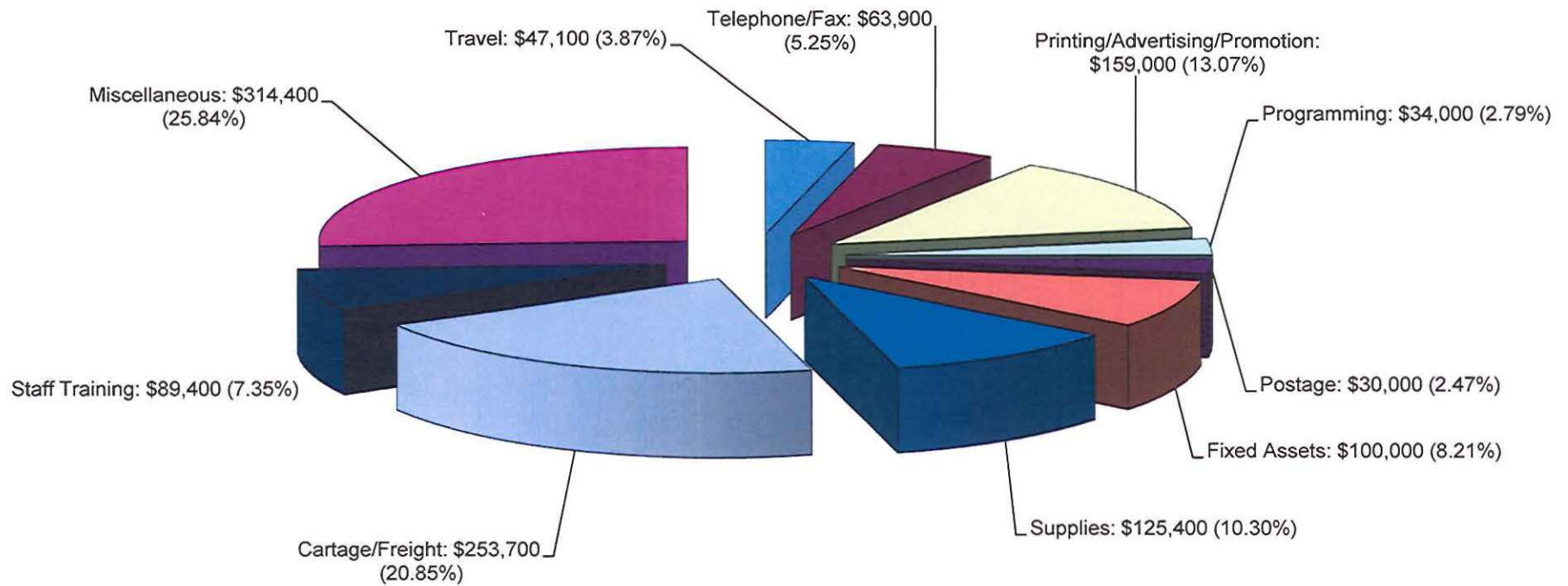
<b>DEPARTMENT:</b>		<b>2014 SUBMISSION:</b>	<b>2015 SUBMISSION:</b>
Administration	STAFF COMPENSATION	\$1,008,800	\$1,055,000
	TRANSFER TO RESERVES	\$2,019,500	\$2,721,700
	OPERATING COSTS	\$2,043,300	\$2,038,400
Information Technology Services	STAFF COMPENSATION	\$438,800	\$473,500
	OPERATING COSTS	\$396,200	\$396,200
Children's Services	STAFF COMPENSATION	\$634,800	\$643,600
	OPERATING COSTS	\$4,000	\$4,100
Booktrailer Services	STAFF COMPENSATION	\$0	\$0
	OPERATING COSTS	\$0	\$0
Fine & Performing Arts	STAFF COMPENSATION	\$424,200	\$401,700
	OPERATING COSTS	\$200	\$200
Collection Services	STAFF COMPENSATION	\$827,200	\$844,200
	LIBRARY MATERIALS	\$1,994,000	\$2,362,000
	OPERATING COSTS	\$46,300	\$16,300
Adult & Information Services	STAFF COMPENSATION	\$1,040,500	\$1,095,400
	OPERATING COSTS	\$200	\$200
Circulation/Interlibrary Loan/YA Services	STAFF COMPENSATION	\$1,368,000	\$1,380,100
	OPERATING COSTS	\$3,600	\$3,700
Marketing & Communications	STAFF COMPENSATION	\$431,400	\$437,500
	OPERATING COSTS	\$173,300	\$171,500
Central Library Public Services	STAFF COMPENSATION	\$276,000	\$275,800
	OPERATING COSTS	\$700	\$2,700
Carlyle King Branch	STAFF COMPENSATION	\$663,200	\$687,900
	OPERATING COSTS	\$145,300	\$153,800
Rusty Macdonald Branch	STAFF COMPENSATION	\$733,000	\$763,600
	OPERATING COSTS	\$171,200	\$183,000
J.S.Wood Branch	STAFF COMPENSATION	\$594,700	\$618,300
	OPERATING COSTS	\$124,700	\$127,800
Cliff Wright Branch	STAFF COMPENSATION	\$831,300	\$859,400
	OPERATING COSTS	\$148,600	\$150,800
Mayfair Branch	STAFF COMPENSATION	\$239,200	\$237,900
	OPERATING COSTS	\$57,500	\$59,000
Alice Turner Branch	STAFF COMPENSATION	\$652,100	\$678,300
	OPERATING COSTS	\$202,000	\$207,900
Outreach Services	STAFF COMPENSATION	\$229,300	\$265,100
	OPERATING COSTS	\$10,000	\$7,500
Local History	STAFF COMPENSATION	\$305,000	\$314,700
	OPERATING COSTS	\$10,200	\$10,200
	COST RECOVERY	-\$3,600	-\$3,600
Library on 20th Street	STAFF COMPENSATION	\$328,000	\$336,900
	OPERATING COSTS	\$230,000	\$233,400
<b>TOTAL</b>		<u>\$18,802,700</u>	<u>\$20,215,700</u>
<b>FUNDED POSITIONS:</b>		132.84	134.62

## Saskatoon Public Library 2014 Approved Expenditures (\$18,802,700)



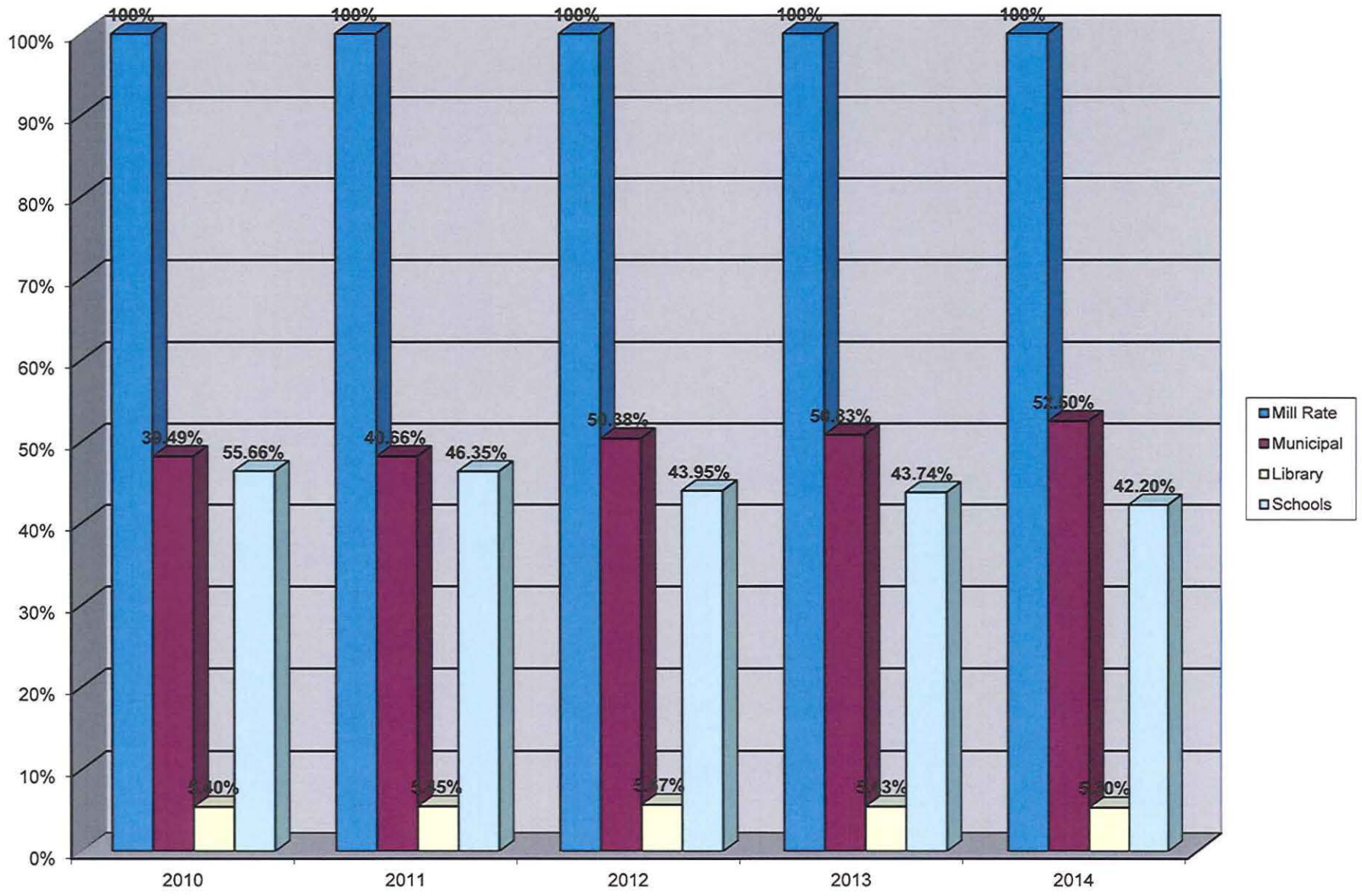
■ Salaries and Benefits: \$10,965,500 (58.32%)
■ Administration (City of Saskatoon): \$314,400 (1.67%)
□ Materials (Books, AV, Periodicals): \$1,994,000 (10.61%)
□ Provision to Reserves: \$2,019,500 (10.74%)
■ Information Technology: \$395,000 (2.10%)
■ Maintenance of all facilities (includes security, insurance, utilities and staffing costs): \$1,897,400 (10.09%)
■ Other: \$1,216,900 (6.47%)

## Saskatoon Public Library 2014 Approved 'Other' Expenditures (\$1,216,900)

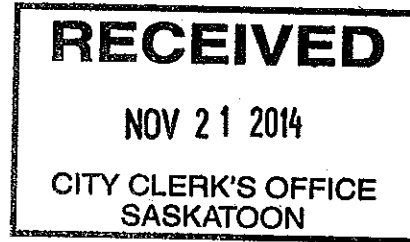


■ Travel: \$47,100 (3.87%)	■ Telephone/Fax: \$63,900 (5.25%)
□ Printing/Advertising/Promotion: \$159,000 (13.07%)	□ Programming: \$34,000 (2.79%)
■ Postage: \$30,000 (2.47%)	■ Fixed Assets: \$100,000 (8.21%)
■ Supplies: \$125,400 (10.30%)	□ Cartage/Freight: \$253,700 (20.85%)
■ Staff Training: \$89,400 (7.35%)	■ Miscellaneous: \$314,400 (25.84%)





1711-9



November 21, 2014

Joanne Sproule  
City Clerks Office  
City Hall  
Saskatoon, Saskatchewan  
S7K 0J5

From: SaskTel Centre

Enclosed please accept the 2015 SaskTel Centre Operating Budget that was approved by our Board of Directors November 21, 2014.

Thank you.

Yours sincerely,

A handwritten signature in cursive script that reads "Sheryl McRorie".

Sheryl McRorie, CMA  
Director of Finance and Ticketing  
SaskTel Centre  
#101 -- 3515 Thatcher Avenue  
Saskatoon, SK S7R 1C4

c/c: Lana Tjernstrom

## 2015 SASKTEL CENTRE BUDGET SUMMARY BY EVENT TYPE

	Event Sponsorship	Rentals/ Ticket Sales	Service Charge	Merch Comm.	Food Margin	Net Liquor Margin	Recovery Charges	Other Revenues	Corporate Box Tickets	Catering Margin	Total Event Expenses	Event Gross Margin
Taste of Saskatchewan	\$35,000	\$26,000			\$225,000	\$69,000	\$0	\$2,000	\$0	\$0	\$205,500	\$151,500
Tradefest		\$83,250			\$39,870	\$194	\$84,000	\$32,000	\$0	\$3,985	\$100,530	\$142,769
Motorsports	\$18,500	\$247,619	\$20,000	\$5,000	\$28,450	\$16,733	\$0	\$10,600	\$3,200	\$275	\$204,550	\$145,827
Family Shows		\$778,452	\$192,495	\$22,300	\$49,621	\$46,803	\$102,500	\$8,000	\$7,000	\$100	\$936,281	\$270,991
International Sport - Sask Volleyball		\$7,500	\$26,667		\$7,890	\$1,698	\$20,000	\$0	\$0	\$0	\$91,100	\$32,744
Concerts	\$30,000	\$10,169,214	\$1,728,475	\$317,700	\$185,774	\$627,853	\$441,200	\$47,900	\$74,800	\$13,350	\$11,398,108	\$2,238,159
Blades Season		\$200,400	\$39,800	\$0	\$143,900	\$189,393	\$0	\$0	\$9,600	\$4,800	\$373,717	\$214,175
SaskTel Centre Hockey League		\$175,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000	\$85,000
NHL Exhibition Games	\$4,000	\$25,000	\$95,000	\$4,000	\$20,500	\$27,645	\$7,000	\$4,500	\$12,000	\$0	\$55,750	\$142,895
PBR & Rodeo	\$80,000	\$263,571	\$32,476	\$1,600	\$12,100	\$62,280	\$7,000	\$5,700	\$5,000	\$450	\$365,475	\$104,703
Totals	\$167,500	\$11,976,007	\$2,134,914	\$350,600	\$713,195	\$1,041,597	\$661,700	\$110,700	\$111,600	\$22,960	\$13,762,011	\$3,528,762
								Events Gross Margin Before Other Revenues				
								Sponsorship Revenue - Title and Signage			\$1,096,500	
								Corporate Suite Rentals			\$1,846,680	
								Other Revenue			\$1,242,156	
								Total Operating Revenues				\$4,185,336
								Operating Expenses				\$5,696,087
								Operating Profit before interest & amortization expense				\$2,018,012
								Interest Expense				\$55,877
								Depreciation Expense				\$732,500
								Net Operating Surplus Before Contribution to City				\$1,229,635
								CBCM Contribution				\$300,000
								Net Operating Surplus				\$929,635

**SASKTEL CENTRE**  
**Statement of Earnings**  
**Budget 2015**

	Budget 2014	Forecast 31-Dec-14	Budget 2015
<b>Revenue:</b>			
Facility Rent	423,200	449,493	495,650
Co promoted Event Revenues	9,277,329	9,192,962	8,956,500
Self promoted Event Revenues	2,342,861	3,187,107	2,484,857
Event Sponsorship	88,500	53,500	167,500
Event Electrical	16,550	15,600	15,000
Event Booth Rentals	27,000	27,000	26,000
Corporate Suite Ticket Revenues	124,420	97,967	102,000
Parking/Shuttle Revenues	10,850	33,367	60,500
Event Ride Revenues	7,000	6,505	6,500
Ticket Service Charge Revenue	1,779,605	1,564,911	2,134,914
Ticket Sales Commission	700	0	0
Ticket System Event Set Up Fees	3,600	3,700	0
Concession	585,292	554,194	450,025
Concession Revenue Offsite	205,000	205,000	225,000
Catering Commission	36,570	44,151	22,960
Corporate Suite Concession Sales	45,420	43,116	38,170
Alcohol Sales	1,768,516	1,534,770	1,655,400
Lounge Alcohol Sales	96,050	95,342	89,150
Corporate Suite Alcohol Sales	189,150	188,386	134,000
Alcohol Sales Offsite	205,000	173,500	212,500
Ancillary Charges	44,575	43,476	38,000
Recovery	538,500	550,335	661,700
Merchandise Commission	366,000	325,312	350,600
Nevada Ticket Income	0	0	0
Lottery Income	2,800	2,681	3,700
Corporate Suite Rentals	4,971	7,588	9,600
	<u>18,189,459</u>	<u>18,399,963</u>	<u>18,340,227</u>
<b>Cost of sales:</b>			
Print Advertising	69,000	49,425	30,775
Advertising	149,500	133,418	147,025
Television Advertising	67,675	58,481	37,500
Other Advertising	46,875	73,898	16,250
Artist Costs	9,060,366	9,851,808	9,264,114
Credit Cards	334,354	357,150	412,779
Box Office Charge & TM Fees	331,710	332,396	366,298
Event Production Costs	1,464,590	1,358,222	1,347,696
Parking Attendants	119,622	106,386	143,796
Ticket Takers	57,892	52,647	61,560
Ushers	84,950	89,317	114,350
Guest Services		11,575	18,750
Security Services	337,985	310,033	411,050
Pass Gate Attendant	64,529	65,208	49,925
Merchandisers	90,325	100,445	108,550

Suite Attendant	65,276	65,313	68,750
Command Center		4,256	12,970
Scorekeeper/Referee	55,000	55,001	60,000
Medical	25,280	28,007	44,625
Sponsor Ticket Cost	218,878	193,291	198,800
Event Cleaning Costs	223,291	230,874	208,100
Shuttle Service	72,000	57,818	112,000
Merchandise COGS		50	0
Alcohol Product Costs	729,848	614,390	683,593
Alcohol Labour Costs	193,834	155,260	178,070
Alcohol Management Costs	139,842	123,285	130,841
Cost of Goods Corp. Suites	66,203	60,803	46,900
Corp. Suite Management Fee	14,186	15,750	10,050
Marketing Levy	537,086	410,265	526,348
	<u>14,620,099</u>	<u>14,964,772</u>	<u>14,811,464</u>

**Gross profit Events**

	<u>3,569,361</u>	<u>3,435,191</u>	<u>3,528,762</u>
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**Other Income:**

Sponsorship Title & Sign	880,000	967,094	1,096,500
Corporate Suite Rentals	1,716,450	1,678,673	1,846,680
Ticket Distribution Fees (Options)	284,500	298,304	384,700
Offsite Ticket Service Fees	20,000	3,652	10,500
Gold Card Revenue	20,000	21,494	20,004
Service Charge revenue - Other Venue	175,000	80,093	123,000
Hourly Ice Rental	10,000	8,146	7,000
Rental other eg Parking Lot	30,000	27,442	30,000
ATM Revenue	75,000	75,264	64,000
Interest Income	65,000	103,431	108,000
Facility Fee	415,000	361,071	420,952
Marketing Levy - W.C.	0	9,199	12,000
Revenue Government Grants and other	0	0	0
Gain Loss on Disposal	0	0	0
Sundry Income	10,000	22,832	12,000
Canadian Digital Revenues	50,000	19,822	50,000
<b>Total Other Income</b>	<u>3,750,950</u>	<u>3,676,517</u>	<u>4,185,336</u>

**Other Expenses:**

Non event Sponsorship costs	16,002	14,401	0
Box Office Staff Costs	398,529	359,958	411,275
Remote Service Charge Expense	6,000	1,150	4,800
Box Office Shortages Overages	0	4,622	0
Box Office Communication Costs	58,800	53,547	43,800
Credit Card - Other Venue	36,000	15,000	30,000
TM Costs - Other Venue	72,000	15,003	30,000
Box Office Charge & TM Fees Event nor	35,000	20,951	36,000
Box Office Courier/Delivery		245	0
<b>Total Expenses:</b>	<u>622,331</u>	<u>484,877</u>	<u>555,875</u>

<b>Other Income Less Other Expenses:</b>	<u>3,128,619</u>	<u>3,191,640</u>	<u>3,629,461</u>
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**Overhead Expenses:**

Advertising	87,740	79,777	75,600
Entertainment & Promotion	47,500	43,608	0
Staff and Board Functions			14,000
Business Development			126,404
Benefits	412,830	400,434	430,611

P/T	14,400	25,545	0
Parking/Traffic/Lot Lease			153,800
Parttime Set Up\Take Down Event Attend	293,205	292,634	314,724
Staff Training & Uniforms	78,975	75,170	28,575
Wages	1,773,642	1,789,257	1,817,730
Bank charges	28,300	27,256	28,300
Communications	51,564	45,860	72,000
Foreign Exchange Gain/Loss		11,006	
Courier/Delivery	21,600	14,401	18,000
Insurance	94,160	76,850	128,820
Memberships \Licenses	35,060	44,065	47,410
Non-Event Specific Supplies			6,000
Office Expenses	66,000	76,316	48,468
Professional Fees	105,200	124,721	243,000
Travel	52,160	54,355	58,200
Building Maintenance	189,000	158,290	309,400
Cleaning Supplies	43,200	42,667	42,000
Computer Services	96,100	85,098	127,275
Equipment Maintenance	118,600	85,523	124,000
Non Alcohol Bar Supplies		0	15,000
Concession Equipment Maintenance	24,000	18,440	0
Bar Equipment Maintenance		378	0
Equipment Purchases	55,600	62,411	60,000
Equipment Rental	17,000	11,561	0
Fuel	14,400	16,747	0
Garbage Collection/Recycling	59,880	54,590	71,250
Grounds Maintenance	33,405	26,122	33,405
House Electrical	100,000	95,703	0
Ice Making Supplies	21,300	27,969	25,500
Ice Plant Maintenance	37,200	36,897	0
In House Cleaning	55,533	72,479	62,639
Maintenance Contract Services	3,600	3,720	0
Signage - Non-event/Wayfinding	50,000	53,472	18,000
Snow Removal	77,500	78,105	77,500
Washroom Supplies	27,100	21,658	27,100
Offsite Storage	0	2,375	0
Land Lease	120,000	120,000	0
Utilities Electrical	307,000	346,848	345,000
Utilities Gas	79,000	98,733	98,000
Utilities sign power & phone	2,400	2,832	0
Utilities Water	91,500	84,581	92,500
Depreciation Expense C.O.S. Thresholds	442,563	515,171	560,620
Depreciation Expense CUC Thresholds	229,998	124,427	171,880
CBCM Reserves Allocation	250,000	250,000	300,000
Interest Long Term Liability	74,312	71,151	55,877
<b>Total Overhead Expenses</b>	<b>5,782,527</b>	<b>5,749,203</b>	<b>6,228,588</b>
<b>Net earnings before Other Items</b>	<b>915,453</b>	<b>877,628</b>	<b>929,635</b>
Contribution to City of Saskatoon*	95,000	45,000	0
<b>Net earnings (loss) for period</b>	<b>820,453</b>	<b>832,628</b>	<b>929,635</b>

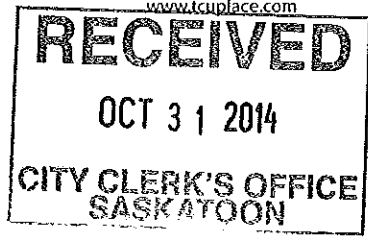
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35 - 22nd Street East  
Saskatoon, Saskatchewan  
Canada S7K 0C8

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S A S K A T O O N ' S  
A R T S & C O N V E N T I O N  
C E N T R E

T 306 975 7777  
F 306 975 7804  
info@tcuplace.com  
www.tcuplace.com



October 31, 2014

To: Budget Committee  
Office of the City Clerk  
City Hall  
222 - 3<sup>rd</sup> Avenue North  
Saskatoon, Saskatchewan S7K 0J5

From: TCU Place - Saskatoon's Arts & Convention Centre

Enclosed please accept the 2015 TCU Place Operating and Capital Budget that was approved by our Board of Directors on October 30, 2014.

Recommendations that the Budget Committee refer to City Council:

1. That the 2015 Operating Budget and Grant be approved.
2. That the 2015 Capital Budgets be approved.

Thank you.

Sincerely,

Pam Kilgour, BA, CMA  
Director of Finance  
TCU Place

Cc. City Comptroller



## 2015 Operating and Capital Budgets

### Operating Budget Overview:

TCU Place provides a wealth of opportunities for citizens to participate in and enjoy the benefits of business and culture in Saskatoon. These activities form part of the core element of the TCU Place quality of life agenda which is an essential part of individual and community well being.

One of TCU Place's key goals is to encourage as many citizens of Saskatoon to take advantage of the cultural activities available to them. In support of this agenda, TCU Place operates as a regional gathering place and provides direct services and programs to our citizens and community based organizations. TCU Place attracts over 650,000 visits per year and hosts over 600 events annually.

### At a glance 2015 Operating Budget

- Projects total sales of 11.7 million.
- Projects total operating expenditure of 10.4 million
- FTE's remain consistent with the previous financial year
- Union wage increase of 2.65%
- Projects inflationary increases in overhead costs of 3%
- Receives funding support from City of Saskatoon of \$500,000
- Reimburses City of Saskatoon of \$726,000

Taking into consideration the above, TCU Place is projected to generate a Surplus of \$1.065 million in 2015.

### Capital Budget Overview:

A reserve study was conducted by Suncorp Evaluations in 2014 and based on their findings; three equipment replacement reserves (Kitchen, Theatre, and Equipment) have now been combined to the Equipment Replacement Reserve (ERR) which is currently fully funded. Reserve allocations for 2015 remain consistent with 2014 at \$691,525 with \$460,648 to the ERR and \$230,877 to Capital Expansion Reserve. Budget expenditures total \$335,214 in the ERR.



**TCU Place**  
**STATEMENT OF OPERATIONS**  
**Operating Budget 2015**

	<b>2014 Budget</b>	<b>2014 Forecast</b>	<b>2015 Budget</b>
Operating Revenue			
Sales	11,154,403	10,997,663	11,297,700
Sponsorship	283,000	266,790	270,000
Interest Income	126,568	140,000	150,000
	<u>11,563,971</u>	<u>11,404,453</u>	<u>11,717,700</u>
Operating Expenditure (per schedule)			
Administration Expenses	1,409,245	1,266,773	1,359,366
Direct Expenses	6,424,666	6,283,968	6,432,145
Plant Maintenance	2,107,278	2,193,633	2,235,077
Amortization	397,676	397,676	400,000
	<u>10,338,865</u>	<u>10,142,051</u>	<u>10,426,588</u>
Operating Margin	1,225,105	1,262,403	1,291,112
Other Revenues and Expenditures			
Funding by City of Saskatoon	500,000	500,000	500,000
Reimbursement to City of Saskatoon	(726,088)	(726,088)	(726,043)
<b>Surplus</b>	<u>\$ 999,017</u>	<u>1,036,315</u>	<u>1,065,069</u>

**TCU Place  
Schedule of Operating Expenditures**

	<b>2014 Budget</b>	<b>2014 Forecast</b>	<b>2015 Budget</b>
<b>Administration</b>			
Salaries & Benefits	1,146,956	1,056,327	1,128,371
Travel Expense	56,840	49,809	57,620
Training and Staff Morale	48,100	30,395	39,495
Office Supplies and Equipment	54,500	43,769	45,500
IT Consultant and Support	24,000	23,320	24,000
Printing & Postage	13,000	12,324	12,000
Professional Fees	28,350	19,500	20,100
Memberships, Subscriptions & Licences	14,500	10,960	11,280
Board of Directors	8,000	8,000	8,000
Bank charges and interest expense	15,000	12,371	13,000
	<b>1,409,246</b>	<b>1,266,773</b>	<b>1,359,366</b>
<b>Direct</b>			
Event Expenses	5,276,460	5,201,931	5,338,550
Salaries & Benefits	862,306	827,875	828,408
Ticketing System Costs	32,000	31,500	31,500
Supplies	52,500	40,030	41,340
Credit Card Charges	12,000	12,000	12,000
Bad Debt Expense	5,000	5,000	5,000
Advertising and Promotion	102,500	98,656	104,400
Telephone	45,000	32,613	33,376
Other	24,400	21,884	25,070
Equipment Maintenance	12,500	12,480	12,500
	<b>6,424,666</b>	<b>6,283,968</b>	<b>6,432,145</b>
<b>Plant Maintenance</b>			
Salaries and Benefits	1,049,026	1,022,272	1,046,535
Utilities	642,475	762,051	777,282
Maintenance	318,390	310,279	313,371
Insurance	68,387	68,387	65,390
Service Contracts	29,000	30,644	32,500
	<b>2,107,278</b>	<b>2,193,633</b>	<b>2,235,077</b>

**TCU Place**

**Equipment Replacement Reserve**

	<b>YEAR 2015</b>	<b>YEAR 2016</b>	<b>YEAR 2017</b>	<b>YEAR 2018</b>	<b>YEAR 2019</b>	<b>YEAR 2020</b>	<b>YEAR 2021</b>	<b>YEAR 2022</b>	<b>YEAR 2023</b>	<b>YEAR 2024</b>
<b>OPENING CASH BALANCE</b>	3,564,690	3,761,418	3,838,329	4,084,941	4,568,383	3,821,192	4,278,442	4,280,281	4,378,190	4,640,554
<b>ANNUAL RESERVE FUND ALLOCATION</b>	460,648	460,648	460,648	460,648	460,648	460,648	460,648	460,648	460,648	460,648
<b>RESERVE FUND INTEREST INCOME</b>	71,294	75,228	76,767	81,699	91,368	76,424	85,569	85,606	87,564	92,811
<b>TOTAL CASH RESOURCES</b>	<u>4,096,632</u>	<u>4,297,294</u>	<u>4,375,744</u>	<u>4,627,288</u>	<u>5,120,398</u>	<u>4,358,264</u>	<u>4,824,659</u>	<u>4,826,535</u>	<u>4,926,402</u>	<u>5,194,013</u>
<b>RESERVE FUND EXPENDITURES</b>										
<b>Caretaking and Maintenance</b>	25,374	39,664	52,284	5,837	0	16,402	44,394	28,163	28,585	25,532
<b>Computer</b>	0	51,511	43,396	53,068	183,139	54,672	0	56,325	114,339	58,027
<b>Kitchen</b>	72,065	345,125	0	0	66,791	0	99,886	0	0	48,743
<b>Theatre</b>	187,775	0	69,642	0	0	0	0	197,136	102,905	474,661
<b>Sound</b>	50,000	0	0	0	166,980	0	56,047	67,590	0	0
<b>Lighting</b>	0	0	125,481	0	323,185	0	110,984	0	40,019	0
<b>Furnishings and Miscellaneous</b>	0	22,665	0	0	559,111	8,748	233,067	99,131	0	106,190
<b>TOTAL EXPENSES</b>	<u>335,214</u>	<u>458,965</u>	<u>290,803</u>	<u>58,905</u>	<u>1,299,206</u>	<u>79,822</u>	<u>544,378</u>	<u>448,345</u>	<u>285,848</u>	<u>713,153</u>
<b>CLOSING CASH BALANCE</b>	<u>3,761,418</u>	<u>3,838,329</u>	<u>4,084,941</u>	<u>4,568,383</u>	<u>3,821,192</u>	<u>4,278,442</u>	<u>4,280,281</u>	<u>4,378,190</u>	<u>4,640,554</u>	<u>4,480,860</u>

Schedule XII (continued)  
**SUFFICIENCY OF RESERVES**  
**CAPITAL RESERVES SUFFICIENCY FORECAST**  
(In Thousands of Dollars)

**I. GENERAL CAPITAL RESERVES**

	Forecast	2015		Balance	2016		Balance	2017-2019		Balance	Unfunded Projects	Total Dec/19
	Jan 1/15	Source	Appl	Dec/15	Source	Appl	Dec/16	Source	Appl	Dec/19		
<b>Boards and Commissions</b>												
TCU Place Capital Exp	1,084	231	(400)	915	231	(350)	796	693	0	1,489	0	1,489
TCU Place Equipment Repl	3,569	532	(335)	3,766	537	(459)	3,844	1,637	(1,649)	3,832	0	3,832

**REMAI MODERN**

AND

**MendelArtGallery**

**2015 GRANT APPLICATION**

**SUPPLEMENTARY BUDGET INFORMATION**

December 2, 2014

**MENDEL ART GALLERY/REMAI MODERN  
2015  
City Of Saskatoon Grant Application Notes**

◆ For 2015, the Mendel Art Gallery and the Remai Modern are requesting a combined operating grant of \$3,661,100 from the City of Saskatoon. The gallery is splitting its books in 2015 and is assigning a portion of this grant to the Mendel Art Gallery (\$1,465,049) and a portion to the Remai Modern (\$2,214,551). The combined grant increase over the total 2014 approved grant for the two organizations shows an increase of \$591,600.

◆ This City Grant increase of \$591,600 has been allocated as follows:

- Transition costs to prepare for the move to the Remai Art Gallery of Saskatchewan. \$416,400
- Operating cost increase to cover operating expense which includes Salary and payroll costs and increment increase. \$124,645
- increase assessed for Comprehensive Building Replacement Reserve, the Equipment Replacement Reserve and the Permanent Collection Reserve. \$50,555

◆ Net Salaries increase is budgeted at \$165,964. This increase is a combination of the following:

- ◆ Transition budget including 6 new positions which will be brought on as needed throughout 2015 (increase of 2.65 FTE's). Additional funding of \$245,220 is required to cover these additional FTE's which includes salary adjustments to existing positions.
- ◆ The salary increase also includes negotiated salary increase (2.65%) or \$48,400.
- ◆ The wind down of the Mendel on June 7, 2015 will generate salary savings of (2.35 FTE's) generating reduced cost to salaries of (\$127,656).
- ◆ The transition cost includes increased marketing costs for Branding, Tourism marketing and Website implementation for the Remai Modern as well as moving all marketing cost allocations into one area. Previous budgets had marketing costs in Exhibitions, Programs, Development and Staffing accounts. Transition costs also include new costs associated with setting up a Development Department.

<b>COMBINED REMAI MODERN AND MENDEL ART GALLERY OPERATING BUDGET FUND 2015</b>			
	<b>2014</b>	<b>2015</b>	
<b>GRANT REVENUE</b>			
<i>City of Saskatoon</i>	\$ 3,069,500	\$ 3,661,100	591,600
<i>Federal Government Grants/The Canada Council for the Arts</i>	160,000	160,000	0
<i>Provincial Government Grants/Sask Arts Board and Sask Lotteries</i>	405,500	418,500	13,000
<b>TOTAL GRANT REVENUE</b>	<b>3,635,000</b>	<b>4,239,600</b>	<b>604,600</b>
<b>OTHER REVENUE SOURCES</b>			
Exhibition and Public Program Revenue	149,500	77,655	(71,845)
Gallery Shop Revenue	310,564	155,282	(155,282)
Development and Membership Revenue	83,000	47,500	(35,500)
Museum Assistance Program (MAP)	132,917	245,000	112,083
Cafe, Facility and donation Box Revenue	35,100	17,000	(18,100)
<b>TOTAL OTHER REVENUE</b>	<b>711,081</b>	<b>542,437</b>	<b>(168,644)</b>
<b>TOTAL REVENUE</b>	<b>4,346,081</b>	<b>4,782,037</b>	<b>435,956</b>
<b>CORE EXPENDITURES</b>			
Exhibitions and Programs Expenditures	421,990	304,049	(117,941)
Facilities, Salaries, Office Expenditures	3,068,436	3,361,323	292,887
Gallery Shop Expenditures	204,546	95,210	(109,336)
Development & Membership	23,062	92,900	69,838
Marketing	64,594	427,000	362,406
<b>TOTAL CORE EXPENSES</b>	<b>3,782,628</b>	<b>4,280,482</b>	<b>497,854</b>
<b>REVENUE LESS EXPENSES (Before allocations)</b>	<b>563,453</b>	<b>501,555</b>	<b>(61,898)</b>
Allocation to Transition Fund (transition built into 2015 operating budget)	224,536	0	(224,536)
Allocation to Permanent Collection Fund	67,500	92,655	25,155
Allocation to Capital Replacement Fund (City Building Reserve)	98,200	109,000	10,800
Allocation to Capital Replacement Fund	40,300	54,900	14,600
Allocation to Museum Assistant Program	132,917	245,000	112,083
<b>Total Allocations</b>	<b>563,453</b>	<b>501,555</b>	<b>(61,898)</b>
<b>Surplus (Deficit) After Application of Reserves</b>	<b>-</b>	<b>-</b>	<b>-</b>

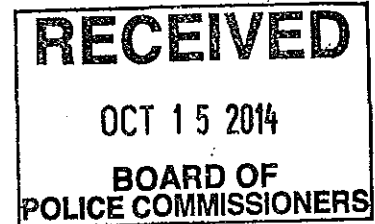
**"PUBLIC AGENDA"**

**TO:** His Worship Don Atchison, Chairperson  
Board of Police Commissioners

**FROM:** Clive Weighill  
Chief of Police

**DATE:** 2014 September 29

**SUBJECT:** 2015 Preliminary Capital Budget  
2016 – 2019 Capital Plan



**FILE #:** 2,017

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**ISSUE:**

City Council's Budget Committee review of the 2015 Capital Budget is scheduled for early December.

**RECOMMENDATION:**

That the Board of Police Commissioners approves the 2015 Capital Budget/2016- 2019 Capital Plan.

**DISCUSSION:**

The projects that are identified in the five-year capital budget /capital plan support the provision of key resources required in the areas of radio communications, operational equipment, technology and facilities.

Details regarding the capital budget/capital plan are presented in the attached submission.

**Written by:** Don Bodnar  
Director of Finance

**Approved by:** Mark Chatterbok  
Deputy Chief, Administration

**Submitted by:**   
Clive Weighill  
Chief of Police

**Dated:** OCTOBER 10/14



# Saskatoon Police Service



**PRELIMINARY**

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**2015 CAPITAL BUDGET  
2016 – 2019 CAPITAL PLAN**

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October 2014



**Saskatoon Police Service**  
**2015 Capital Budget 2016 – 2019 Capital Plan**

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Project Details ....Follow in Project Number Order	



**EXECUTIVE SUMMARY**

**2015 Total Police Capital Budget – 6 Projects** \$1,762,400

Capital Replacement	\$1,687,400 (95.7%)
Capital Expansion	<u>75,000 ( 4.3%)</u>
	\$1,762,400

**Funding Sources**

- All 2015 capital projects will be funded from Police Capital Reserves.
- Police Capital Reserves have sufficient funding to cover all projects in the 2015 budget.
- The 2015 total annual provision from the Operating Budget into capital reserves is \$1,829,200.
- The forecasted balance in capital reserves at the end of 2015 is as follows:

Equipment & Technology Reserve	\$ 170,628
Radio Reserve	\$ 541,579
General Capital Reserve (Additional Vehicles)	\$ 299,714
Facility Renovations & Furniture Replacement Reserve	<u>\$ 530,091</u>
	\$1,542,012

A table forecasting the five year sufficiency of reserves is provided on Page 8.

**Key Major Projects**

P2499 Technology Replacement (\$823,400) - computer storage, payroll / timekeeping system.

P2119 Radio Replacement (\$511,000) - portable and in-car mobile radios, centralized communication recording server.

A schedule listing all proposed projects is included on Page 7 of this report.

**Operating Budget Impact**

2015 proposed projects will have a minor impact on the 2015 Operating Budget.

- Project 2119 Radio Replacements will increase software licensing costs by \$34,000.
- Project 2610 Technology Expansion will increase software support costs by \$10,000.

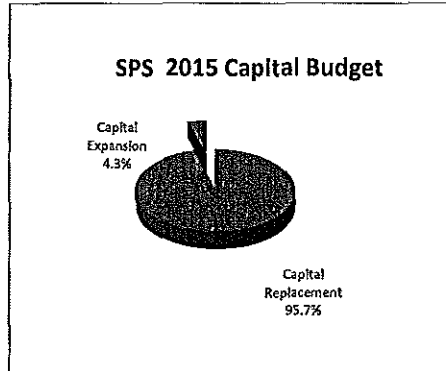


## 2015 CAPITAL BUDGET/CAPITAL PLAN - OVERVIEW

### 1. Capital Projects

#### 2015 Budget

The 2015 Preliminary Capital Budget includes six projects for consideration totaling \$1,762,400 summarized as follows.



#### 2015 Capital Budget - Expenditure Type

##### Capital Replacement

Radio	29.0%	\$ 511,000	
Equipment	3.6%	63,000	
Technology	60.3%	1,063,400	
Facilities	2.8%	50,000	
	<b>95.7%</b>	<b>\$ 1,687,400</b>	<b>\$ 1,687,400</b>

##### Capital Expansion

Radio	0.0%	\$ -	
Equipment	0.0%	-	
Technology	4.3%	75,000	
Facilities	0.0%	-	
	<b>4.3%</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>

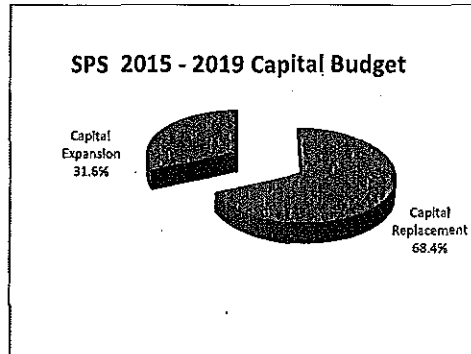
	<b>100%</b>	<b>\$ 1,762,400</b>	
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2015 Saskatoon Police Service Capital Investments include six projects totaling \$1.76 million of which \$1.68 million is targeted for a number of asset replacement projects including \$1.06 million for computer replacements such as computer network storage and the payroll system, \$511,000 related to radio and communication recording system replacements and \$63,000 for operational equipment for the Traffic Section and Forensic Identification. Facility replacement projects include \$50,000 for general furniture replacement. Planned capital expansion projects for 2015 total \$75,000 required for year two funding to implement an electronic ticketing system in Traffic and Patrol vehicles.



**2015 – 2019 Total Capital Plan**

Total capital requirements for the five year planning period of 2015 to 2019 amount to \$8,644,000 categorized as follows:



**2015 - 2019 Capital Budget/Plan - Expenditure Type**

**Capital Replacement**

Radio	21.2%	\$ 1,836,000	
Equipment	6.8%	592,000	
Technology	37.4%	3,236,000	
Facilities	2.9%	250,000	
	<b>68.4%</b>	<b>\$ 5,914,000</b>	<b>\$ 5,914,000</b>

**Capital Expansion**

Radio	0.0%	\$ -	
Equipment	20.5%	\$ 1,770,000	
Technology	11.1%	960,000	
Facilities	0.0%	-	
	<b>31.6%</b>	<b>\$ 2,730,000</b>	<b>\$ 2,730,000</b>

	<b>100%</b>		<b>\$ 8,644,000</b>
--	-------------	--	---------------------

The most prominent trend for future capital spending relates to asset replacement. Radio, equipment and technology replacement over the five year planning period of 2015 to 2019 is projected to cost \$5.9 million.

Future capital expansion projects total \$2.7 million including Equipment (\$1,770,000) and Technology (\$960,000). Proposed key projects include the \$1,139,000 in additional vehicles, \$500,000 for the expansion of computer network storage and \$300,000 for air support technology.

**2. Capital Funding**

All projects in the five year capital plan are proposed to be funded from existing Police capital reserves.



### 3. Sufficiency of Reserves

#### **Overview**

The ability to adequately fund Police capital reserves is for the most part a function of comprehensive planning that forecasts future needs and the ability to match these needs with a corresponding appropriate annual provision from the Operating Budget. Over the years the Police Service with the support of the Board and City Council has taken a number of steps to improve both the planning efforts and reserve funding levels highlighted within the comments that follow.

#### **Reserve Status**

In 2015 the total annual provision to the Police Equipment & Technology Capital Reserves will increase by \$57,400 through a reallocation of existing approved equipment expenditure funding. This reallocation addresses Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

#### Total Transfer to Reserves

Based upon proposed changes, budgeted transfers to reserves in 2015 will total \$1,837,200.

• Equipment & Technology Reserve	\$1,147,900
• Radio Reserve	\$ 273,100
• General Capital Reserve (Additional Vehicles)	\$ 258,200
• Renovations Reserve	\$ 150,000
o \$100,000 – Renovations	
o \$50,000 - Furniture Replacement	
• Corporate Digital Data Reserve	<u>\$ 8,000</u>
	\$1,837,200

The status of each reserve is summarized below. A table forecasting the sufficiency of reserves is provided later in this report on Page 8.

#### **Equipment & Technology Reserve**

The Equipment & Technology Reserve annual Operating Budget provision in 2015 is proposed to be \$1,147,900. Projects requiring funding from this reserve have increased significantly over the past number of budget cycles largely due to improved efforts to identify asset replacement needs and the desire to take advantage of new technology. A number of steps have been taken in the recent past to ensure that this is properly funded.

- In 2009 the Board’s five year phase-in plan to improve reserve funding levels was completed. In total the annual provision grew by \$500,000 phased in with increments of \$100,000 per year over the five year period from 2005 to 2009.
- In 2012 a \$25,000 budget reallocation of existing budget dollars further increased annual reserve funding.



- The 2013 budget included another budget reallocation moving \$75,000 from annual Radio Reserve funding to the Equipment & Technology Reserve. This initiative was to help address rising capital asset replacement demands in a reserve that was forecasted to be in or near a deficit position for the next three years.
- The 2015 budget continues to address funding demands from this reserve by proposing a \$57,400 annual provision increase through a reallocation of existing approved equipment expenditure funding.

The balance in the reserve at the end of 2015 is projected to be \$170,628. Deficits are projected for 2016/17/18 however commitment to future projects is still under review.

### **Radio Reserve**

The Radio Reserve, which is used to finance projects related portable and in-car radios and equipment, is currently funded by an annual Operating Budget provision of \$273,100. In 2008 reserve provisions were increased by \$176,000 with the reallocation of funds previously used for capital debt payments related to a radio upgrade project. The 2013 budget reduced annual provisions to this reserve by \$75,000 to \$273,100 to more closely match to project funding demands. Based on the reduced annual provision the balance in the reserve at the end of 2015 is projected to be \$541,579. Future short and long term projects are adequately funded based on current project estimates.

### **General Capital Reserve**

In 2010 Council approved City Administration's proposal for the establishment of new Corporate-wide departmental capital reserves. This new initiative included a partial transfer of funds from the Reserve for Capital Project (RCE) to City departments. The purpose of the new reserve was to provide annual funding to departments for projects that would typically end up on a long list of discretionary RCE projects. The Police Service allocation was set at \$100,000 and has been used to be fund vehicle fleet additions. The 2014 operating budget improved funding into this reserve by including a \$158,200 increase to the annual provision. \$150,000 of this was a reallocation of existing operating budget funding while \$8,200 was linked to the budget growth package

The balance in the Police General Capital Reserve at the end of 2015 is projected to be a \$299,714. Based upon the new annual provision of \$258,200 this reserve is anticipated to adequately fund ongoing fleet addition demands.

### **Facilities Renovations**

The Facilities Renovations Reserve is a source of funding primarily for renovations to existing facilities. Current annual funding is set at \$100,000 for renovations and \$50,000 for furniture replacement.



#### Renovation Provision

In 2008 this annual provision was decreased by \$150,000 as part of approved plans to build a new police headquarters building which in turn has lessened the demand for renovations to current facilities. The \$150,000 of reduced reserve funding was reallocated to offset the cost of newly acquired leased space. The balance in this portion of the reserve at the end of 2015 is projected to be \$530,091. Future short and long term projects are adequately funded based on current plans.

#### Furniture Replacement Provision

In 2009 funding into the Renovations Reserve was increased by \$30,000 reflective of a plan to reallocate into reserve a portion of the current annual operating budget base used for normal furniture replacement. Since 2009, \$30,000 has been placed in a capital reserve to replace existing furniture due for replacement based on industry standards for life expectancy of existing furniture items. In 2014 the annual provision to the furniture replacement component of the Facilities Renovations Reserve was increased by \$20,000 to \$50,000 through a reallocation of existing budget funding allowing for improved management of purchases currently split between operating and capital budgets.

Future plans are for annual replacement projects of \$50,000. The balance in this portion of the facilities reserve at the end of 2015 is projected to be depleted with expenditures matching annual contributions into the reserve. In the future it is anticipated that this reserve will also stay balanced at net zero with expenditures matching annual contributions

#### 4. Capital Loans

The Police Service does not have any outstanding capital loans. Borrowing for the new headquarters building is dealt with as a Corporate loan.





**2015 CAPITAL BUDGET / 2016 - 2019 CAPITAL PLAN  
PROJECT SUMMARY TABLE**

DRAFT #2 AUGUST 28/14	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
POLICE CAPITAL RESERVE PROJECTS	2015 BUDGET	2016 Plan	2017 Plan	2018 Plan	2019 Plan	2015 2019 Total
<b><u>EQUIPMENT &amp; TECHNOLOGY</u></b>						
P2497 EQUIPMENT REPLACEMENT	63,000	-	475,000	-	54,000	592,000
P2498 EQUIPMENT EXPANSION	-	444,000	187,000	-	-	631,000
P2499 TECHNOLOGY REPLACEMENT	823,400	591,100	599,400	697,800	284,300	2,996,000
P2480 PAYROLL SYSTEM REPL. PHASE 2	240,000	-	-	-	-	240,000
P2610 TECHNOLOGY EXPANSION	75,000	350,000	310,000	100,000	125,000	960,000
<b>Total Equipment &amp; Technology</b>	<b>1,201,400</b>	<b>1,385,100</b>	<b>1,571,400</b>	<b>797,800</b>	<b>463,300</b>	<b>5,419,000</b>
<b><u>RADIO PROJECTS</u></b>						
P2119 RADIO REPLACEMENTS	511,000	350,000	325,000	325,000	325,000	1,836,000
<b><u>GENERAL CAPITAL PROJECTS</u></b>						
P2389 FLEET ADDITIONS	-	166,000	641,000	166,000	166,000	1,139,000
<b>Total General Capital Projects</b>	<b>-</b>	<b>166,000</b>	<b>641,000</b>	<b>166,000</b>	<b>166,000</b>	<b>1,139,000</b>
<b><u>FACILITIES RENOVATIONS</u></b>						
P2489 FURNITURE REPLACEMENT	50,000	50,000	50,000	50,000	50,000	250,000
<b>Total Facility Renovations</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>250,000</b>
<b>Total Police Reserve Projects</b>	<b>1,762,400</b>	<b>1,951,100</b>	<b>2,587,400</b>	<b>1,338,800</b>	<b>1,004,300</b>	<b>8,644,000</b>

**2015 CAPITAL RESERVE SUFFICIENCY FORECAST TABLE**

		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	2014	2015	2016	2017	2018	2019
<b>OPENING BALANCE:</b>						
Equip. & Technology	\$ 45,628	\$ 224,128	\$ 170,628	\$ (66,572)	\$ (490,072)	\$ (139,972)
Radio	831,379	779,479	541,579	464,679	412,779	360,879
General Capital	(103,686)	41,514	299,714	391,914	9,114	101,314
Renovations	430,091	430,091	530,091	630,091	730,091	830,091
<b>Total Opening Balance</b>	<b>1,203,412</b>	<b>1,475,212</b>	<b>1,542,012</b>	<b>1,420,112</b>	<b>661,912</b>	<b>1,152,312</b>
<b>ADD ANNUAL PROVISION:</b>						
Incr. 57.4k Equip. & Technology	1,090,500	1,147,900	1,147,900	1,147,900	1,147,900	1,147,900
Radio	273,100	273,100	273,100	273,100	273,100	273,100
General Capital	258,200	258,200	258,200	258,200	258,200	258,200
Renovations	150,000	150,000	150,000	150,000	150,000	150,000
<b>Total Annual Provision</b>	<b>1,771,800</b>	<b>1,829,200</b>	<b>1,829,200</b>	<b>1,829,200</b>	<b>1,829,200</b>	<b>1,829,200</b>
<b>FUNDING AVAILABLE:</b>						
Equip. & Technology	1,136,128	1,372,028	1,318,528	1,081,328	657,828	1,007,928
Radio	1,104,479	1,052,579	814,679	737,779	685,879	633,979
General Capital	154,514	299,714	557,914	650,114	267,314	359,514
Renovations	580,091	580,091	680,091	780,091	880,091	980,091
<b>Total Funding Available</b>	<b>2,975,212</b>	<b>3,304,412</b>	<b>3,371,212</b>	<b>3,249,312</b>	<b>2,491,112</b>	<b>2,981,512</b>
<b>LESS EXPENDITURES:</b>						
Equip. & Technology	(912,000)	(1,201,400)	(1,385,100)	(1,571,400)	(797,800)	(463,300)
Radio	(325,000)	(511,000)	(350,000)	(325,000)	(325,000)	(325,000)
General Capital	(113,000)	-	(166,000)	(641,000)	(166,000)	(166,000)
Renovations	(150,000)	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
<b>Total Expenditures</b>	<b>(1,500,000)</b>	<b>(1,762,400)</b>	<b>(1,951,100)</b>	<b>(2,587,400)</b>	<b>(1,338,800)</b>	<b>(1,004,300)</b>
<b>FORECASTED CLOSING BALANCE:</b>						
Equip. & Technology	224,128	170,628	(66,572)	(490,072)	(139,972)	544,628
Radio	779,479	541,579	464,679	412,779	360,879	308,979
General Capital	41,514	299,714	391,914	9,114	101,314	193,514
Renovations	430,091	530,091	630,091	730,091	830,091	930,091
<b>Total Closing Balance</b>	<b>\$ 1,475,212</b>	<b>\$ 1,542,012</b>	<b>\$ 1,420,112</b>	<b>\$ 661,912</b>	<b>\$ 1,152,312</b>	<b>\$ 1,977,212</b>

**2015 CAPITAL BUDGET / 2016-2019 CAPITAL PLAN  
PROJECT DETAILS (\$'000s)**

**2119 POLICE-RADIO REPLACEMENT**

	PRIOR YEARS BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN	2020 -2024 PLAN	TOTAL
<b>GROSS COST DETAILS</b>								
Equipment Purchases	1,200	511	350	325	325	325	1,686	4,722
Total GROSS COST DETAILS	1,200	511	350	325	325	325	1,686	4,722
<b>FINANCING DETAILS</b>								
POLICE RADIO RESERVE	(1,200)	(511)	(350)	(325)	(325)	(325)	(1,686)	(4,722)
Total FINANCING DETAILS	(1,200)	(511)	(350)	(325)	(325)	(325)	(1,686)	(4,722)

**Project Description**

This project provides for the replacement and/or addition of police radio equipment.

**General Comments**

Radio communication is critical to police operations. The current fleet of police portable and in-car mobile radios has an anticipated useful life of approximately 9 years. This project addresses the eventual replacement of these essential communication assets. The 2015 capital budget calls for the replacement of 40 portable radios at an estimated cost of \$325,000.

In addition this project provides for the purchase of a recording Hub Server at a cost of \$186,000. Currently the SPS has separate data recorders for the police radios, 9-1-1 calls, video and GPS resulting in inefficient extraction of information for investigation and court purposes. The Hub Server would be able to store all data in a central location reducing the workload and errors associated with managing multiple locations. This technology also allows for increased ability to respond to the ever increasing demands for disclosure and accountability.

**Operating Impact**

2015 annual software license costs anticipated to increase by \$34,000.

**2015 CAPITAL BUDGET / 2016-2019 CAPITAL PLAN  
PROJECT DETAILS (\$'000s)**

**2389 POLICE - FLEET ADDITIONS**

	PRIOR YEARS BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN	2020 -2024 PLAN	TOTAL
<b>GROSS COST DETAILS</b>								
Fleet Additions	382	0	166	641	166	166	830	2,351
Total GROSS COST DETAILS	382	0	166	641	166	166	830	2,351
<b>FINANCING DETAILS</b>								
POLICE CAPITAL RESERVE	(178)	0	(166)	(641)	(166)	(166)	(830)	(2,147)
RESERVE FOR CAPITAL EXPENDITURES	(204)	0	0	0	0	0	0	(204)
Total FINANCING DETAILS	(382)	0	(166)	(641)	(166)	(166)	(830)	(2,351)

**Project Description**

This project provides for the expansion of the Police Service vehicle fleet including vehicle and related equipment costs.

**General Comments**

Future year plans allow for the fleet to expand by 2 to 4 vehicles (fully equipment marked units and / or unmarked units) depending on operational demands.

**Operating Impact**

No operating impact in 2015.

**2015 CAPITAL BUDGET / 2016-2019 CAPITAL PLAN  
PROJECT DETAILS (\$'000s)**

**2480 POLICE - PAYROLL SYSTEM REPLACEMENT**

	PRIOR YEARS BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN	2020 -2024 PLAN	TOTAL
<b>GROSS COST DETAILS</b>								
Payroll System Replacement	50	240	0	0	0	0	0	290
Total GROSS COST DETAILS	50	240	0	0	0	0	0	290
<b>FINANCING DETAILS</b>								
POLICE OPER EQUIP & TECH RES	(50)	(240)	0	0	0	0	0	(290)
Total FINANCING DETAILS	(50)	(240)	0	0	0	0	0	(290)

**Project Description**

This project provides for the replacement of the Police payroll/timekeeping system.

**General Comments**

The Saskatoon Police Service payroll/timekeeping system was purchased 15 years ago and unfortunately has proven to be inadequate in terms of ongoing performance and function to meet user demands. The sub-standard performance has been experienced in a number of aspects including general design, report generation and vendor support.

The current payroll/timekeeping system, although usable, is not the software solution that was expected to assist in modernizing and improving the efficiency of Police Payroll. Many manual processes are required to provide the input and reporting of payroll information. In addition, integration with the Corporate Payroll/Human Resources and Budget systems would enhance position control and reduce other manual process and data entry duplication. A new system that provides improved payroll information capture and integration with other in-house and Corporate systems would greatly enhance payroll administration, control, reporting and analysis. As well it is anticipated that a new system would also improve and automate police operations in regards to personnel resource planning, scheduling and time management.

**Prior Budget Approval:**

The 2012 Capital Budget included the approval of \$50,000 to fund research of a software solution. Recent developments have led to plans to reduce software research costs by not hiring a consultant. In addition to our own independent research the SPS is in a unique position to gain product selection knowledge from other police agencies. Three western Canadian police agencies have recently purchased new payroll/timekeeping/scheduling systems and therefore it is anticipated that the SPS can gain significant product selection knowledge through these partner agencies.

**2015 Budget Request:** Additional software research is required to provide firm project cost estimates however based on research done to date it is anticipated that total project funding of \$290,000 (\$50,000 approved in 2012 plus \$240,000 requested for 2015) would cover the cost of software and allow for proper support for project implementation.

**Operating Impact**

2016 annual vendor software support costs are anticipated to be 15% of the initial software cost or in the range of \$15,000 to \$20,000.

**2015 CAPITAL BUDGET / 2016-2019 CAPITAL PLAN  
PROJECT DETAILS (\$'000s)**

**2489 POLICE - FURNITURE REPLACEMENT**

	PRIOR YEARS BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN	2020 -2024 PLAN	TOTAL
<b>GROSS COST DETAILS</b>								
Furniture Replacement	200	50	50	50	50	50	250	700
Total GROSS COST DETAILS	200	50	50	50	50	50	250	700
<b>FINANCING DETAILS</b>								
POLICE FAC RENOVATION RES	(200)	(50)	(50)	(50)	(50)	(50)	(250)	(700)
Total FINANCING DETAILS	(200)	(50)	(50)	(50)	(50)	(50)	(250)	(700)

**Project Description**

This project provides for the replacement of furniture that has reached life expectancy.

**General Comments**

This project will enable the Police Service to replace existing furniture based on condition assessments and industry standards and for life expectancy.

2015 funding is requested to replace furniture that is due for replacement according to the replacement schedule including items such as desks, file cabinets and chairs.

**Operating Impact**

No increase anticipated for 2015.

**2015 CAPITAL BUDGET / 2016-2019 CAPITAL PLAN  
PROJECT DETAILS (\$'000s)**

**2497 POLICE-EQUIPMENT REPLACEMENT**

	PRIOR YEARS BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN	2020 -2024 PLAN	TOTAL
<b>GROSS COST DETAILS</b>								
Equipment Purchase	159	63	0	475	0	54	952	1,703
Total GROSS COST DETAILS	159	63	0	475	0	54	952	1,703
<b>FINANCING DETAILS</b>								
POLICE OPER EQUIP & TECH RES	(159)	(63)	0	(475)	0	(54)	(952)	(1,703)
Total FINANCING DETAILS	(159)	(63)	0	(475)	0	(54)	(952)	(1,703)

**Project Description**

This project allows for the replacement of specialized equipment used by Police operations.

**General Comments**

This project provides for the replacement of specialized equipment used by Saskatoon Police Service operations including Patrol, Criminal Investigations, the Traffic Section and "Special Teams" - the Explosives Disposal Unit (EDU), the Tactical Support Unit (TSU), and the Public Safety Unit (PSU).

The 2015 project calls for funding to replace Traffic Section radar/laser instruments, and Forensic Identification Section fingerprint and photo stations.

**Operating Impact**

No increase anticipated for 2015.

**2015 CAPITAL BUDGET / 2016-2019 CAPITAL PLAN  
PROJECT DETAILS (\$'000s)**

**2498 POLICE-EQUIPMENT EXPANSION**

	PRIOR YEARS BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN	2020 -2024 PLAN	TOTAL
<b>GROSS COST DETAILS</b>								
Equipment Purchase	63	0	444	187	0	0	50	744
Total GROSS COST DETAILS	63	0	444	187	0	0	50	744
<b>FINANCING DETAILS</b>								
POLICE OPER EQUIP & TECH RES	(63)	0	(444)	(187)	0	0	(50)	(744)
Total FINANCING DETAILS	(63)	0	(444)	(187)	0	0	(50)	(744)

**Project Description**

This project allows for the purchase of additional specialized equipment used by Police operations.

**General Comments**

This project provides for the purchase of additional specialized equipment used by Saskatoon Police Service operations including Patrol, Criminal Investigations, the Traffic Section and "Special Teams" - the Explosives Disposal Unit (EDU), the Tactical Support Unit (TSU), and the Public Safety Unit (PSU).

The 2016 project calls for funding to support the purchase of improved in-car patrol firearms.

**Operating Impact**

No increase anticipated for 2015.



**2015 CAPITAL BUDGET / 2016-2019 CAPITAL PLAN  
PROJECT DETAILS (\$'000s)**

**2499 POLICE-TECHNOLOGY REPLACEMENT**

	PRIOR YEARS BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN	2020 -2024 PLAN	TOTAL
<b>GROSS COST DETAILS</b>								
Equipment Purchase	625	823	591	599	698	284	5,363	8,984
Total GROSS COST DETAILS	625	823	591	599	698	284	5,363	8,984
<b>FINANCING DETAILS</b>								
POLICE OPER EQUIP & TECH RES	(625)	(823)	(591)	(599)	(698)	(284)	(5,363)	(8,984)
Total FINANCING DETAILS	(625)	(823)	(591)	(599)	(698)	(284)	(5,363)	(8,984)

**Project Description**

This project provides for the replacement/upgrading of computer hardware and software including network servers, infrastructure, storage and security as well as desktop and in-car computers/technology.

**General Comments**

The 2015 project includes funding to support two multi-year projects, Network Storage Replacement and a Technological Services Project Administrator.

Ever increasing information storage demands by our operational and office systems requires an appropriate response through scheduled replacement of the Storage Area Network (SAN) based technology. The reasons for implementing SAN technology for our organization are redundancy, consolidation and management.

The 2015 project will also support planned replacement of Network Printers.

Future year projects include replacement of network servers, the dictation system, network upgrades and various police operations software.

**Operating Impact**

No increase anticipated for 2015.

**2015 CAPITAL BUDGET / 2016-2019 CAPITAL PLAN  
PROJECT DETAILS (\$'000s)**

**2610 POLICE-TECHNOLOGY EXPANSION**

	PRIOR YEARS BUDGET	2015 BUDGET	2016 PLAN	2017 PLAN	2018 PLAN	2019 PLAN	2020 -2024 PLAN	TOTAL
<b>GROSS COST DETAILS</b>								
Equipment Purchase	65	75	350	310	100	125	430	1,455
Total GROSS COST DETAILS	65	75	350	310	100	125	430	1,455
<b>FINANCING DETAILS</b>								
POLICE OPER EQUIP & TECH RES	(65)	(75)	(350)	(310)	(100)	(125)	(430)	(1,455)
Total FINANCING DETAILS	(65)	(75)	(350)	(310)	(100)	(125)	(430)	(1,455)

**Project Description**

This project allows for the purchase of additional technological equipment including computers, and associated hardware and software as well as other equipment that utilizes computer technology.

**General Comments**

The 2015 project calls for funding to support the second year of a project to implement an electronic ticketing system in Traffic and Patrol vehicles to improve field officer efficiency.

Future year projects include an expansion to network storage and a technology package to increase effectiveness of the Air Support Unit.

**Operating Impact**

2015 annual support costs anticipated to increase by \$10,000.

**TO:** His Worship Don Atchison, Chairperson  
Board of Police Commissioners

**FROM:** Clive Weighill  
Office of the Chief

**DATE:** 2014 October 15

**SUBJECT:** 2015 Police Operating Budget Estimates

**FILE #:** 2,017



**ISSUE:**

Attached is the 2015 proposed operating budget estimates for the Saskatoon Police Service.

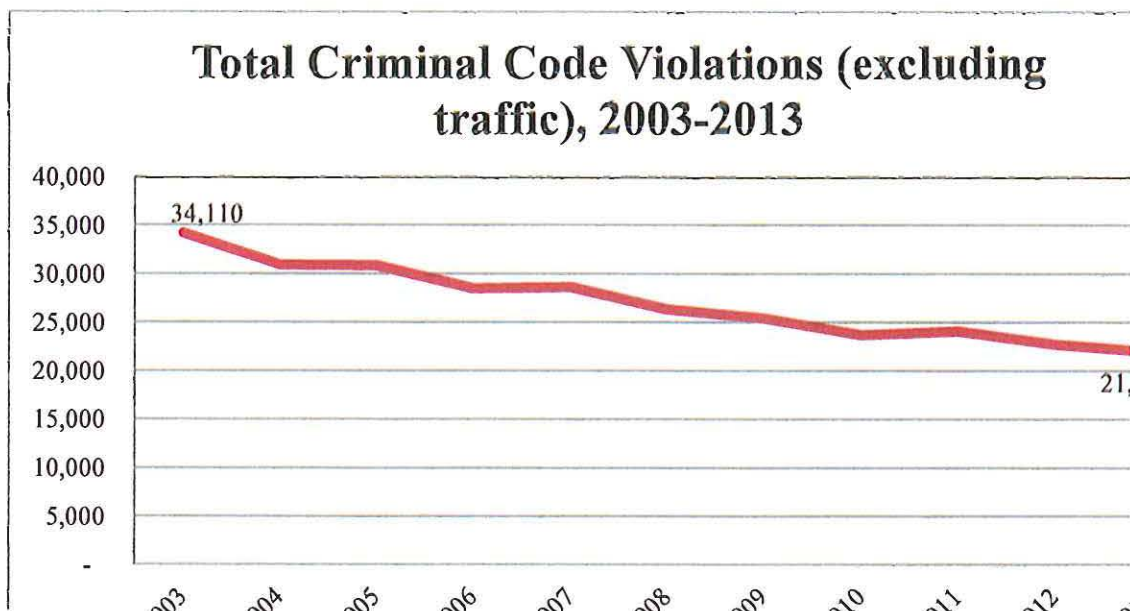
**RECOMMENDATION:**

That the Board of Police Commissioners approves the 2015 Budget Estimates and forwards the same to City Council.

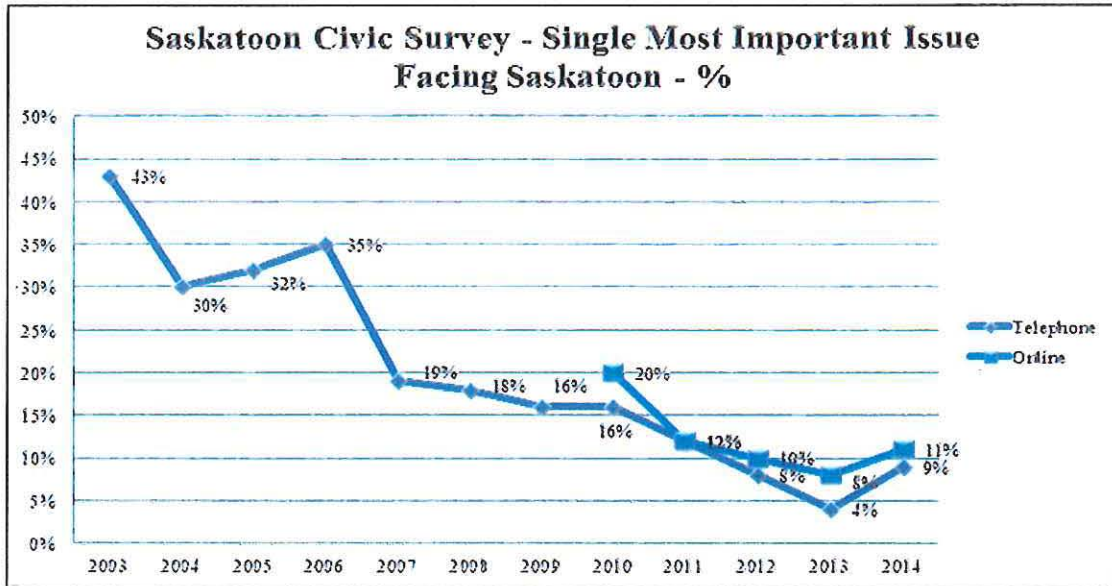
**BACKGROUND:**

The Saskatoon Police Service continues to make progress.

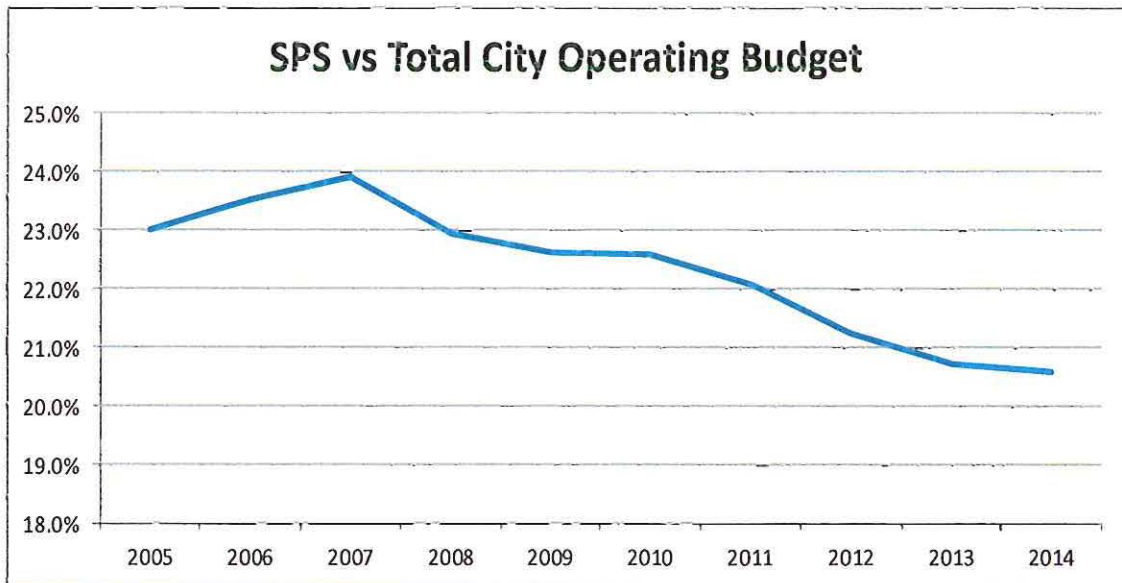
1. Crime continues in a downward trend. The chart below shows there are over 12,000 fewer criminal violations every year compared to 2003 in a city that continues to grow.



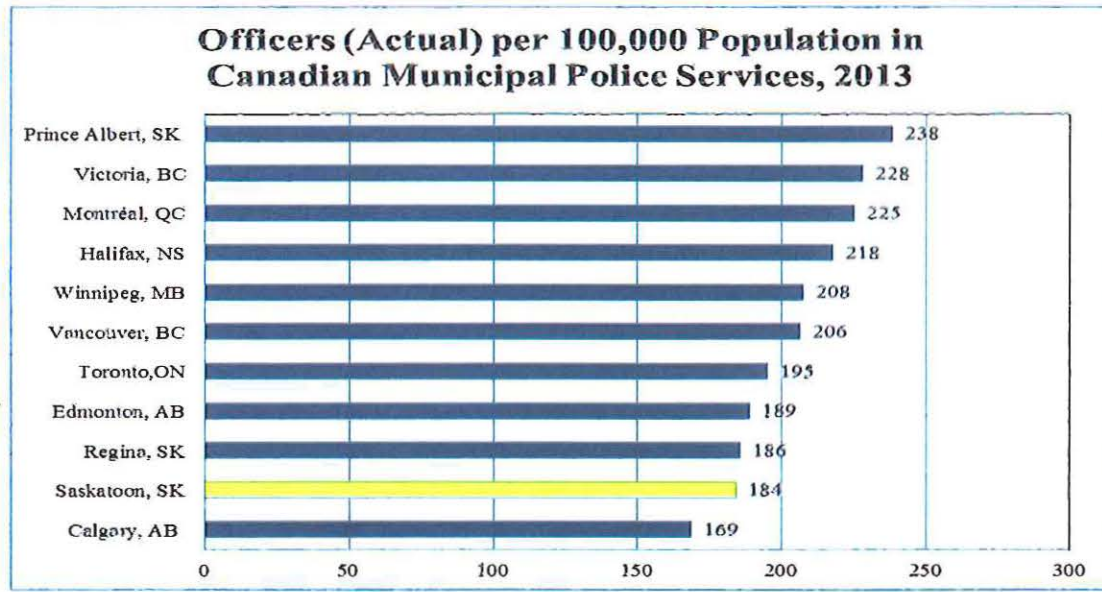
2. The Saskatoon Civic Survey illustrates that crime and policing are no longer the #1 issue facing Saskatoon as stated by respondents.



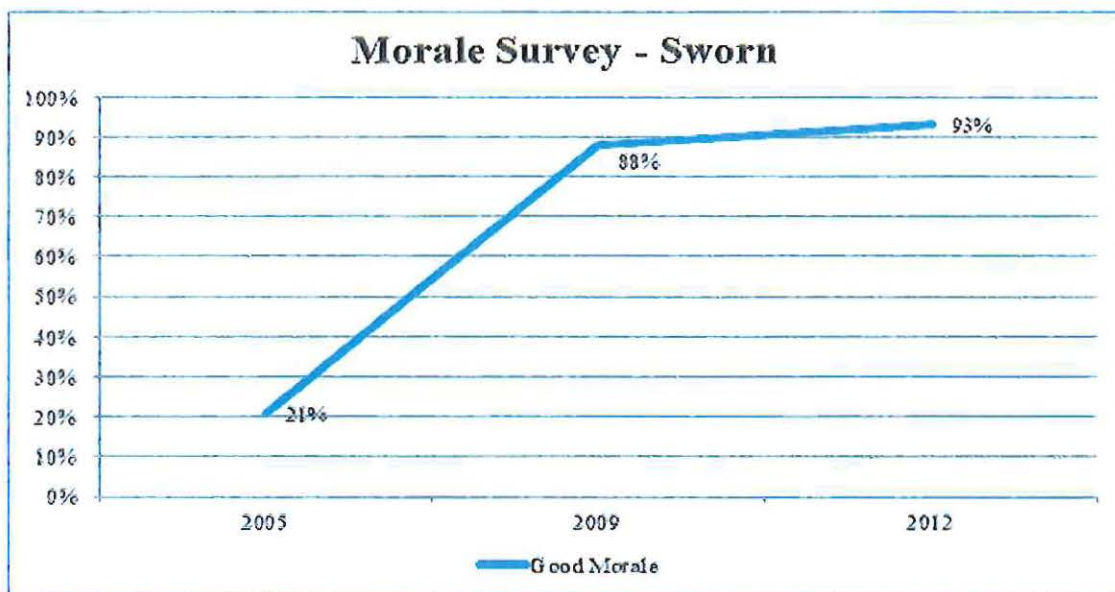
3. The Police Service has not increased its share of the overall City budget; in fact it has reduced 3.3% of the overall budget since 2007.



4. The Service has maintained staffing levels comparable to other Services. It should be mentioned however that due to population growth in Saskatoon our police officers per 100,000 is beginning to fall. In 2010 we had 198 officers per 100,000 population and that has now dropped to 184 per 100,000 population (2013).



5. The Chart below shows progress internally within the Service related to morale. The next survey will be conducted in January 2015.



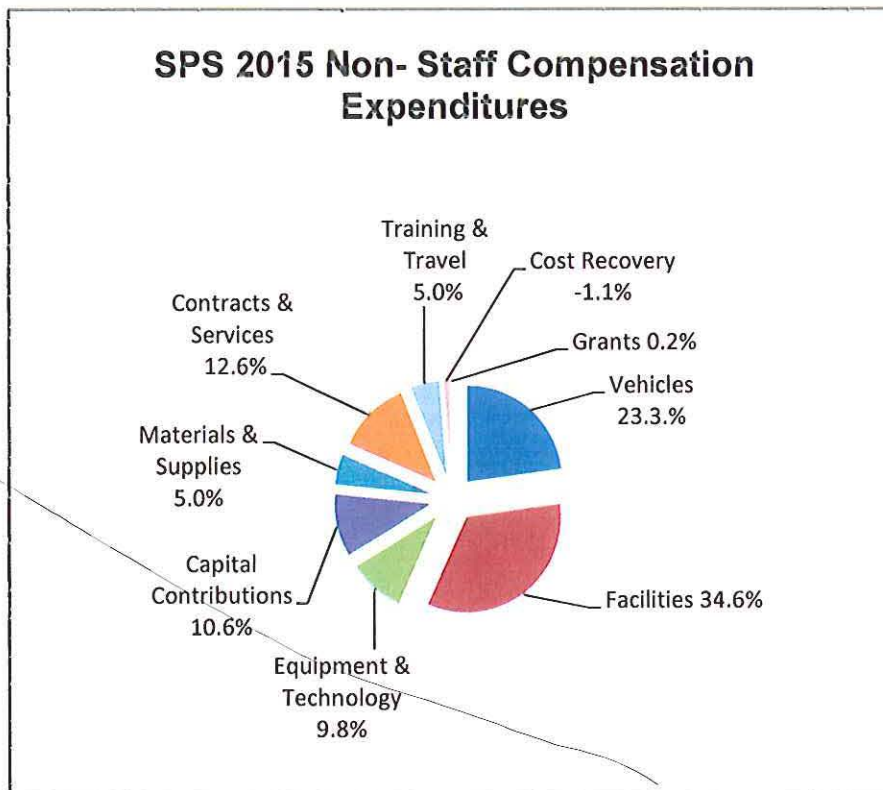
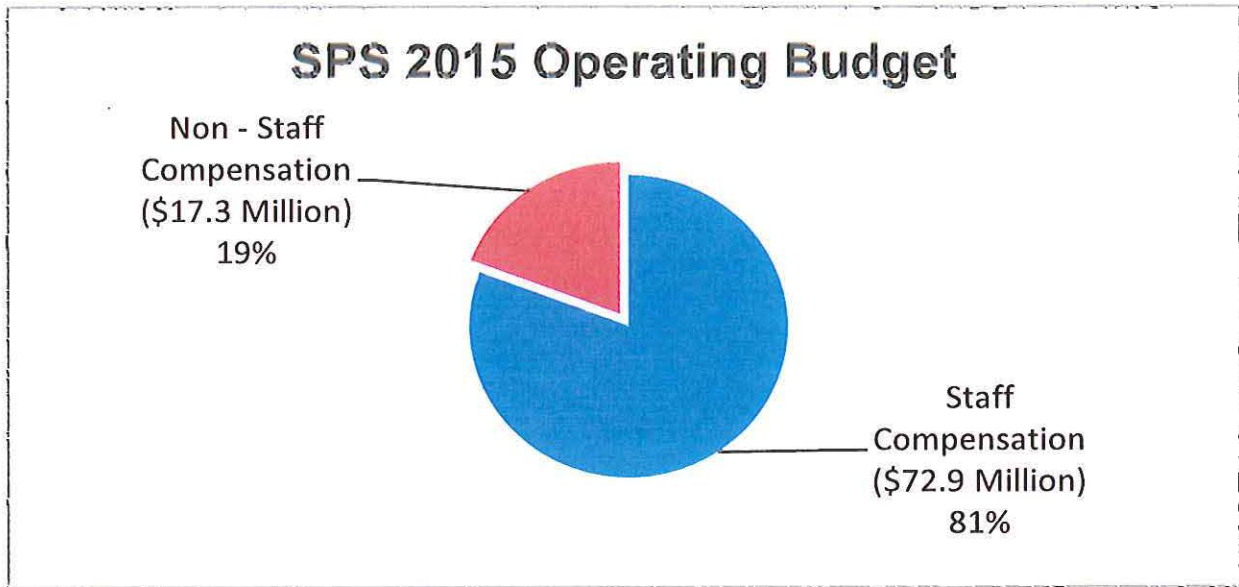
**DISCUSSION:**

The 2015 budget request is a 5.98% increase totaling \$4,545,600 compared to 2014.

The largest portion of the budget increase request of 5.34% (\$4,058,900) is base budget related directly to wage increases reached through collective bargaining, inflation, and program increases. The base also includes \$569,000 additional operating costs and \$631,300 building capital reserve increases related to the new headquarters. The proposed growth package requires a 0.81% increase (\$618,700) including a staffing request.

Service level changes in 2015 include the increase of 5 new Provincial funded positions related to the joint RCMP/Saskatoon Police Regional Traffic Safety Initiative, which will increase compensation and operating costs by \$672,000 which is offset by corresponding increases in revenue. There is also a reduction of two Federal Government funded secondment positions which will decrease expenditures by \$243,300, offset by a corresponding decrease in revenues.

The budget center breakdown is as follows:



✓ 2014 Continuous Improvement Initiatives

In line with the City of Saskatoon strategy we have found \$2.24 million in continuous improvements. This includes:

- ✓ Regional traffic initiative funding - \$1.4 million
- ✓ Civilianization - \$309,924 yearly
- ✓ Saskatoon health Region permanent funding Detention Paramedics - \$150,000
- ✓ Computers - \$200,000
- ✓ Special Duty - \$145,000
- ✓ Provincial ammunition purchases - \$12,000
- ✓ Computer service agreements - \$10,000

✓ Efficiencies of the New Headquarters

- Lease payments savings by amalgamating into one building \$1,081,700
- Relinquish parking lot 25<sup>th</sup> and 5<sup>th</sup> - \$335,000
- Underground parking - \$164,000
- Mandatory Defensive Tactics training - \$25,000
- Pooling CID vehicles
- Pooling portable radios
- Training efficiencies

The 2015 strategic initiatives are as follows:

- ✓ Continue a strong focus to reduce street crime - the Police Service will continue to focus resources on reducing street crimes such as robbery, assault, theft, and vandalism.
- ✓ Traffic safety – reducing traffic collisions and injuries is a cornerstone for public safety. We will participate with the RCMP in the new Regional Traffic Safety Initiative which is funded by the provincial government.
- ✓ Reduce acutely elevated risk situations – we will participate full time in the Hub project to identify individuals, families and environments suffering from complex levels of risk that cannot be addressed by a single police response, and work with the provincial government to develop a Centre of Responsibility (COR) in Saskatoon.
- ✓ Enhance crime analysis in an effort to deploy officers when and where they are needed - the Police Service has adopted a crime analysis capability to assist in deploying our officers to areas where crime trends are developing. We continue to use our analytical capability by providing timely information to our officers regarding crime trends, suspects, likely times when certain crimes can be predicted, and crime hot spots.
- ✓ Meet the needs of people suffering from mental illness – we will have two police and crisis teams (PACT) to assist those suffering from mental health issues from entering the criminal justice system and redirecting to the health system.

## “PUBLIC AGENDA”

- ✓ Next Generation 911 – implement the new SK911 system.
- ✓ Detailing a cultural diversity action plan - the relationships between the police and the cultural communities has improved significantly over the past few years. The Service is undertaking a “next step” action plan to enhance community relations, cultural recruiting, and diversity training.
- ✓ 2015 – 2019 Business Plan – we will begin work on our new business plan, to
  - further reduce crime and victimization
  - increase interaction with youth
  - enhance community collaboration
  - provide appropriate services around the rich diversity of our community
  - assist those suffering from mental health or substance abuse issues
  - remain at the forefront of information technology
  - develop and maintain an encompassing human resource development plan
  - increase internal efficiencies within the Service
  - increase traffic safety
- ✓ 2015 Continuous Improvement initiatives
  - service delivery review
  - administrative positions review
  - implement a new payroll & scheduling system
  - freeze on new vehicle purchases
  - freeze on new portable radio purchases
  - create efficiencies associated with the new HQ
    - host Canadian and provincial training opportunities
    - mandatory annual firearms training
    - defensive tactics training
    - ceremonies

Staffing requests for 2015 are as follows:

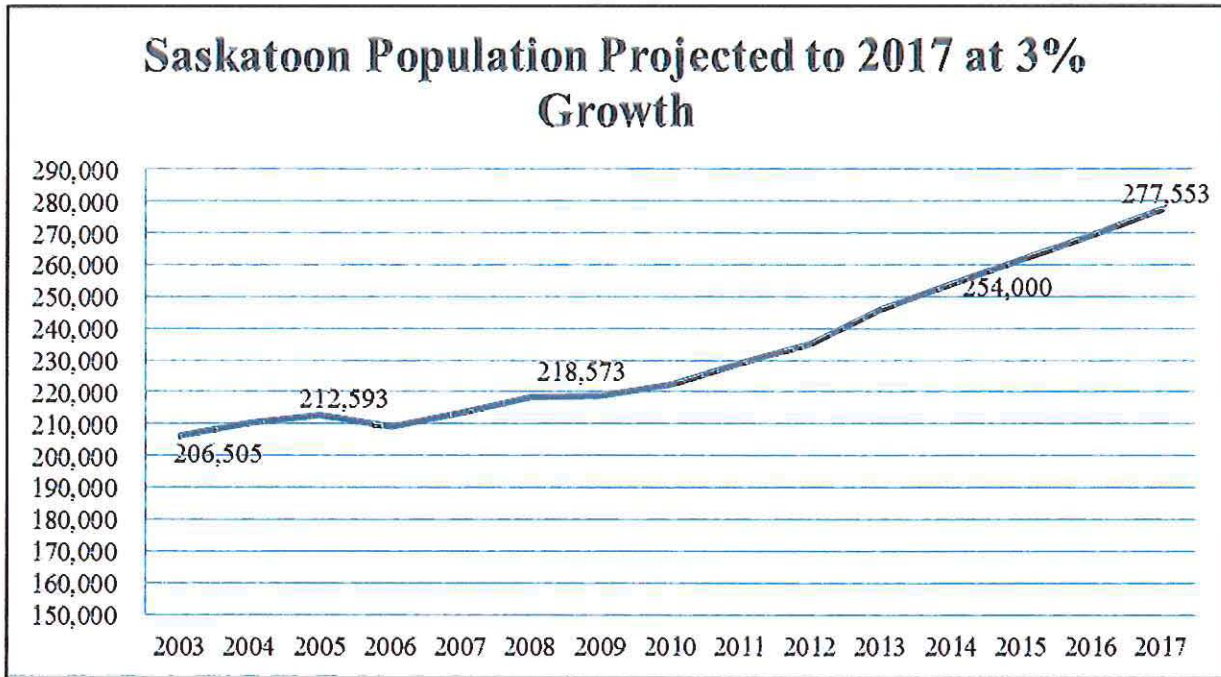
- 8 – Patrol Constables

\*\*\* a full explanation and justification can be found at the back of the report.

### Patrol Constables

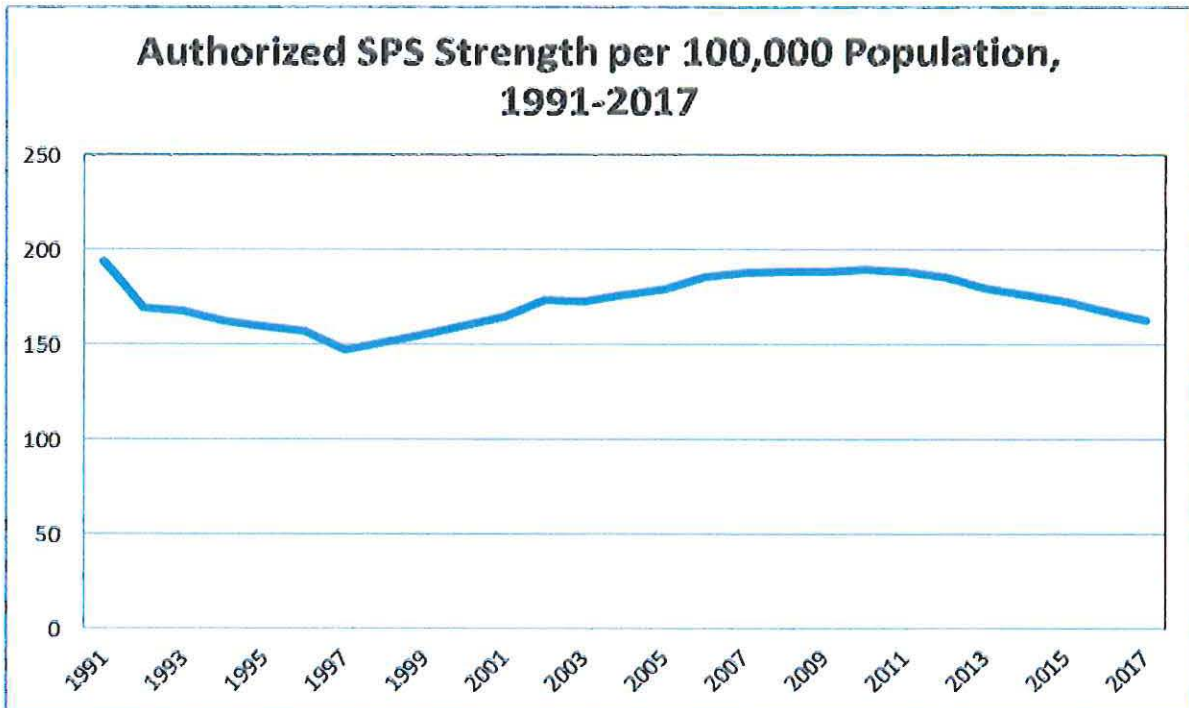
Eight additional constables are required to keep pace with the growth within Saskatoon. These additional resources will bring our ratio of officers per 100,000 population to just under our 10 year average (182 per 100,000 population vs. the 10 year average of 184 per 100,000 population). A projection using 3% growth for the City shows the police officer ration will drop to 167 officers per 100,000 population





**2014 Population Estimate – 254,000**

Source: City of Saskatoon Planning and Development Branch




**CONCLUSION:**

A majority of the increase requested is related to negotiated salary, inflation and higher operating costs of our new headquarters building. The small growth package is focused on keeping pace with a growing population and a growing geographical area.

**Written and  
Submitted by:**

**Clive Weighill  
Chief of Police**

**Approved by:**

  
\_\_\_\_\_  
**Clive Weighill  
Chief of Police**

**Dated:**

OCT. 14 / 14

# Saskatoon Police Service



PRELIMINARY

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2015 OPERATING BUDGET

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October 2014



Saskatoon Police Service  
2015 Operating Budget

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## 2015 Preliminary Operating Budget – Summary

SASKATOON POLICE SERVICE 2015 OPERATING BUDGET SUMMARY		Draft #5 Aug.22/14		
	2015 Budget	2014 Budget	Variance	%Variance
<b>Revenues</b>				
General Revenue	\$1,289,700	\$1,216,100	\$73,600	6.1%
Prov. Of Sask. Revenue	7,332,700	6,378,700	954,000	15.0%
Govt Of Canada Revenue	841,300	1,125,600	(284,300)	-25.3%
<b>Total Revenues</b>	<b>9,463,700</b>	<b>8,720,400</b>	<b>743,300</b>	<b>8.6%</b>
<b>Expenditures</b>				
Staff Compensation	72,914,300	69,611,400	3,302,900	4.7%
Operating Costs	15,659,900	13,596,600	2,063,300	15.2%
Debt Charges	-	-	-	0.0%
Cost Recovery	(193,900)	(258,800)	64,900	-25.1%
Transfer to Reserves	1,837,200	1,779,800	57,400	3.2%
<b>Total Expenditures</b>	<b>90,217,500</b>	<b>84,729,000</b>	<b>5,488,500</b>	<b>6.48%</b>
<b>Total Net Budget</b>	<b>\$ 80,753,800</b>	<b>\$ 76,008,600</b>	<b>\$ 4,745,200</b>	<b>6.24%</b>
Total Staff - Full Time Equivalents (FTE)	644.11	633.61	10.50	1.66%
Total Staff - Positions	644.11	633.61	10.50	1.66%

### OVERVIEW OF MAJOR PRESSURE POINTS

The Saskatoon Police Service is proposing a net operating budget for 2015 of \$80,753,800. This includes \$90,217,500 in gross expenditures and \$9,463,700 in anticipated revenues. Total net increases over 2014 amount to \$4,745,200 (6.24%) and have been broadly categorized into three major pressure point areas Base, Growth and Service Level Changes.

#### Base \$4,258,500 (5.6%)

Base increases are related to additional funding requirements to maintain existing service levels and deal with the impact of rising staff compensation costs, inflation and changing program needs. Also contained in this category is the operating impact for the second year occupancy of the New Police Headquarters Facility which is estimated to be \$1.27 million including Corporate Asset Management cross charges for maintenance, utilities, custodian costs and reserve contributions.

#### Growth \$618,700 (.81%)

Growth increases include is a position growth package totaling \$618,700 to fund 8 additional Constables to help address staffing demands in Patrol.

#### Service Level Changes \$ -132,000 (-.174%)

2015 Service Level Changes include the increase of 5 Provincial funded positions related to the new Integrated Traffic Unit. This will increase staff compensation and operating costs by \$672,000 which is offset by a corresponding increase in revenues. As well, a reduction of 2 Federal Government funded secondment positions will decrease expenditures by \$243,300 offset by a corresponding decrease in revenues.

The schedule on the following page itemizes the budget pressure points.

## 2015 Preliminary Operating Budget – Summary

### 2015 OPERATING BUDGET - MAJOR PRESSURE POINT SCHEDULE

DRAFT # 6 AUG. 22/14			2015 Increase	%
<b>BASE</b>				
Contractual Salary & Payroll Cost Increases			\$ 2,574,700	3.3874%
Operating Impact Of Previously Approved Capital P 2132 New Headquarters Building - Operating Cost Increase			1,265,700	1.6652%
Base Adjustments			418,100	0.5501%
Revenues	(145,900)			
Inflation Impact	229,300			
Program Increases (Including Provincial & Federal Funded)	334,700			
	418,100			
<b>Base Budget Increase</b>			<b>4,258,500</b>	<b>5.60%</b>
<b>GROWTH</b>				
Growth Positions			618,700	0.8140%
New City Funded Positions				
	<u>FTE</u>	<u>2015</u>		
<u>8 Police</u>	8	618,700		
8 Patrol Cst	8	618,700		
	8	618,700		
<b>Growth Budget Increase</b>			<b>618,700</b>	<b>0.81%</b>
<b>SERVICE LEVEL CHANGES</b>				
	<u>FTE</u>	<u>2015</u>		
New HQ Secondment - Net Adjustment	-0.5	(300)	(300)	-0.0004%
Government Funded Positions	<u>FTE</u>	<u>2015</u>	(131,700)	-0.1733%
New Prov Traffic Unit (recruits + op costs)	5	672,000		
New Prov Traffic Unit - Revenue		(879,600)		
		(207,600)		
Decrease in Fed Govt Secondment Positions	-2	(243,300)		
Govt Revenue Decr to Offset		319,200		
		75,900		
<b>Service Level Changes</b>			<b>(132,000)</b>	<b>-0.174%</b>
<b>FTE</b>				
<b>Total Budget Increase</b>			<b>\$ 4,745,200</b>	<b>6.24%</b>

## 2015 Preliminary Operating Budget – Summary

SASKATOON POLICE SERVICE		Draft #5		
2015 OPERATING BUDGET SUMMARY		Aug.22/14		
	2015 Budget	2014 Budget	Variance	%Variance
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<b>Total Revenues</b>	<b>9,463,700</b>	<b>8,720,400</b>	<b>743,300</b>	<b>8.5%</b>
<b>Expenditures</b>				
Staff Compensation	72,914,300	69,611,400	3,302,900	4.7%
Operating Costs	15,659,900	13,596,600	2,063,300	15.2%
Debt Charges	-	-	-	0.0%
Cost Recovery	(193,900)	(258,800)	64,900	-25.1%
Transfer to Reserves	1,837,200	1,779,800	57,400	3.2%
<b>Total Expenditures</b>	<b>90,217,500</b>	<b>84,729,000</b>	<b>5,488,500</b>	<b>6.48%</b>
<b>Total Net Budget</b>	<b>\$ 80,753,800</b>	<b>\$ 76,008,600</b>	<b>\$ 4,745,200</b>	<b>6.24%</b>
Total Staff - Full Time Equivalents (FTE)	644.11	633.61	10.50	1.66%
Total Staff - Positions	644.11	633.61	10.50	1.66%

### REVENUE SUMMARY

Total revenues are budgeted to increase \$743,300 (8.5%) compared to 2014.

**General Revenue** sources are anticipated to increase \$73,600 (6.1%). The most significant change is a \$49,100 increase in revenue related to billing back the Regina Police Service (RPS) for Internet Child Exploitation (ICE) Unit expenses. The RPS manages Provincial wide operating funds for ICE Units.

**Provincial Government** revenue will increase \$954,000 (15%). The largest change is related to funding for the new Integrated Traffic Unit amounting to \$879,600. As well, the Province will provide improved funding of \$210,000 for existing Provincial positions. The other notable change is a \$145,800 decrease in the funding formula for the Sask911 Program.

**Federal Government** revenue will decrease \$284,300 (25.3%) largely related to the completion of two secondments one for International Peacekeeping and the other for the Department of National Defense.

## 2015 Preliminary Operating Budget – Summary

### EXPENDITURE SUMMARY

#### Staff Compensation

Staff Compensation is budgeted to increase \$3,302,900 (4.7%) over 2014.

**Contractual salary and payroll costs** are budgeted to increase \$2,574,700 including all negotiated settlements, a 2013/14/15 salary contingency for police personnel and the impact of a large number of less experienced staff moving up through negotiated pay levels.

**Staffing changes** include an increase of 5 Provincial positions adding \$474,000 in staff compensation costs while a decrease of 2 Federal Government secondment positions will reduce these expenditures by \$243,300. The addition of 8 new City funded positions in 2015 will increase staff compensation costs by \$575,900.

#### 2015 Staff Complement

A net total of 10.5 new police positions are incorporated in the budget including 8 new City funded Patrol Constables, 5 positions for the new Provincial Integrated Traffic Unit, a decrease of 2 Federal Government secondments and the removal of .5 of a position related to a secondment to the new headquarters capital project. The total staff complement for 2015 is 644.1 positions.

	<b>2015</b>	<b>2014</b>	<b>Change</b>
<b>Police</b>	453.0	442.5	+ 10.5
<b>Special Cst.</b>	58.5	58.5	0.0
<b>Civilians</b>	132.6	132.6	0.0
<b>Total</b>	<b>644.1</b>	<b>633.6</b>	<b>+ 10.5</b>



## 2015 Preliminary Operating Budget – Summary

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### Operating Costs

Operating costs are budgeted to increase \$2,063,300 (15.2%) over 2014. Major pressure points impacting 2015 operating costs include the following:

- **The new Police Headquarters Facility** will have an operating impact estimated to be \$1,265,700 during the second full year of operation.
- **Inflation** will increase operating costs by an estimated \$229,300 including \$74,400 required to continue to phase in a different model patrol car as the production of the previous long time standard for the SPS has been discontinued. Other inflation impacts include rate increases of \$36,000 for insurance, \$22,300 for Commissionaire services and \$20,000 for prisoner meals.
- **The new Provincial funded Integrated Traffic Unit** will add \$198,000 to operating costs largely related to vehicles and equipment.
- **Proposed staff increases** of 8 new City funded Patrol Constables will result in a \$42,800 increase in operating costs mostly related to equipment and training needs.
- **Other program operating cost increases** amounting to \$334,700 are reflective of a number of rising operational demands most notably in technology & equipment. Include in this are Provincial mandated technology upgrades to the Sask911 system of \$157,800.

### Debt Charges

The Service will not be carrying any debt charges in the 2015 Operating Budget.

### Cost Recovery

Cost recovery is estimated to decrease by \$64,900 (24.9%) related to reducing the recovery of costs related to the position seconded to the new HQ project which ends part way through 2014.

## 2015 Preliminary Operating Budget – Summary

### Transfers to Reserves

Total transfers to reserves, capital and other, will increase \$57,400 (3.2%)

### Transfers to Capital Reserves – Capital Contributions

The total annual provision to the Police Equipment & Technology Capital Reserves will increase by \$57,400 through a reallocation of existing approved equipment expenditure funding. This reallocation addresses Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

### Total Transfer to Reserves

Based upon proposed changes, budgeted transfers to reserves in 2015 will total \$1,837,200.

• Radio Reserve	\$ 273,100
• Renovations Reserve	\$ 150,000
○ \$100,000 – Renovations	
○ \$50,000 - Furniture Replacement	
• Equipment & Technology Reserve	\$1,147,900
• General Capital Reserve (Additional Vehicles)	\$ 258,200
• Corporate Digital Data Reserve	<u>\$ 8,000</u>
	<u>\$1,837,200</u>

## 2015 Preliminary Operating Budget – Appendix Additional Information

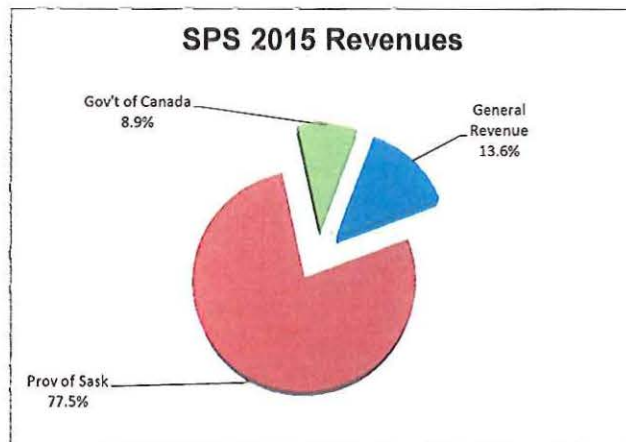
### 1. Budget Components

#### Revenue Sources

The Saskatoon Police Service 2015 operating budget includes \$9,463,700 in anticipated revenues. Province of Saskatchewan funding grants are the major source of this revenue accounting for \$7,332,700, 77.5% of total revenues. These grants fund programs such as the Provincial Enhanced Community Policing Program, the 911 emergency telephone answering program, the Child Center/Victim Services Program, the Internet Child Exploitation Unit (ICE) and the new Integrated Traffic Unit to name a few.

General Revenue sources account for \$1,289,700, 13.6 % of total revenues. Revenues in this category are generated from providing services such as managing false alarms, providing criminal record checks and disposing of lost and found items.

The final revenue source comes from the Federal Government accounting for \$841,300 8.9% of total revenues. This funding covers one position devoted to the national firearm enforcement program (NWEST), one position related to the RCMP's Canadian Center for Missing and Exploited Children and position secondments to the Combined Forces Special Enforcement Unit (CFSEU) and Integrated Proceeds of Crime.

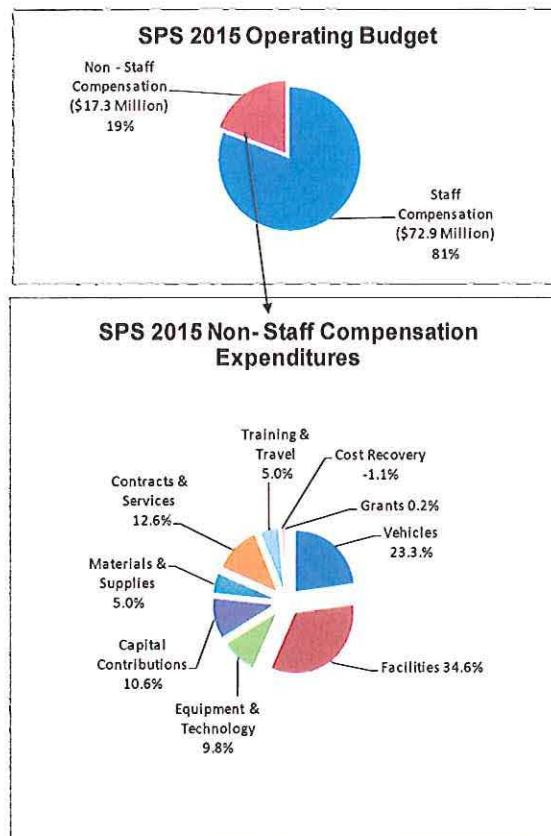


## 2015 Preliminary Operating Budget – Appendix Additional Information

### Expenditure Categories

The Saskatoon Police Service 2015 operating budget includes \$90.2 million in gross expenditures. Staff compensation, which covers the cost of 644 positions, is the largest expenditure category accounting for 81% (\$72.9 million) of total expenditures. The remaining 19% (\$17.3 million) covers essential non-staff compensation expenditures such as vehicles, equipment, training, technology and facility operations.

As shown in the following graph, a significant proportion, 57.9% of non-staff compensation expenditures, are used to cover vehicles and facility related costs. The operating budget is also a source of funding for capital projects. In 2015, 10.6% of non-staff compensation expenditures are set aside to fund capital projects related to technology & equipment, police radios and vehicles as well as facility furnishings and renovations.



## 2015 Preliminary Operating Budget – Appendix Additional Information

### 2. Review of Budget Changes by Major Budget Component

Major Budget Components	2015 OPERATING BUDGET SUMMARY				Draft #5 Aug. 22/14	
	2015 BUDGET		2014 BUDGET		VARIANCE	%VARIANCE
<b>REVENUES</b>						
General Revenue	\$1,289,700	13.6%	\$1,216,100	13.9%	73,600	6.05%
Prov. Of Sask. Revenue	7,332,700	77.5%	6,378,700	73.1%	954,000	14.96%
Govt Of Canada Revenue	841,300	8.9%	1,125,600	12.9%	(284,300)	-25.26%
<b>Total Revenues</b>	<b>9,463,700</b>	<b>100%</b>	<b>8,720,400</b>	<b>100%</b>	<b>743,300</b>	<b>8.52%</b>
<b>EXPENDITURES</b>						
<b>Staff Compensation</b>						
Salaries	62,377,800		59,457,700		2,920,100	4.91%
Severance Pay	465,000		465,000		-	0.00%
Payroll Costs	9,596,000		9,208,100		389,900	4.24%
Uniforms	475,500		482,600		(7,100)	-1.47%
<b>Total Staff Compensation</b>	<b>72,914,300</b>	<b>80.8%</b>	<b>69,611,400</b>	<b>82.2%</b>	<b>3,302,900</b>	<b>4.74%</b>
<b>Non- Staff Compensation</b>						
<b>Operating Costs</b>						
Vehicles - Operating & Maint.	4,038,600	4.5%	3,721,600	4.4%	317,000	8.5%
Facilities - Operating & Maint.	5,984,800	6.6%	4,428,700	5.2%	1,558,100	35.2%
Contract & Services	2,184,600	2.4%	2,043,100	2.4%	141,500	6.9%
Technology & Equipment	1,694,900	1.9%	1,468,300	1.7%	226,600	15.4%
Training & Travel	864,400	1.0%	843,700	1.0%	20,700	2.5%
Materials & Supplies	866,600	1.0%	1,081,200	1.3%	(214,600)	-19.8%
Grants/Subsidies	26,000	0.0%	12,000	0.0%	14,000	116.7%
<b>Total Operating Costs</b>	<b>15,659,900</b>	<b>17.4%</b>	<b>13,696,600</b>	<b>16.0%</b>	<b>2,063,300</b>	<b>15.18%</b>
Transfers to Reserves	1,837,200	2.0%	1,779,800	2.1%	57,400	3.2%
Debt Charges	-	0.0%	-	0.0%	-	0.0%
Cost Recovery	(193,900)	-0.2%	(258,800)	-0.3%	64,900	-25.1%
<b>Total Non-Staff Compensation</b>	<b>17,303,200</b>	<b>19.2%</b>	<b>15,117,600</b>	<b>17.8%</b>	<b>2,185,600</b>	<b>14.46%</b>
<b>Total Expenditures</b>	<b>90,217,500</b>		<b>84,729,000</b>		<b>5,488,500</b>	<b>6.48%</b>
<b>Total Net Budget</b>	<b>\$ 80,753,800</b>		<b>\$ 76,008,600</b>		<b>\$ 4,745,200</b>	<b>6.24%</b>
Total Staff - Full Time Equivalents (FTE)	644.11		633.61		10.50	1.66%
Total Staff - Positions	644.11		633.61		10.50	1.66%

### Revenues

Total revenues are budgeted to increase \$743,300 (8.5%) compared to 2014.

**General Revenue** sources are anticipated to increase \$73,600 (6.1%). The most significant change is a \$49,100 increase in revenue related to billing back the Regina Police Service (RPS) for Internet Child Exploitation (ICE) Unit expenses. The RPS manages Provincial wide operating funds for ICE Units.

**Provincial Government** revenue will increase \$954,000 (15%). The largest change is related to funding for the new Integrated Traffic Unit amounting to \$879,600. As well, the Province will provide improved funding of \$210,000 for existing Provincial positions. The other notable change is a \$145,800 decrease in the funding formula for the Sask911 Program.

**Federal Government** revenue will decrease \$284,300 (25.3%) largely related to the completion of two secondments one for International Peacekeeping and the other for the Department of National Defense.

## 2015 Preliminary Operating Budget – Appendix Additional Information

### Staff Compensation & Staffing

The 2015 budget includes \$72,914,300 in staff compensation expenditures, an increase of \$3,302,900 (4.7%) over 2014. This increase supports all negotiated salary and payroll cost increases as well as an increase of 10.5 positions.

The budgeted total staff complement for 2015 is 644.1 positions.

Police	453.0
Special Constables	58.5
Civilians	132.6
<b>Total Positions</b>	<b>644.1</b>

The three charts that follow highlight additional staffing information:

- 1) Staffing Summary
- 2) Summary of Government funded positions
- 3) Summary of staff compensation change

### STAFFING SUMMARY

	Staff Positions			
	2015	2014	Change	%
<b>Police Personnel</b>				
Police Executive	14.00	14.00	0.00	0.0%
NCO's	129.00	130.50	-1.50	-1.1%
Constables	310.00	298.00	12.00	4.0%
<b>Total Regular Police Members</b>	<b>453.00</b>	<b>442.50</b>	<b>10.50</b>	<b>2.4%</b>
Special Constables	58.50	58.50	0.00	0.0%
<b>Total Police Personnel</b>	<b>511.50</b>	<b>501.00</b>	<b>10.50</b>	<b>2.1%</b>
<b>Civilian Personnel</b>				
Civilian Executive	6.00	6.00	0.00	0.0%
Exempt	20.80	20.80	0.00	0.0%
CUPE	105.81	105.81	0.00	0.0%
<b>Total Civilian Personnel</b>	<b>132.61</b>	<b>132.61</b>	<b>0.00</b>	<b>0.0%</b>
<b>Total Personnel</b>	<b>644.11</b>	<b>633.61</b>	<b>10.50</b>	<b>1.7%</b>

## 2015 Preliminary Operating Budget – Appendix Additional Information

### 2015 - GOVERNMENT FUNDED POSITIONS

The Police Service budget includes a number of positions funded through government funding agreements.					
Provincial Government Funded	Police	S/Cst	Civilian	Total	
CFSEU (Organized Crime Unit)	5			5	
SHOCAP (incl. 2 HRO, 1 HR)	10			10	
Enhanced Community Policing Program	18			18	<i>Includes 4 Constables / 1 Sergeant (allocated to Prov Int Traffic Unit)</i>
VICE - Child Sexual Exploitation	2			2	
ICE	3			3	
Street Gang	2			2	
Major Crime - Missing Persons/Historical Cases	1			1	
Serious Violent Offender	1		1	2	
<b>Subtotal</b>	<b>42</b>	<b>0</b>	<b>1</b>	<b>43</b>	
Child Center/Victim Services			4	4	
Missing Person Liaison			1	1	
Welfare Fraud Investigator	1			1	
911 Program	0.75	10	0.25	11	
Provincial Integrated Traffic Program	5			5	<i>New 2015 Budget</i>
<b>Total Provincial Government Funded</b>	<b>48.75</b>	<b>10</b>	<b>6.25</b>	<b>65</b>	
% of SPS by category	10.8%	17.1%	4.7%	10.1%	
<b>Federal Government Funded</b>					
CFSEU OIC	1			1	
CPCMEC	1			1	
NWEST	1			1	
Peacekeeper position				0	<i>Removed from 2015 budget</i>
IPOC (Secondment)	1			1	
Department National Defense				0	<i>Retire - Removed from 2015 budget</i>
<b>Total Federal Government Funded</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>4</b>	
% of SPS by category	0.9%	0.0%	0.0%	0.6%	
<b>Total Government Funded Positions</b>	<b>52.75</b>	<b>10</b>	<b>6.25</b>	<b>69</b>	
% of SPS by category	11.6%	17.1%	4.7%	10.7%	
Capital Funded - New HQ Bldg. Secondment				0	<i>final 1/2 year removed from 2015</i>
<b>Total Other Funded</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
% of SPS by category	0.0%	0.0%	0.0%	0.0%	

## 2015 Preliminary Operating Budget – Appendix Additional Information

2015 STAFF COMPENSATION CHANGE - SUMMARY					Rev. Aug 22/14	DRAFT #5
	FTE(Full - Time Equivalents)		FTE	\$ Amount		
Contractual Salary Increases				2,243,600		
Net Increase in Other Earnings & Allowances - Overtime , Acting Pay, Vacation Payout				42,100		
Mentoring Salary (tsfr to Salary frm Advert & Promo)			34,800	34,800		
Severance Pay - No Change				-		
Increase in Payroll Costs				289,000		
Uniforms - Net decrease in costs (2013 Reclassified to Staff Compensations - per City Hall Finance)				(48,000)		
<b>2015 New Provincial Govt funded positions</b>	<b>FTE</b>	<b>Sal &amp; P.Cost</b>	<b>Uniforms</b>	<b>Total</b>		
5 Prov Integrated Traffic (Constables)	5	474,000	-	474,000		
5	5	474,000	-	474,000	5	474,000
<b>2015 New Federal Govt funded Police positions</b>	<b>FTE</b>	<b>Sal &amp; P.Cost</b>	<b>Uniforms</b>	<b>Total</b>		
-1 DND Secondment (retire) (Staff Sergeant)	-1	(127,500)	-	(127,500)		
-1 Peacekeeper Secondment	-1	(115,800)	-	(115,800)		
-2	-2	(243,300)	-	(243,300)	-2	(243,300)
<b>New 2015 City funded positions</b>	<b>FTE</b>	<b>Sal &amp; P.Cost</b>	<b>Uniforms</b>	<b>Total</b>		
8 Patrol Constables	8	535,000	40,900	575,900		
8	8.0	535,000	40,900	575,900	8	575,900
<b>2015 Other Staffing Changes</b>	<b>FTE</b>	<b>Sal &amp; P.Cost</b>	<b>Uniforms</b>	<b>Total</b>		
-0.5 HQ Capital Project Secondment (Staff Sergeant)	-0.5	(65,200)	-	(65,200)		
-0.5	-0.5	(65,200)	-	(65,200)	-0.5	(65,200)
<b>10.5 Total Staff Compensation Increase</b>			<b>10.50</b>	<b>3,302,900</b>		

### Staff Compensation Changes:

Contractual salary increases are budgeted at \$2,243,600 including all negotiated settlements, a 2013/14/15 salary contingency for police personnel and the impact of a large number of less experienced staff moving up through negotiated pay levels. In addition other related salary costs for, overtime, acting pay and vacation payouts will also increase reflective of negotiated increases and historical actual expenditures. Payroll costs related to existing staff will increase \$289,000 the net result of the impact of increased salary costs. Uniform related expenditures have been reclassified as staff compensation as directed by City Hall Finance. Expenditures for patrol member uniforms, officer safety equipment, and specialty uniforms for units such as Bicycle Patrol, K-9 and Traffic, are budgeted to decrease \$48,000 reflective of an overall reduction in needs which are cyclical.



## **2015 Preliminary Operating Budget – Appendix Additional Information**

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An increase of 5 Provincial positions will add \$474,000 in staff compensation costs while a decrease of 2 Federal Government secondment positions will reduce these expenditures by \$243,300. The addition of 8 new City funded positions in 2015 will increase staff compensation costs by \$575,900. And finally, the secondment to the new HQ project ends part way through 2014 resulting in a \$65,200 reduction in staff compensation.

### **Non-Staff Compensation Expenditures**

Total non-staff compensation expenditures are budgeted to total \$17,303,200 an increase of \$2,185,600 (14.46%) compared to 2014.

Major changes are as follows:

### **Vehicle – Operating & Maintenance**

Vehicle related costs are budgeted to total \$4,038,600 an increase of \$317,000 (8.5%) compared to 2014. This funding supports capital replacement and operating costs for vehicles leased from the City's Vehicle & Equipment Branch, the cost of a small number of externally leased units as well as Air Support flight time. The most significant budget impact for 2015 is a \$177,600 increase in fleet costs related the new Provincial Integrated Traffic Unit. As well \$74,400 is required to continue to phase in a different model patrol car as the production of the previous long time standard for the SPS has been discontinued. In addition increases in fleet usage in a number of operational areas will add \$47,000 to fleet rental costs.

### **Facilities – Operating & Maintenance**

Expenditures for facility operations, maintenance and telephones are budgeted to total \$5,984,800 an increase of \$1,558,100 (35.2%). This expenditure category includes all facility repairs, maintenance, utilities, telephones, custodian services and offsite leasing costs. The operating impact for the second year occupancy of the New Police Headquarters Facility is the largest factor impacting this category with total incremental costs estimated to be \$1,265,700. Also included in this expenditure category are \$144,000 of workstation lease costs which are part of Provincial mandated technology upgrades to the Sask911 system.

### **Contracts & Services**

Contracts and Services are budgeted at \$2,184,600 in 2015, an increase of \$141,500 (6.9%) compared to 2014. The most notable change is an \$84,200 increase in Commissionaire costs related contract rate increases and additional staffing needs for the new HQ. Other changes include general insurance rate increases of \$36,000.

### **Technology & Equipment**

Technology and equipment related expenditures are budgeted to total \$1,694,900 an increase of \$226,600 (15.4%). The largest change is a \$120,000 cost for a new initiative related to a printer services contract. This contract will reduce office supply costs by

## 2015 Preliminary Operating Budget – Appendix Additional Information

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\$136,400 for a net savings of \$16,400. Other increases in this category are varied and include \$86,500 related to additional computer license & support contracts.

### Training & Travel

Training and travel expenditures are budgeted at \$864,400 in 2015, a \$20,700 (2.5%) increase compared to 2014. Service wide training funds are budgeted at \$765,000 covering a variety of needs such as funds to support the need to train officers filling attrition vacancies in specialized positions, as well as to address the demands for up to date, ongoing training in areas such as management best practices, investigative techniques, major case management, crime prevention and emergency preparedness. Travel expenditures are budgeted to increase \$10,000 related to the new Provincial Integrated Traffic Unit.

### Materials & Supplies

\$866,600 has been budgeted for expenditures on materials and supplies, a decrease of \$214,600 (19.8%) compared to 2014. The most notable change is a \$136,400 reduction in office supply costs as a result of moving to a printer services contract. As mentioned in the Contracts & Services category this contract will result in a net savings of \$16,400. Another decrease of note is a \$65,100 reduction in on-time costs to stock up the new HQ.

### Transfers to Reserves

Total transfers to reserves, capital and other, will increase \$57,400 (3.2%)

### Transfers to Capital Reserves – Capital Contributions

The total annual provision to the Police Equipment & Technology Capital Reserves will increase by \$57,400 through a reallocation of existing approved equipment expenditure funding. This reallocation addresses Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

### Total Transfer to Reserves

Based upon proposed changes, budgeted transfers to reserves in 2015 will total \$1,837,200.

• Radio Reserve	\$ 273,100
• Renovations Reserve	\$ 150,000
○ \$100,000 – Renovations	
○ \$50,000 - Furniture Replacement	
• Equipment & Technology Reserve	\$1,147,900
• General Capital Reserve (Additional Vehicles)	\$ 258,200
• Corporate Digital Data Reserve	<u>\$ 8,000</u>
	\$1,837,200

## **2015 Preliminary Operating Budget – Appendix Additional Information**

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### Grants/Subsidies

Grants/Subsidies are budgeted to total \$26,000 in 2015 an amount set aside to support the Police Pipes and Drums Band. This budget item has been increased by \$14,000 to address uniform and equipment replacement needs.

### Debt Charges

The Service will not be carrying any debt charges in the 2015 Operating Budget.

### Cost Recovery

This budget category reflects a number of cost recovery situations including, staff parking fees, recovery of travel costs related to Saskatchewan Police College and Canadian Police College courses. Cost recovery is estimated to decrease by \$64,900 (24.9%) related to reducing the recovery of costs related to the position seconded to the new HQ capital project which ends part way through 2014.

### **3. Program Budgets**

2015 budget expenditures by program allocation are included in the attached schedules.

### **4. New Position Justification Summaries**

Justification summaries for all new 2015 positions have been included later in this report.

### **5. 5 Year Historical Budget Summary**

A schedule containing five year historical budget information are attached.

**2015 Preliminary Operating Budget – Appendix  
Additional Information**

**SASKATOON POLICE SERVICE - 2015 OPERATING BUDGET - MAJOR PROGRAM ALLOCATION**

	FTE	% OF TOTAL	BUDGET	% OF TOTAL
POLICE BOARD	0.00	0.0%	168,300	0.2%
OFFICE OF THE CHIEF	2.00	0.3%	499,200	0.6%
LEGAL SERVICES DIVISION	2.00	0.3%	278,300	0.3%
PROFESSIONAL STANDARDS DIVISION	11.50	1.8%	1,271,500	1.4%
<b>OPERATIONS</b>				
OPERATIONS - DEPUTY CHIEF	1.50	0.2%	418,200	0.5%
PUBLIC AFFAIRS	4.80	0.01	548,100	0.6%
PATROL	370.25	57.5%	49,137,500	54.5%
CRIMINAL INVESTIGATIONS	151.00	23.4%	19,105,500	21.2%
<b>TOTAL - OPERATIONS</b>	<b>527.55</b>	<b>81.9%</b>	<b>69,209,300</b>	<b>76.7%</b>
<b>ADMINISTRATION</b>				
ADMINISTRATION - DEPUTY CHIEF	1.50	0.2%	370,000	0.4%
HUMAN RESOURCES DIVISION	14.00	2.2%	2,222,500	2.5%
TECHNOLOGICAL SERVICES DIVISION	10.75	1.7%	2,123,100	2.4%
CENTRAL RECORDS & ASSET MANAGEMENT DIVISION	64.81	10.1%	10,825,800	12.0%
FINANCE DIVISION	10.00	1.6%	3,249,500	3.6%
<b>TOTAL - ADMINISTRATION</b>	<b>101.06</b>	<b>15.7%</b>	<b>18,790,900</b>	<b>20.8%</b>
<b>SPS TOTAL</b>	<b>644.11</b>	<b>100.0%</b>	<b>90,217,500</b>	<b>100.0%</b>

## 2015 Preliminary Operating Budget – Appendix Additional Information

### SASKATOON POLICE SERVICE - 2015 OPERATING BUDGET - MAJOR PROGRAM ALLOCATION

	FTE	% OF TOTAL	BUDGET	% OF TOTAL
<b>POLICE BOARD</b>				
888 POLICE BOARD	0	0.0%	168,300	0.2%
<b>OFFICE OF THE CHIEF</b>				
.900 OFFICE OF THE CHIEF	2	0.3%	499,200	0.6%
<b>LEGAL SERVICES DIVISION</b>				
871 LEGAL SERVICES DIVISION	2	0.3%	278,300	0.3%
<b>PROFESSIONAL STANDARDS DIVISION</b>				
876 PLANNING	5	0.8%	473,800	0.5%
887 INTERNAL INVESTIGATION	6.5	1.0%	797,700	0.9%
	11.5	1.8%	1,271,500	1.4%
<b>OPERATIONS</b>				
<b>OPERATIONS - DEPUTY CHIEF</b>				
872 OPERATIONS - DEPUTY CHIEF	1.5	0.2%	418,200	0.5%
<b>PUBLIC AFFAIRS</b>				
866 PUBLIC AFFAIRS	3	0.5%	384,900	0.4%
893 CRIME STOPPERS	1.8	0.3%	163,200	0.2%
	4.8	0.7%	548,100	0.6%
<b>PATROL</b>				
880 COMMUNITY RESPONSE UNIT	18	2.8%	2,015,600	2.2%
901 COMMUNITY LIAISON OFFICERS	2	0.3%	286,400	0.3%
913 PROV INTEG TRAFFIC UNIT	10	1.6%	1,336,000	1.5%
915 COMMUNITY SERVICES	0	0.0%	48,100	0.1%
919 PATROL	186	28.9%	26,502,900	29.4%
	216	33.5%	30,189,000	33.5%
<b>HEADQUARTERS DIVISION</b>				
592 CRIME FREE MULTI - HOUSING	2	0.3%	175,500	0.2%
874 911 PROGRAM	11	1.7%	1,279,800	1.4%
881 COURT PREPARATION	10	1.6%	1,178,500	1.3%
886 HEADQUARTERS **NEW**	4	0.6%	822,300	0.9%
897 CULTURAL RESOURCES	13	2.0%	1,521,800	1.7%
898 ALARM PROGRAM	0.95	0.1%	78,200	0.1%
903 COMMUNICATIONS	35.3	5.5%	3,468,200	3.8%
905 DETENTION	12	1.9%	1,703,900	1.9%
	88.25	13.7%	10,228,200	11.3%
<b>SPECIALIZED UNIFORM OPERATIONS DIVISION</b>				
870 WEEKEND & COMPSTAT SUPPORT	22	3.4%	2,460,300	2.7%
882 AIR SUPPORT UNIT	6	0.9%	912,800	1.0%
896 EXPLOSIVE DISPOSAL UNIT	0	0.0%	47,300	0.1%
909 EMERGENCY RESPONSE TEAM	0	0.0%	178,200	0.2%
912 PUBLIC SAFETY UNIT	0	0.0%	205,900	0.2%
914 CANINE UNIT	9	1.4%	1,241,000	1.4%
917 TRAFFIC	29	4.5%	3,674,800	4.1%
	66	10.2%	8,720,300	9.7%
<b>TOTAL PATROL</b>	<b>370</b>	<b>57.5%</b>	<b>49,137,500</b>	<b>54.5%</b>

## 2015 Preliminary Operating Budget – Appendix Additional Information

### CRIMINAL INVESTIGATIONS

894	CRIMINAL INVESTIGATION DIV.	7	1.1%	1,225,800	1.4%
<b>INVESTIGATIVE SUPPORT DIVISION</b>					
862	CDN POL CENTER MISSING/EXPLOITED CHILDREN	1	0.2%	119,400	0.1%
864	TECH CRIME UNIT	3	0.5%	441,900	0.5%
865	INTERNET CHILD EXPLOITATION (ICE)	3	0.5%	401,300	0.4%
883	CRIMINAL INTELLIGENCE	5	0.8%	584,000	0.6%
890	COMBINED FORCES SPECIAL ENFORCEMENT UNIT	6	0.9%	885,800	1.0%
892	INTEGRATED DRUG UNIT	8	1.2%	1,086,400	1.2%
902	STREET GANG UNIT	14	2.2%	1,650,200	1.8%
906	IDENTIFICATION	19	2.9%	2,101,200	2.3%
910	CRIMINAL INTELLIGENCE	4	0.6%	518,600	0.6%
911	VICE	6	0.9%	684,500	0.8%
918	SPECIAL INVESTIGATIONS	6	0.9%	790,600	0.9%
		75	11.6%	9,263,900	10.3%
<b>INVESTIGATIVE SERVICES DIVISION</b>					
861	TARGETED ENFORCEMENT	6	0.9%	780,300	0.9%
879	SHOCAP	9	1.4%	1,035,500	1.1%
884	FRAUD	12	1.9%	1,459,600	1.6%
885	GENERAL INVESTIGATIONS	14	2.2%	1,691,100	1.9%
899	PERSONAL VIOLENCE	14	2.2%	1,628,900	1.8%
907	MAJOR CRIME	12	1.9%	1,738,000	1.9%
908	SERIOUS VIOLENT OFFENDER	2	0.3%	282,400	0.3%
		69	10.7%	8,615,800	9.6%
<b>TOTAL CRIMINAL INVESTIGATIONS</b>		151	23.4%	19,105,500	21.2%
<b>OPERATIONS - TOTAL</b>		528	81.9%	69,209,300	76.7%
<b><u>ADMINISTRATION</u></b>					
<b>ADMINISTRATION - DEPUTY CHIEF</b>					
863	HEADQUARTERS PROJECT	0	0.0%	-	0.0%
873	ADMINISTRATION - DEPUTY CHIEF	1.5	0.2%	370,000	0.4%
		1.5	0.2%	370,000	0.4%
<b>HUMAN RESOURCES DIVISION</b>					
875	HUMAN RESOURCES DIVISION	14	2.2%	1,969,300	2.2%
916	FIREARMS	0	0.0%	253,200	0.3%
		14	2.2%	2,222,500	2.5%
<b>TECHNOLOGICAL SERVICES DIVISION</b>					
878	TECH. SERVICES DIVISION	10.75	1.7%	2,123,100	2.4%
<b>CENTRAL RECORDS &amp; ASSET MANAGEMENT DIVISION</b>					
877	ASSET MANAGEMENT	7	1.1%	6,914,800	7.7%
889	EXHIBITS	2.4	0.4%	185,100	0.2%
891	LOST & FOUND	2	0.3%	112,500	0.1%
904	CENTRAL RECORDS	53.41	8.3%	3,613,400	4.0%
		64.81	10.1%	10,825,800	12.0%
<i>*Asset Management includes general overhead costs such as facilities management, insurance, patrol uniforms and office supplies.</i>					
<b>FINANCE DIVISION</b>					
895	FINANCE	10	1.6%	3,249,500	3.6%
<i>*Finance includes general service-wide costs such as severance pay, new position operating costs and capital reserve provisions.</i>					
<b>ADMINISTRATION - TOTAL</b>		101	15.7%	18,790,900	20.8%
<b>SPS TOTAL</b>		644.11	100.0%	90,217,500	100.0%

**2015 Preliminary Operating Budget – Appendix  
Additional Information**

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***2015 Operating Budget - Position Justifications***

***Patrol Division – Constables (8)***

**Justification**

Eight new Constable positions are required to deal with the rapid growth in Saskatoon and surrounding area.

Based on the City of Saskatoon reported estimated population our current police to population ratio is 179 officers per 100,000 population. The addition of 8 officers will bring that ratio up to 182 officers per 100,000 population. The 10 year average police to population ratio for Saskatoon has been 184 officers per 100,000 population.

StatsCan reported the Canadian average police to population ration in 2011 was 201 officers per 100,000 population. Saskatoon's ratio was 188 officers per 100,000 population in 2011.

**Measurable /Expected Results**

Maintain adequate response times and a visible police presence in our growing city and to allow for incremental growth of the Police Service. These additional officers will help keep our police to population ratio from falling to a level that the Saskatoon Police Service Administration feels is not adequate for policing Saskatoon.

**Consequences/Risks/Impacts**

Remaining at our current staffing level while the population of Saskatoon is growing will cause a continued decrease in our police to population ratio which has historically related to an increase in the reported crime rate. This may also result in the need to hire a large number of officers at some point in the future which may create challenges in terms of initial training at the Saskatchewan Police College and our field training program.

## 2015 Preliminary Operating Budget – Appendix Additional Information



### 5 YEAR HISTORICAL BUDGET INFORMATION

#### SPS - APPROVED OPERATING BUDGET

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2010	2011	2012	2013	2014
REVENUES	6,778,800	7,417,700	7,582,700	8,075,400	8,720,400
TOTAL EXPENSES	66,988,100	71,823,962	76,109,796	80,106,600	84,729,000
STAFF COMPENSATION	54,128,800	58,635,258	63,033,821	66,151,000	69,611,400
TRFS TO RESERVES	1,573,800	1,574,200	1,599,100	1,599,200	1,779,800
OPERATING EXPENSES	11,285,500	11,614,504	11,476,875	12,356,400	13,337,800
	66,988,100	71,823,962	76,109,796	80,106,600	84,729,000
NET BUDGET	60,209,300	64,406,262	68,527,096	72,031,200	76,008,600

Restated Budget

Restated Budget

#### SPS - ACTUAL REVENUES & EXPENDITURES

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2010	2011	2012	2013	2014
REVENUES	7,898,200	7,839,146	8,231,031	8,826,671	8,927,600
TOTAL EXPENSES	68,048,600	72,361,559	75,603,580	79,423,151	85,001,700
STAFF COMPENSATION	56,167,700	59,588,120	62,355,229	65,959,151	69,632,200
TRFS TO RESERVES	1,573,800	1,574,200	1,599,100	1,599,200	1,779,800
OPERATING EXPENSES	10,307,100	11,199,239	11,649,251	11,864,800	13,589,700
	68,048,600	72,361,559	75,603,580	79,423,151	85,001,700
NET BUDGET	60,150,400	64,522,413	67,372,549	70,596,480	76,074,100
BUDGET SURPLUS/ (DEFICIT)	58,900	(116,151)	1,154,547	1,434,720	(66,600)
	0.10%	-0.18%	1.68%	1.99%	-0.09%

Projected  
April

#### Approved Budget Change From the Previous Year (\$)

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2010	2011	2012	2013	2014
REVENUES	425,700	638,900	165,000	492,700	645,000
TOTAL EXPENSES	3,580,300	4,835,862	4,285,834	3,996,804	4,622,400
STAFF COMPENSATION	2,922,100	4,506,458	4,398,563	3,117,179	3,460,400
TRFS TO RESERVES	100,200	400	24,900	100	180,600
OPERATING EXPENSES	558,000	329,004	(137,629)	879,525	981,400
NET BUDGET	3,154,600	4,196,962	4,120,834	3,504,104	3,977,400
	5.53%	6.97%	6.40%	5.11%	5.52%

#### Approved Budget Change From the Previous Year (%)

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2010	2011	2012	2013	2014
REVENUES	6.7%	9.4%	2.2%	6.5%	8.0%
TOTAL EXPENSES	5.6%	7.2%	6.0%	5.3%	5.8%
STAFF COMPENSATION	5.7%	8.3%	7.5%	4.9%	5.2%
TRFS TO RESERVES	6.8%	0.0%	1.6%	0.0%	11.3%
OPERATING EXPENSES	5.2%	2.9%	-1.2%	7.7%	7.9%
NET BUDGET	5.5%	7.0%	6.4%	5.1%	5.5%

#### Approved Budget Expenditure % Of Total

	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2010	2011	2012	2013	2014
STAFF COMPENSATION	80.8%	81.6%	82.8%	82.6%	82.2%
TRFS TO RESERVES	2.3%	2.2%	2.1%	2.0%	2.1%
OPERATING EXPENSES	16.8%	16.2%	15.1%	15.4%	15.7%
	100.0%	100.0%	100.0%	100.0%	100.0%





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

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### **Capital Construction at the Saskatoon Minor Football Field at Gordon Howe Park and Friends of the Bowl Foundation Fundraising Campaign Update**

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

That the November 3, 2014 report of the General Manager, Community Services Department be considered during the 2015 Business Plan and Budget Review deliberations to address the request for \$1.0 million additional financing from the Reserve for Capital Expenditures.

#### **History**

At the November 3, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department dated November 3, 2014 was considered regarding the above matter.

Mr. Bryan Kosteroski, Friends of the Bowl Foundation, was also in attendance to address questions regarding funding, including continuing discussions with the provincial government.

The November 3, 2014 report of the General Manager, Community Services Department has also been forwarded to City Council to consider declaring the Saskatoon Minor Football Inc. storage facility located at the Saskatoon Minor Football Field at Gordon Howe Park as a Municipal Project, funded by Saskatoon Minor Football Inc.

#### **Attachment**

November 3, 2014 Report of the General Manager, Community Services, Files CK. 4205-7-2, x 1700-1, and RS. 1701-32.

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# Capital Construction at the Saskatoon Minor Football Field at Gordon Howe Park and Friends of the Bowl Foundation Fundraising Campaign Update

## Recommendation

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

1. That the Saskatoon Minor Football Inc. storage facility located at the Saskatoon Minor Football Field at Gordon Howe Park be declared as a Municipal Project, funded by Saskatoon Minor Football Inc; and
2. That this report be forwarded to the 2015 Business Plan and Budget Review deliberations to address the request for \$1.0 million additional financing from the Reserve for Capital Expenditures.

## Topic and Purpose

The purpose of this report is to provide information on the progress of Phase 1 and Phase 2 capital upgrades to the Saskatoon Minor Football (SMF) Field at Gordon Howe Park. This report identifies the capital funds raised by the Friends of the Bowl Foundation (FOTBF) through its fundraising campaign, and the Administration's request for an additional \$1.0 million contribution from the 2015 Reserve for Capital Expenditures (RCE).

## Report Highlights

1. SMF Field Phase 1 construction started in April 2014 and was complete on September 3, 2014. The SMF Field Phase 1 opened on September 6, 2014; feedback received from the community has been very positive.
2. SMF Field Phase 2 is comprised of three stages; each construction stage will progress as funding becomes available to complete the work.
3. The FOTBF launched a capital campaign in June 2013 that will end on October 15, 2014. The Administration is proposing that \$1.0 million from the 2015 RCE be allocated toward the project.
4. The FOTBF applied to Revenue Canada to be a charitable organization and requested the City to declare the SMF storage facility be designated as a Municipal Project.

## Strategic Goals

Under the City of Saskatoon's (City) Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure recreation facilities are accessible, both physically and financially, and meet community needs.

Under the Strategic Goal of Asset and Financial Sustainability, this report supports the long-term strategy to increase revenue sources and reduce reliance on residential property taxes.

## Capital Construction at the Saskatoon Minor Football Field at Gordon Howe Park and Friends of the Bowl Foundation Fundraising Campaign Update

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### Background

During its November 17, 2013 meeting, City Council granted permission to the FOTBF to manage the design and construction of Gordon Howe Bowl Capital Upgrades Phase 1 and Phase 2.

During its May 5, 2014 meeting, City Council approved an amended site plan and the lease of park land to Saskatoon Football Inc. (SFI) for a storage facility to be built at Gordon Howe Park. At its June 23, 2014 meeting, City Council approved SFI's request to operate the SMF Field at Gordon Howe Park.

### Report

#### SMF Field Upgrades - Phase 1

SMF Field Upgrades - Phase 1 include the artificial turf, score clock, sound system, and field lighting. The existing concession and changeroom facilities will continue to operate during the 2014 football season and will not be demolished until the new auxiliary building construction is complete. The estimated cost for completing Phase 1 of the SMF Field upgrades is \$4.044 million.

SFI began operating the SMF Field on September 6, 2014, and has received positive responses from minor football organizations about the new artificial surface. Attachment 1 summarizes the need by minor sport organizations for a new auxiliary building that supports programs and services.

#### SMF Field Upgrades - Phase 2

SMF Field Upgrades - Phase 2 includes a new auxiliary building, entry plaza, and landscaping. Attachment 2 outlines the three stages to complete Phase 2 of the project. Each of the stages can proceed independently when funding is in place to complete the work. The estimated cost to complete Phase 2 of the SMF Field upgrades is \$6.006 million.

#### Capital Fundraising Campaign

The FOTBF launched a capital campaign in June 2013 that ended on October 15, 2014. The FOTBF's capital campaign fundraising efforts to date is estimated at approximately \$4.857 million. The funding required to complete Phase 2, at the time of this report, is estimated at \$3.483 million (see Attachment 3).

The Administration recognizes that, over time, the fundraising program for the FOTBF will receive progress payments to meet fundraising commitments. The City and the FOTBF will track these payments and the City will assume carrying costs as part of the City's overall \$1.710 million capital contribution.

The FOTBF has approached the Federal and Provincial Government to provide capital funding toward this important community project. The FOTBF has advised the Administration that funding support from these two levels of government has not been successful.

## **Capital Construction at the Saskatoon Minor Football Field at Gordon Howe Park and Friends of the Bowl Foundation Fundraising Campaign Update**

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To further support this project, the Administration is proposing that \$1.0 million from the RCE be used as a funding source toward completion of this project. This would reduce the funding shortfall to \$2.483 million.

### **SMF Storage Facility Declared as a Municipal Project**

The FOTBF has applied to Revenue Canada for a business number and to be a registered charity which will allow it to issue tax receipts to individuals and businesses that donate to the capital upgrades. The FOTBF's application has not yet received approval. In the interim, the FOTBF has an agreement with the Saskatoon Community Foundation (SCF) to accept donations and issue the appropriate tax receipts for declared municipal projects.

SMF has secured a \$500,000 donation from the Yauzie and Wenke families toward the construction of its storage facility. The FOTBF is unable to issue the appropriate tax receipt because its registered charitable status has not yet been approved by Revenue Canada. The FOTBF requested that the City declare the SMF storage facility as a Municipal Project which will allow the SCF to issue the appropriate tax receipt to the Yauzie and Wenke families.

### **Options to the Recommendation**

City Council may choose to not approve an additional \$1.0 million toward this project from the 2015 RCE. The Administration is not recommending this option as it would further delay the completion to the SMF Field Upgrades - Phase 2 as additional funds become available through the FOTBF fundraising initiatives.

City Council may choose to not support declaring the SMF storage building as a Municipal Project. The Administration does not support this as it would impact the opportunity for a significant donation to assist in the funding of this storage building, which will support the ongoing program at the SMF Field.

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

The FOTBF have been actively engaged throughout the capital fundraising campaign and in the SMP Field Upgrades - Phase 1 construction.

### **Communication Plan**

The Administration will advise the FOTBF of City Council's decision.

### **Financial Implications**

As outlined in the table below, there is a funding shortfall of \$3.483 million. The Administration is proposing that \$1.0 million from the RCE be used as a funding source toward completion of the project. This would bring the City's contribution toward the project at \$2.710 million. As outlined in the chart below, this would reduce the funding shortfall from \$3.483 million to \$2.483 million. The FOTBF is continuing to explore new capital fundraising initiatives to raise the additional \$2.483 million to complete Phase 2. The FOTBF will continue its efforts to encourage the Federal and Provincial Government to support this important community project.

**Capital Construction at the Saskatoon Minor Football Field at Gordon Howe Park and Friends of the Bowl Foundation Fundraising Campaign Update**

<b>Capital Project Expenditures (\$000s)</b>	<b>Total (\$000)</b>
Projected Actual Cost (Phase 1 and 2)	\$10,050
<b>Project Funding (\$000s)</b>	
City Contribution (previously approved)	\$ 1,710
Foundaton Fundraising Pledges	\$ 4,857
Total Funding Sept 15, 2014	\$ 6,567
<b>Funding(Surplus)/Shortfall</b>	<b>\$ 3,483</b>
Proposed City Contribution from RCE	\$ 1,000
<b>Funding (Surplus)/Shortfall</b>	<b>\$ 2,483</b>

**Safety/Crime Prevention Through Environmental Design (CPTED)**

A CPTED review was completed in April 2014; recommendations submitted by the CPTED review committee will be reviewed by the appropriate authority.

**Other Considerations/Implications**

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

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

The Administration will provide a futher report to City Council in February 2015 on progress by the FOTBF to raise the required capital funds to complete the capital upgrades to the SMF Field , as well as report on overall site operations.

**Public Notice**

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

**Attachments**

1. Minor Sport Organizations Support for a New Auxiliary Building
2. Saskatoon Minor Football Field Phase 2 – Capital Construction Summary
3. Friends of the Bowl Foundation Capital Fundraising Campaign

**Report Approval**

Written by: Cary Humphrey, Director of Recreation and Sport  
 Approved by: Randy Grauer, General Manager, Community Services Department  
 Approved by: Murray Totland, City Manager

S:\Reports\RS\2014\PDCS Budget Review – Capital Construction at the SMF Field at Gordon Howe Park and FOTBF Fundraising Campaign Update\kt

### **Minor Sport Organizations Support for a New Auxiliary Building**

The synergies that are created from having a community of sport organizations that are part of the Gordon Howe Sports Complex are invaluable. The need to network and be on-site promotes the use of the field and the entire area. This has been one of the most underused areas of the city and specifically the recreation facilities in the City of Saskatoon (City). Saskatoon Football Inc. (SFI) is reminded daily that the community is not aware of this beautiful facility and the Saskatoon Minor Football (SMF) Field at Gordon Howe Park.

A new auxiliary building is an essential aspect of the SFI business plan that will utilize this important community facility in the delivery of programs and services. The direct benefit of completing the auxiliary building is as follows:

- Two sport organizations will establish four offices at the facility that will generate \$3,000 monthly rental revenue. This rental income is important to SFI to fulfil its business plan objectives.
- SFI has learned from Saskatoon sport organizations there is a shortage meeting space. The second floor will offer a boardroom for small meetings and a large room for clinics, workshops, game/training film sessions, and a space for larger sport organization meetings.
- A new modern equipped concession area is needed to provide food and beverage services for parents, spectators, and athletes that attend sport events at the SMF Field at the adjacent softball facilities. The concession contractor will also provide food services for organizations that host clinics and workshops at the facility.
- The second level deck will allow persons with mobility issues to view a game or sport event in a sheltered accessible environment. The second level floor plan also includes a turret for end zone filming of games for training purposes.
- In addition to the team change rooms the auxiliary building also has officials rooms that can be used for softball tournaments during the summer. This is an important feature when hosting national and international tournaments in Saskatoon.

The new auxiliary building provides a year round presence at the SMF Field that should reduce vandalism by having various sport organization renting office space at this facility. In the short time that SFI has operated the facility there has been real sense of ownership by people helping to pick up garbage and litter as they leave the facility. The citizens of Saskatoon consider this facility as if it was their own and the second floor amenities will encourage that ownership and usage of this facility.

**Saskatoon Minor Football Field Phase 2  
Capital Construction Summary**

SMF Field Phase 2 upgrades include a new auxiliary building, entry plaza, and landscaping. Phase 2 design is comprised of three stages and each stage will proceed when funding is in place to complete the work. The three stages of Phase 2 construction are as follows:

- Stage 1      This stage is comprised of the auxiliary building foundation work that includes the construction of structural piles and grade beams to support the service building structure. The Friends of the Bowl Foundation has completed Stage 1 design drawings and specifications and awarded a contract in September 2014, and plans to begin foundation work in October for completion by mid-November 2014. The estimated cost to complete Stage 1 is \$288,000.
  
- Stage 2      This stage includes the auxiliary building exterior frame work (e.g. perimeter walls, load bearing interior partitions, second floor, and roof structure) and the interior components (e.g. change rooms, concession area, washrooms, and storage areas) of the facility. The estimated cost to complete Stage 2 is \$4.818 million. Stage 2 construction is scheduled to commence in spring of 2015 and the anticipated completion date is November 2015.
  
- Stage 3      The final stage of construction includes the entrance plaza and facility landscaping. The entrance plaza work is scheduled to commence after the completion of Stage 2 work in 2015. The estimated cost to complete Stage 3 is \$900,000.

**Friends of the Bowl Foundation Capital Fundraising Campaign**

<b>Friends of the Bowl Foundation Capital Fundraising Campaign</b>	<b>SMF Field (\$000)</b>
Total Construction Cost	\$10,050
<b>Funding</b>	
Private Contributions	\$ 4,857
City of Saskatoon Funding	\$ 1,710
Total Funding	\$ 6,567
<b>Funding (Surplus)/Shortfall</b>	<b>\$ 3,483</b>



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## Woodlawn Cemetery Roadway Upgrade

### Recommendation

That the information be received and considered during the 2015 Business Plan and Budget Review deliberations.

### Topic and Purpose

The purpose of this report is to outline the condition of the Woodlawn Cemetery's internal roadways, along with a proposal to remediate the roads over the next nine years.

### Report Highlights

1. Over the past few years, the maintenance program for the Woodlawn Cemetery roads has not been adequately funded, resulting in a deterioration in the condition of the roadways.
2. The roadway condition has impacted the ability to travel comfortably throughout the cemetery.
3. The recent assessment by the Transportation and Utilities Department estimates the cost to rebuild and repair the roadways to be \$1,508,040.
4. For a number of years, capital projects have been proposed but were not successful in funding efforts. For 2015, a renewed capital project has been included requesting \$300,000 for 2015, and \$150,000 each subsequent year for a period of eight years. The proposed funding source for 2015 is the Reserve for Capital Expenditures.

### Strategic Goal

This report supports the City of Saskatoon's (City) Strategic Goal of Quality of Life. Saskatoon is a welcoming people-place. An upgrade to the roadways ensures Woodlawn Cemetery is safely accessible for all citizens using all modes of transportation.

### Background

The Administration has requested funding for Woodlawn Cemetery's roadway upgrading over the past several years. The asphalt roadways continue to deteriorate, and maintenance costs have risen substantially. The existing budget for asphalt repair provides minimal funding for pothole repair.

## Report

### Roadway Maintenance Program

Woodlawn Cemetery contains approximately 12.3 kilometers, or 33,600 square meters (m<sup>2</sup>), of paved internal roadways. An assessment of the roadway system in 2014 identified that 28,050 m<sup>2</sup> are in good condition, 600 m<sup>2</sup> are in fair condition, and 4,950 m<sup>2</sup> are in poor to very poor condition. Over the past few years, the maintenance program has not been sufficient to fund even small patch work. Maintenance consists of regularly packing gravel in place in an attempt to provide a smooth surface.

### Impact of Deteriorating Roadways

The overall roadway condition has impacted customers by reducing the overall aesthetics of the grounds, creating difficulties for funeral processions to comfortably transport families to grave sites, and creating an overall unpleasant experience for the public.

Operations are impacted as the grounds maintenance staff spend time away from their regular duties to perform temporary road repairs. There is excessive wear and tear on the maintenance vehicles and equipment that travel these roads daily.

### Assessment Estimates

In 2014, the Administration enlisted the services and expertise of the Public Works Division to prepare a thorough evaluation, as well as the required budget, for the needed road work. The recommendations are as follows:

a)	Deep Patching – 4,950 m <sup>2</sup> (\$170/m <sup>2</sup> ) =	\$ 841,500
b)	Blade Patching - 600 m <sup>2</sup> (\$20/m <sup>2</sup> ) =	12,000
c)	Microsurface - 33,600 m <sup>2</sup> (\$12/m <sup>2</sup> ) =	<u>403,200</u>
	Sub Total =	\$ 1,256,700
	20% Contingency =	<u>251,340</u>
	Total =	<u>\$ 1,508,040</u>

Deep Patching: Localized structural failed locations. Pavement will be constructed to a local class.

Blade Patching: Blading asphalt to correct dips/swales/delineation/correct profiles.

Microsurface: A preservation treatment applied once the defects have been corrected. This seals up the surface, makes its appearance look new, and provides seven to nine years of additional life.

Completion of this work would elevate all internally paved roadways to a “good” condition rating.

### Increased Funding

The Administration recommends a phase-in approach, with \$300,000 being allocated for 2015, and \$150,000 each subsequent year for the following eight years.

Areas requiring deep patching will be repaired first, along with application of the microsurface to preserve the repairs, with priority given to the most heavily-used roadways. Once these areas have been addressed, all areas requiring blade patching will be repaired and microsurfaced. The last phase will be to microsurface all remaining areas.

**Options to the Recommendation**

An option exists to consider a higher increase to fees, with a percentage allocated for roadway upgrades. This is not a recommended option as the current fee schedule reflects fair and stable market prices.

**Public and/or Stakeholder Involvement**

In recent years, visitors and funeral home customers have consistently noted the poor condition of the roadways.

**Financial Implications**

Proposed funding of \$300,000 for 2015 is from the Reserve for Capital Expenditures. A funding plan will be developed for the remaining phases and is proposed to be included in the 2016 Operating Budget.

**Other Considerations/Implications**

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

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

No follow-up is required at this time.

**Public Notice**

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

**Report Approval**

Written by: Kim Berge, Superintendent, Parks Maintenance/Cemeteries, Parks  
Reviewed by: Darren Crilly, Director of Parks  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/PK/2014/BUDGET REVIEW – Woodlawn Cemetery Roadway Upgrade/ks

FINAL/APPROVED – R.Grauer, November 10, 2014

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## Solar City Pilot Program

### Recommendation

1. That \$200,000 be approved from the Reserve for Capital Expenditures for the development and administration of a Solar City two year pilot project; and
2. That Administration report further on the specific details of the pilot program and options for financing the capital costs of solar panel installation for program participants.

### Topic and Purpose

The purpose of this report is to outline a Solar City pilot program which would expand renewable energy in Saskatoon.

### Report Highlights

1. The City of Saskatoon (City) worked with an energy consultant to investigate program options for expanding renewable energy and energy efficiency in Saskatoon.
2. The investigation revealed that promoting the installation of solar electric panels throughout Saskatoon offers the best business case for the City and participating residents. It also has the highest potential (among program options studied) to influence community greenhouse gas emissions.
3. The Administration recommends developing a two year pilot project for Solar City for 50 residents.
4. The pilot program will require one time funding from the Reserve for Capital expenditures for program development and administration to implement the pilot.

### Strategic Goals

The report recommendation supports the four-year priority to replace conventional energy with green energy technologies and create new sources of green energy where feasible under the Strategic Goal of Environmental Leadership. The recommendation also supports the four-year priority to explore alternate sources of revenue to pay for ongoing operations under the Strategic Goal of Asset and Financial Sustainability.

### Background

City Council, at its meeting held on December 4 and 5, 2012 resolved in part, that \$350,000 be allocated from the Reserve for Capital Expenditures (RCE) to Capital Project #2183 – Greenhouse Gas Reduction Strategy to fund the initiatives outlined in the report of the General Manager, Utility Services Department date November 23, 2012.

In the report, one of the initiatives outlined was to study the feasibility of a “Solar City” suite of programs.

### **Report**

#### What is Solar City All About?

Saskatoon benefits from a lot of sunshine hours and yet has very low take-up of solar energy. A growing number of citizens want to adopt solar energy but do not know how (knowledge gap) or find the initial investment required too expensive (financial barrier). By 2020, solar energy is expected to be cheaper than conventional electricity. Citizens will seek cheaper energy options. There is an opportunity for the City to help citizens reduce their greenhouse gas emissions through the introduction of a program.

#### Results of the Energy Consultant Feasibility Study

Dunsky Energy Consulting conducted an extensive investigation into program options for expanding renewable energy in Saskatoon. The study confirmed that based on Saskatoon's excellent conditions for solar electricity generation, and the changing economics for solar panel systems, a program offered by the City could reasonably be expected to accelerate the installation of solar panel systems (and achieve community greenhouse gas reductions). Attachment 1 provides a summary of the work of the consultant.

#### A Solar City Pilot Program

The Administration is recommending that a pilot program for up to 50 homes be established to determine what specific program features offered by the City will accelerate the installation of solar panel systems (and achieve community greenhouse gas reductions). The program would be available to both Saskatoon Light and Power (SL&P) and SaskPower customers. Attachment 2 provides details about the proposed program including the purpose, benefits, and information on the program for residents.

#### Customer Energy Generation Programs - Hybrid Solution

Solar electric installations either store power in large banks of batteries, or connect directly into existing electrical grids. Both SL&P and SaskPower offer programs that allow their customers to produce electricity for their own use and export unused electricity into the power company's distribution system; however, these programs differ from each other. We will be working with SL&P and SaskPower to try to develop a consistent program over the course of the pilot.

Attachment 3 provides information about the two programs and the potential value of Solar City.

### **Options to the Recommendation**

The option would be not to proceed with the Solar City Pilot Program at this time.

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

Market research conducted through the pilot phase will help determine the level of interest in solar energy in the community to help in planning future electricity service needs and revenue opportunities, as well as confirm what specific program features offered by the City will accelerate the installation of solar panel systems.

### **Communication Plan**

Internal and external communications materials will be required to ensure the program application process is streamlined, participants understand the benefits of solar energy and are attracted to the program, and guides are available to help participants and

companies involved in installing solar systems. Communications tools will include website content development, utility bill inserts, brochures, City Page ads, social media and information to community associations to share with their members.

### **Environmental Implications**

A pilot solar electric program for 50 homes is expected to reduce community greenhouse gas emissions by approximately 260 tonnes per year, the equivalent of removing 51 cars from our roadways each year.

### **Financial Implications**

#### Program Development and Administration

The Administration is requesting \$200,000 from the Reserve for Capital Expenditures (RCE) in 2015 to cover the costs of program development and delivery of the pilot. Attachment 2 describes how these funds would be allocated during the pilot program.

#### Financing Options for Installation of Solar Panels for Participants

The Administration is currently investigating options to provide financing of the solar panels for program participants. One option is a third party lender approach where the City would make available a pool of funds that would be administered by a third party lender for private property owners. This model is used now for various affordable housing initiatives, where the money is replenished as the third party lender receives a return of the funds from the private property owner.

The third party lender enters into a standard lending agreement with the private property owner with a fixed rate of interest and a defined term. In the housing initiatives, the City plays no role in qualifying the private property owner or collecting from the private property owner or securing the loan. As the private property owner pays the loan back to the third party, the third party, in turn returns the money to the City.

The Administration will provide a further report on this or other options, including the amount and source of funding that would be required to finance this program for residents.

An administration fee will be charged to participants to cover the costs associated with delivering the program. It is anticipated that the fee will be in the range of \$1,500 - \$1,800, and further information will be provided to City Council prior to the program being implemented.

#### Financial Impact to Saskatoon Light & Power

The approximate loss of revenue for SL&P from one residence generating power is \$500/year. The net impact on the City per participant depends on the final program design and breakdown of SaskPower and SL&P participants in the program as there is no lost revenue to SL&P when a resident in the SaskPower franchise area joins the program. The Administration will report back with more details on the financial impact to SL&P and options to help mitigate the loss of revenue to SL&P as the details of the program are finalized.

Attachment 3 provides additional details about the financial implications for Saskatoon Light and Power.

### **Other Considerations/Implications**

There are no policy, privacy or CPTED implications at this time.

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

If approved, the Administration will provide an update on program development, including drafts of materials developed for the program in the spring of 2015. The program would launch in 2016 and quarterly updates would be provided.

### **Public Notice**

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

### **Attachments**

1. Analysis of Renewable Energy and Energy Efficiency Program Options
2. Solar City Pilot Program – Additional Information
3. Customer Energy Generation Programs

### **Report Approval**

Written by: Bibian Rajakumar, Energy and Sustainability Project Engineer  
Chris Richards, A/Energy and Sustainability Engineering Manager

Reviewed by: Brenda Wallace, Director of Environmental and Corporate Initiatives  
Kerry Tarasoff, CFO and General Manager of Asset and Financial Management

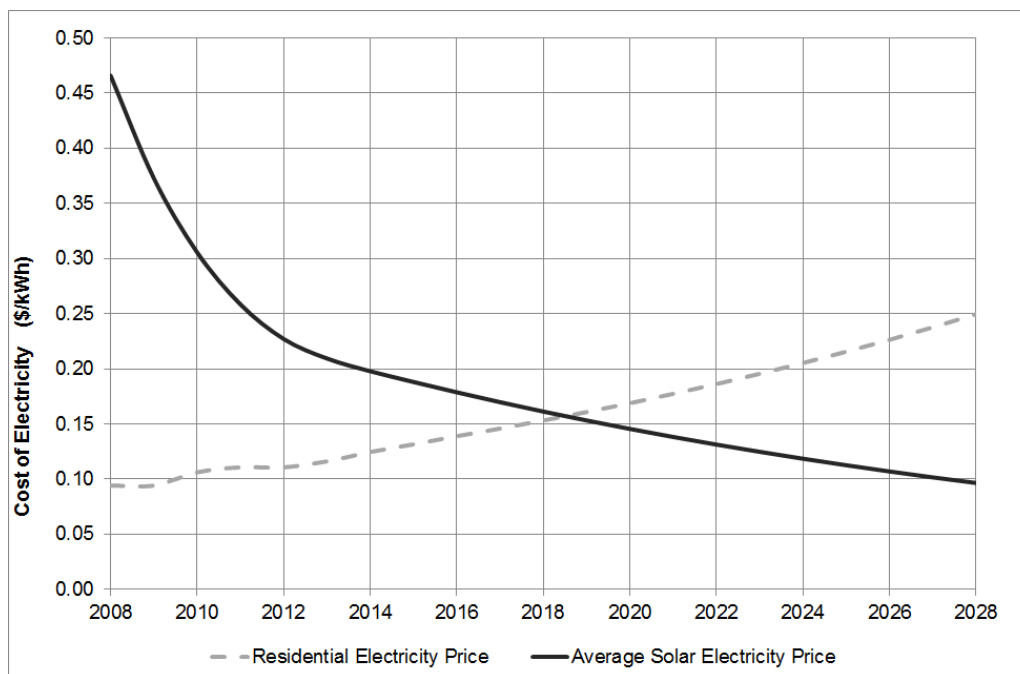
Approved by: Catherine Gryba, General Manager, Corporate Performance Department  
Murray Totland, City Manager

## Analysis of Renewable Energy and Energy Efficiency Program Options

Dunsky Energy Consultants compared a number of technology options. The consultant analysis showed that solar electric systems would yield the greatest economic value, and attract the greatest number of participants (thereby reducing the greatest number of community greenhouse gas emissions). A variety of financing models were also studied and a financing program using a special charge on the property tax bill is recommended. This allows residents to install solar panels on their homes and pay for it on their property tax bill rather than having to qualify for a bank loan.

### Why Solar?

The results from the consultant's study indicate that solar electric panels are reaching a tipping point in the Saskatoon market. As seen in the following figure, by 2020 residents will be able to produce electricity (to be fed into an electrical grid) for less than the cost of purchasing it from a power utility.



This may beg the question of why not simply let this happen and what the role of the City of Saskatoon may be.

It is noted that Saskatoon Light and Power (SL&P) is already experiencing increasing demand under its Power Producer Policy.



The intent of Solar City is to develop a program that is self-funding, helps mitigate future revenue losses experienced by the City’s electrical utility (SL&P), and also takes steps toward historic greenhouse gas reduction targets. Moreover, by encouraging widespread adoption of solar electricity generation, the City will demonstrate environmental leadership and benefit from distributed clean energy generation on its existing grid.

**What other technical options were studied?**

Energy Efficiency (EE) and Renewable Energy (RE) measures were analysed using the following assumptions for standard financing and economics:

- Interest Rate – 5%
- Financing Term – Up to 25 years
- Residential Electricity Prices - \$0.1312/kWh (2014 rate)
- Annual Electricity Price Increase – 5%
- Annual Natural Gas Increase – 4%
- Annual Gasoline Price Increase Rates – 5%
- Inflation Rate – 2%
- Nominal Discount Rate – 3%

The EE/RE measures were compared based on Net Present Value (NPV) and the effect on cash flow to the participant. Measures that were not able to return a positive cash flow, or did not have a positive NPV under these conditions were considered to be poor candidates for inclusion within a municipally supported financing program. The following are the list of measures other than solar electricity studied by the consultants.

<b>EE/RE</b>	
<b>Solar Water Heaters</b>	<ul style="list-style-type: none"> <li>• Negative NPV for homes with natural gas water heaters; offers significant savings for homes with electric water heater homes, however there are very few of these</li> </ul>
<b>Home Energy Efficiency Retrofits</b>	<ul style="list-style-type: none"> <li>• Poor cash-flow and NPV results, especially in natural gas homes</li> </ul>
<b>Commercial Building Retrofits</b>	<ul style="list-style-type: none"> <li>• Immediate positive cash-flows and NPV possible</li> <li>• Requires large up-front investment (eg. up to \$1M per building) requiring a significant funding pool</li> <li>• Payback period may be too long for building owners and managers; requires further research</li> </ul>
<b>Electric Vehicles Recharge Station</b>	<ul style="list-style-type: none"> <li>• Only returns a positive NPV under high usage rates (&gt;18,000 km annual electric vehicle use)</li> <li>• Positive NPV is small</li> <li>• Electric vehicle market still small at the moment</li> </ul>

Among the measures, solar electricity is the best technology to pursue through a municipal program. From the analysis, the next most attractive program option is an energy efficiency retrofit incentive program for commercial buildings. In each case, the evolving market economics and technologies will be reviewed annually. With the solar electricity program option selected, the following financing models were considered:

- **Solar Lease** – Based on standard equipment lease models, a solar lease would have a longer duration (ie. 15 years and beyond), reflecting the long estimated useful life of solar panels (25 years and longer). Lease payments can be set at a fixed rate, or can follow the projected value of the energy produced. The leasing is secured against repossession of the equipment. Solar leases have been seen to have extremely low default rates in the US. The analysis illustrated that positive program economics today would require the City to invest in a large volume of solar equipment and lease over an extended term.
- **Third Party Financing with City Loan Loss Reserve** - Municipalities can take a lighter approach by offering interest rate buy-downs, or establishing loan loss reserves to enhance private financing of solar equipment. This can help reduce the property owner's borrowing costs and encourage lenders to offer long-term financing that matches the equipment life.
- **Special Charge on the Property Tax Bill** - Allows residents to purchase a solar system using financing from the City. The City is repaid through a special charge added to the participant's property tax bill. In the event a participant fails to make payments, the City can exercise a tax impact, making the program very secure for the City. The proposed special charge on the property tax bill is similar to the City's current lead pipe replacement program and mortgage flexibility program for affordable housing.

## Solar City Pilot Program – Additional Information

### What is purpose of the Solar City Pilot Program?

- To create a solar panel financing program that:
  - Allows residents to install solar energy on their homes and offer a financing option rather than having to qualify for a bank loan (ie. addressing the financial barrier); and
  - Makes the complex process of installing solar panels simple by providing a person who helps guide planning, procuring, and installing systems, and also works with permitting agencies to secure permits and agreements faster.
- Piloting a program for up to 50 homes to determine whether a program offered by the City will accelerate the installation of solar panel systems and the level of interest in solar energy in the community.
- The intent of piloting a Solar City program is to assess if the City can create a “win/win/win” scenario where residents can reduce their greenhouse gas emissions, generate their own power in a way that is a financial benefit to them.

### Why might residents choose to participate in Solar City?

- Solar City provides access to financial capital that may not be available to them through traditional lending institutions.
- Solar City removes financial and technical barriers for the growing number of citizens who may have concerns that extend beyond net present value to include greenhouse gas emissions. The growth of Bullfrog Power and other carbon offsetting opportunities in Canada demonstrate this market segment is real and growing.
- City sponsorship of Solar City gives greater confidence to residents that solar energy is here to stay. Pre-screened installers also help participants feel less at risk.

### What does the Solar City program look like for residents?

Residents might learn about the Solar City program either through the City of Saskatoon or by contacting a company that installs solar panel systems in Saskatoon. A Program Administrator will be available to provide assistance to residents in completing the financing application, ensuring basic technical considerations such as shading by trees, equipment warranties, the impact of snow accumulation on panels, and building permits are addressed by the solar system installer selected by the resident.

Residents will be responsible for the installation of the solar panels on their home. Once the solar panel installation is complete, a net metering agreement will be put in place with either Saskatoon Light and Power or SaskPower. Power production and consumption information will be gathered from participants by the City to monitor results.

### What are the financial implications for a participant?

#### Administration Fee

As a self-funded program, an administration fee will be charged to cover the costs of application processing and ongoing monitoring of the installed system. While the actual

fee has not yet been determined, a value in the \$1500 - \$1800 range has been used for planning purposes.

#### Solar Panel Installation Costs and Financing

A typical residential solar panel system is expected to be 5 kilowatts (kW) in size and cost approximately \$20,000. Without a Solar City Program, residents must find a way to obtain this capital on their own, which usually results in self-financing options such as obtaining a home equity line of credit. A home equity line of credit is a common financing option for homeowners, however it requires residents to have sufficient capital in their home and the monthly payments for this option are relatively high due to the short durations offered for this type of loan. If the homeowner moves before the loan is repaid, their responsibility for repayment continues despite the fact they no longer benefit from the solar panels.

Under Solar City, these capital costs are financed by the program and a resident repays both the principle and interest for the loan to cover the costs of the solar panel system.

#### Utility Cost Savings – Payback and Cash-Flow

An average homeowner uses approximately 12,000 kilowatt-hours (kWh) per year of electricity in their home and spends \$1575 on electricity (or an average of \$130 per month). A 5 kW solar system will generate approximately 6,000 kWh per year of electricity, which will result in a homeowner saving approximately half on their electricity bill each year. These savings are used to help pay for the cost of the installation and will provide the resident with a payback on their investment once the loan is paid. As electricity rates are projected to increase in the future, it is expected participants could achieve utility savings that are higher than their loan payments sooner than 20 years, giving them positive cash-flow.

#### **What resources are required to implement the Solar City pilot?**

- Specialized energy program expertise to create an application process including:
  - Materials explaining the program to companies that install solar panel systems and the requirements these companies must meet to be able to participate in the program.
  - A guide explaining how solar panel systems work, their benefits, how residents can purchase them, and what they should expect from solar companies if they choose to participate in the program.
  - A building and electrical permitting process that is timely by working with the Building Standards Division, Saskatoon Light & Power, and SaskPower. (Note: SaskPower's current permitting time is greater than 8 months. Advocacy has been shown to be successful in the past when SRC was involved in delivering a recent provincial solar panel incentive program. This program provided a cash grant for a limited time only.)
  - A loan application process that is easy-to-understand by working with the Corporate Revenue and Finance & Supply divisions as well as the Solicitor's Office.
  - Agreement documents that are easy-to-understand.

- Marketing expertise to create education and marketing materials including:
  - Training materials for those involved in delivering the program including solar panel system installers, Building Standards, Corporate Revenue, Finance & Supply, Saskatoon Light & Power, SaskPower, and the program administrator hired by Environmental & Corporate Initiatives.
  - Conduct market research including focus groups to ensure program design and marketing materials respond to the needs of residents.
  - Marketing materials including website, brochures, and media promotions to attract participants.
  - Education guide and on-line resources that explain the program to residents.
- Project Management
  - Procure and manage consultant expertise and hire Program Administrator.
  - Review, assess and synthesize the work of consultants into a Program Plan that fully describes each aspect of the program design including administrative guidelines for attracting, qualifying and processing applicants.
  - Establish a program monitoring plan and means to verify program benefits are being achieved by participants and by the City.
  - Summarize pilot program results into a recommendation report, on whether to wind down the pilot, expand and continue the program based on the pilot, or make changes to the program before continuing.
- Program Administrator (up to half-time staff dedicated to implementing pilot program):
  - Implement marketing plan including significant in-person marketing where potential participants may gather (eg. home shows, community events, etc.).
  - Use (and update as required) education and application materials to help residents participate in the program.
  - Develop and maintain relationships with solar companies to monitor the program.
  - Develop Agreement documents that are easy-to-understand and execute these with participants.
  - Process pilot applications and coordinate approvals among appropriate agencies (eg. Building Standards, Corporate Revenue, Finance & Supply, Solicitor's Office, and either Saskatoon Light & Power or SaskPower).
  - Advocate for fast-tracked permitting and power-purchasing (especially from SaskPower).
  - Inspect installations to confirm compliance with pilot program criteria before completing Agreements for execution.
  - Conduct pilot program monitoring with participants to collect energy production data, total energy consumption data, calculate greenhouse gas emissions implications, and confirm projected program benefits are being achieved.
  - Prepare results reporting to determine success of program and future directions.

**If the start-up funding for Solar City is approved in the 2015 Budget, how will the funds be used?**

Of the above list of program requirements, some resources are currently available within Environmental & Corporate Initiatives and some additional resources will be required. A request for \$200,000 from the Reserve for Capital Expenditures would provide for the following:

Program Development and Administration

- Under an existing Project Engineer, an energy consulting firm will be hired to complete the technical aspects of the program. It is anticipated this work will take approximately 6 months.
  - PROJECTED BUDGET: \$100,000
- Existing staff from the Education & Environmental Performance Section will assist in engaging a marketing firm. It is anticipated the marketing firm will require 2 months to complete their scope of work.
  - PROJECTED BUDGET: \$30,000 (Note: Environmental & Corporate Initiatives will work closely with Communications)
- A part-time, temporary Program Administrator will be hired (new) for the program development phase (6 months in 2015) and the pilot phase (2016 and the first half of 2017).
  - PROJECTED BUDGET: \$50,000

Contingency

- A 10% contingency has been identified, \$20,000.

## Customer Energy Generation Programs

Utilities worldwide have developed programs that allow customers to generate their own electricity for several reasons, including but not limited to:

- Energy generation that is distributed across the electrical grid reduces the distance between demand and supply, changing (and often reducing) the investment required in the transmission system and making it more secure by spreading generation risk across the grid.
- Customer generation, along with energy conservation, reduces the need for additional investment by the utility in large facilities to meet electrical demand and allows resources to be invested in the health of the transmission system instead.
- Electricity generated by customers is usually renewable energy that helps the utility achieve its environmental performance requirements.

Residents in Saskatoon that connect solar electric panels to an electrical grid are required to follow the terms of the programs offered by their electrical utility, either Saskatoon Light and Power (SL&P) or SaskPower. For a typical residential installation these programs are the SL&P Power Producer's Policy and the SaskPower Net-Metering program. SaskPower also offers a Small Power Producers Program to customers generating more electricity than they consume.

### **Saskatoon Light & Power - Power Producer Policy**

The SL&P Power Producer's Policy offers customers an opportunity to generate electricity at their home or business. Electricity generated by the customer offsets electricity purchased from SL&P for their home or business (reducing their monthly electricity bill). Unused or excess power generated is sold to SL&P and flows to the electrical grid. Power put back onto the grid is accumulated throughout the year. At the end of each year, payment is made for all customer generated electricity sold to SL&P. There are some program restrictions in the downtown area.

### Credits and Rates

Payment is made once a year for the total accumulated power that flowed back onto the electrical grid. For 2014, SL&P purchases customer generated electricity at a rate of 10.198 ¢/kWh. Rates escalate by 2% per year. In comparison, residential customers purchase their electricity from SL&P at a rate of 13.12 ¢/kWh.

### Program Cost to Customer

SL&P customer costs:

- \$100 + GST paid to SL&P to cover the costs of confirming the operation of protection equipment
- Other costs: Electrical permit fee, installation, and commissioning.

## **SaskPower Net-Metering Program**

*(The following information was extracted from the SaskPower Net Metering Program Website)*

Residents, farms and businesses with approved environmentally preferred technologies of up to 100 kW of generating capacity can deliver their excess electricity to SaskPower's electrical grid. Electricity sent to the grid is banked and applied to the customer's current month electricity consumption. Any excess electricity is carried over to the following month and applied against that month's consumption. A credit appears on the customer's monthly bill showing the net amount of electricity that has been banked. Excess power needs to be used within the year; if not, any credits will reset to zero. SaskPower does not purchase power from the customer under this program.

### Credits and Rates

SaskPower credits their customer's excess power at the same rate that they purchase power. Power billing is based on kilowatt-hours (kWh). As an example, the 2014 electrical rate is 13.12 ¢/kWh, and excess power will be credited at that amount.

### Program Cost to Customer

SaskPower Net Metering Program customer costs:

- \$315 including taxes for a Preliminary interconnection study
- \$475 + GST for a Bi-directional meter and interconnection
- Other costs: Electrical permit fee, installation, commission, and electrical inspection.

### **Program Differences**

Projections showing the financial benefits to residents participating in Solar City have been generated. Based on the current parameters of the Power Producer Policy, an SL&P customer participating in Solar City will take more time than the projected life of the solar panels (25 years) to recover the costs of the system installation and loan interest based on the savings in electricity and revenues a homeowner receives from unused energy sold back into the SL&P grid. A SaskPower customer, however, will fully recover the costs of installation and loan interest.

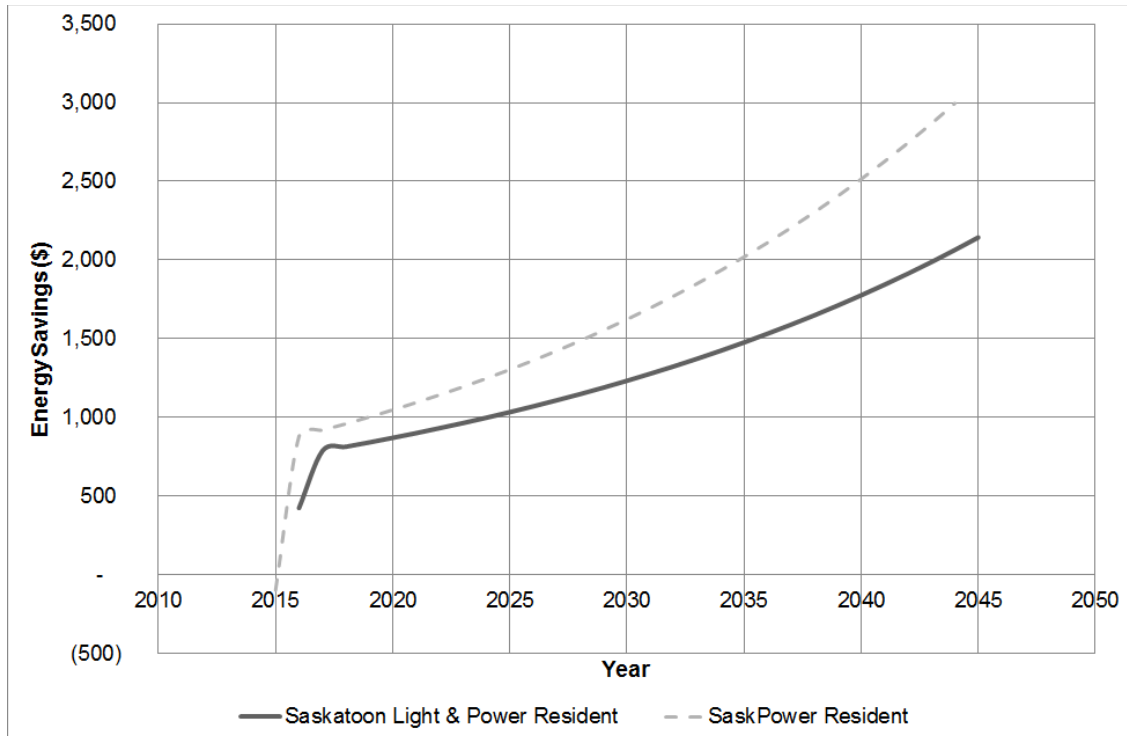
Under the SL&P Power Producer Policy the price paid for electricity increases at 2% per year which is lower than the average historic price increases for electricity. Future increases in power prices are also forecasted to be greater than historic increases, possibly in the range of 5%. This reduces the forecasted future revenue of residential solar electric systems in the SL&P jurisdiction in comparison to a resident living in the SaskPower jurisdiction.

The difference in rate escalation is forecasted to create a widening price gap for residential rates, making the business case for solar electric very different depending on the electrical franchise area that the resident lives in.



The following graph shows the difference in annual energy savings for an individual household installing a 5 kW solar system. The initial dip in 2015 for both programs is caused by the costs to enter into the program.

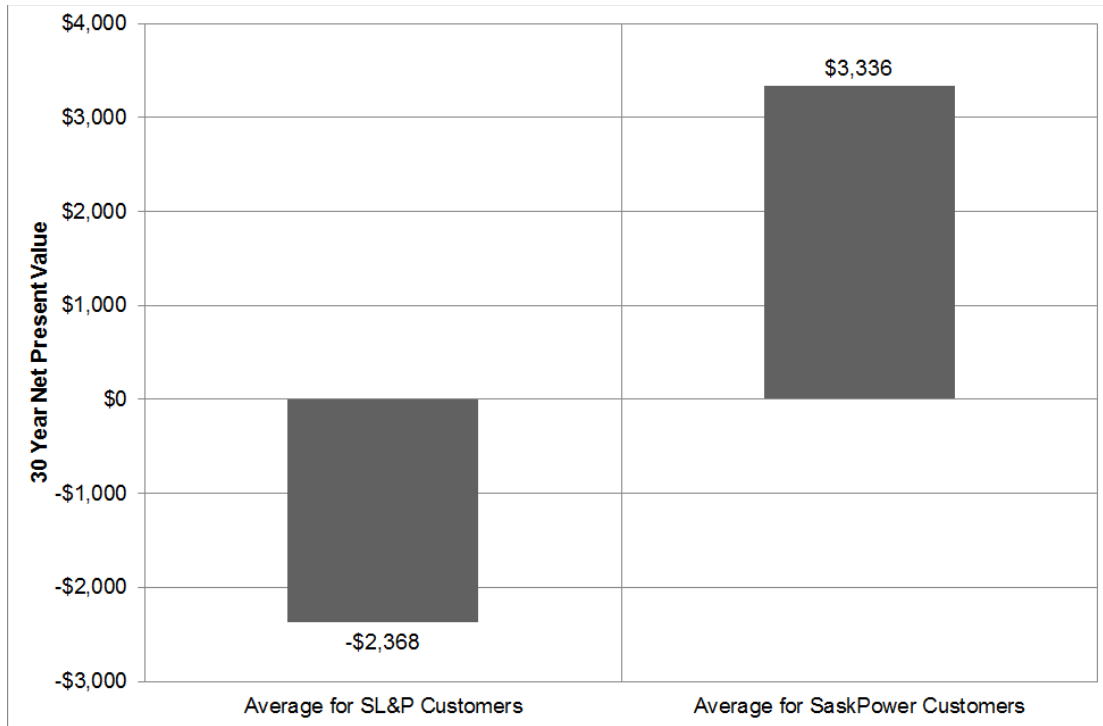
A typical SL&P participant will have lower installation costs and receives a payment when they generate more power than they use whereas they receive a credit under the SaskPower Net Metering Program. It may be noted from the graph, however, that these benefits do not bridge the gap in overall financial benefit a SaskPower customer has over a SL&P customer.



The following table shows the 30 year net present value (NPV) for a SL&P participant and a SaskPower participant, depending on the year that they enter the Solar City program.

	Year Entering Program		
	Year 1	Year 2	Average
SL&P Customer	-\$3,696	-\$1,039	-\$2,368
SaskPower Customer	\$1,527	\$5,145	\$3,336

The following graph shows the data in the “Average” column in the previous table.



**SL&P Revenue Loss from Power Producer Policy**

Allowing customers to generate their own electricity and sell it back to SL&P results in lost revenue for SL&P. SL&P had 18 residential and commercial customers generating power under their program in 2013 and this has increased to 37 as of October 2014. SL&P have forecasted growth in participants and estimate the loss in 2015 may be \$26,000/year.

**The Value of Solar City**

The value of Solar City is estimated to be \$712 per participant under the current Power Producer Policy.

It has been demonstrated that there is more financial benefit available to participants under the SaskPower Net Metering Program. If SL&P adopted changes to their Power Producer Policy to match the SaskPower Net Metering Program, the incremental loss per customer is approximately \$80.

Solar City will apply across the entire community, not just within the SL&P franchise area. It is important to note that no loss in revenue would be incurred by SL&P when a resident in the SaskPower franchise area joins the Solar City program. Interest revenue generated from payments made by participants in the SaskPower franchise area constitutes new revenue for the City.

The following is a copy of **Clause 3, Report No. 9-2014** of the **Executive Committee**, which was **ADOPTED** by City Council at its meeting held on **June 9, 2014**:

**3. Regional Planning – Saskatoon North Partnership for Growth Foundational Documents (File No. CK. 4250-1)**

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- RECOMMENDATION:**
- 1) that the Saskatoon North Partnership for Growth foundational documents, as described in this report, be endorsed, comprising:
    - a) Terms of Reference;
    - b) Work Plan, which includes the P4G Regional Plan – Study Area;
    - c) Communications and Engagement Strategy; and
    - d) Budget; and
  - 2) that this report be forwarded to the 2015 Business Plan and Budget deliberations.

Your Committee has considered and supports the following report of the General Manager, Community Services Department dated May 9, 2014, regarding the above:

**“TOPIC AND PURPOSE**

The purpose of this report is to request endorsement of the foundational documents for the Saskatoon North Partnership for Growth (P4G) and its Regional Plan Project. These documents comprise a proposed P4G Terms of Reference (TOR), Work Plan, Communications and Engagement Strategy, and Budget. These documents have all been approved by the Regional Oversight Committee of P4G. In addition, this report requests endorsement of a revised Study Area for the Regional Plan. These materials are all needed to commence work on the Regional Plan.

**REPORT HIGHLIGHTS**

1. P4G held its second Regional Planning meeting on April 24, 2014. The following foundational documents were approved, and recommended for endorsement by the Councils of the P4G municipalities:
  - a) TOR, which identifies the creation of two P4G committees, a Regional Oversight Committee (ROC), consisting of elected representatives from each of the municipalities in P4G, and a Planning and Administrative Committee (PAC), consisting of municipal and Saskatoon Regional Economic Development Authority (SREDA) staff. The TOR sets out the scope, duties, membership, and voting structure of each committee;

- b) Work Plan, which outlines the tasks necessary for completing the Regional Plan;
  - c) Communications and Engagement Strategy, which outlines key stakeholder groups, such as First Nations and land owners, and identifying a variety of communication options; and
  - d) Budget proposal, identifying a need for \$926,000 in funding for the Regional Plan.
2. After the foundational documents have been endorsed by the Councils of the P4G municipalities, the next steps in the Regional Plan process involve hiring a project manager, releasing a Request for Proposals (RFP), and hiring a facilitator/consultant. A facilitator/consultant is expected to be in place in fall 2014, and the Regional Plan is targeted for completion in June 2016.

### **STRATEGIC GOAL**

This report supports the Strategic Goal of Sustainable Growth, specifically the four-year priority to develop a regional planning partnership to address the challenges of growth and the long-term strategy of planning collaboratively with regional partners and stakeholders.

### **BACKGROUND**

On April 24, 2014, P4G held a second Regional Planning meeting attended by ROC and PAC members. The partner municipalities in P4G consist of the City of Saskatoon (City), the Cities of Martensville and Warman, the Town of Osler, and the Rural Municipality (RM) of Corman Park. The purpose of the meeting was to review and approve the proposed TOR for P4G, and the proposed Work Plan, Communications and Engagement Strategy, and Budget for the Regional Plan. P4G also discussed refining the Study Area for the Regional Plan.

### **REPORT**

The following is an overview of the foundational documents that were approved by the ROC and are being recommended for endorsement by the Councils of the P4G municipalities. Any revisions discussed at the meeting have been incorporated into the attached documents (see Attachments 1 to 4).

TOR

The TOR, recommended by the ROC, is attached (see Attachment 1). It formalizes the P4G committee structure, which consists of the ROC and the PAC. It also addresses the objectives, scope, duties, and responsibilities of each committee.

A summary of P4G committees is as follows:

I. ROC:

- a) consists of three representatives from each partnering municipality, one of which is the Mayor/Reeve, and the remaining are members of Council;
- b) reports to the Councils of the partnering municipalities;
- c) provides direction to the PAC, regarding the key milestones, corresponding timelines, and resources necessary to complete the Regional Plan; and
- d) votes on a simple majority basis with each municipality receiving one vote. The voting structure will be reviewed as the P4G membership expands.

It should be noted that other voting structures were considered, such as super-majorities, which factor in the number of municipalities and the population (for example, the Calgary Regional Partnership and the Edmonton Capital Region), and variations on representation by population (for example, the Peel Region and Victoria's Capital Region District). Some of these structures are mandated provincially.

Given the current membership, structure, and work program of P4G, these options are not recommended at this time.

II. PAC:

- a) consists of up to three administrative representatives from each partnering municipality. It also includes an advisory representative from SREDA. This is essentially the current P4G working group;
- b) operates under the direction of the ROC;
- c) operates on a consensus basis, as the current working group has done; and
- d) prepares the Regional Plan for consideration by the ROC and the Councils of the partnering municipalities, with the assistance of a facilitator/consultant.

### Work Plan

The Work Plan recommended by the ROC is attached (see Attachment 2). It outlines the contents of a Regional Plan, and the tasks that will be undertaken to complete it by June 2016. The tasks include:

- a) hiring a facilitator/consultant with experience in preparing and implementing a Regional Plan;
- b) implementing project initiation, including holding a kickoff workshop with P4G to confirm the vision for the Regional Plan, broad goals, and objectives;
- c) engaging stakeholders and the regional community;
- d) creating an interim development strategy to guide development in priority growth areas while the Regional Plan is being completed;
- e) drafting the Regional Plan; and
- f) drafting the governance and administrative structures needed to implement the Regional Plan.

### Study Area

A map of the Study Area for the Regional Plan is attached (see Attachment 2A). This Study Area has been refined and is slightly smaller than what was originally proposed by the City and the other P4G partners. It continues to include the potential future growth areas that are important for the City, and it has the administrative support of all of the P4G partners.

The refinements came at the request of the RM of Corman Park at the April 24, 2014 meeting, as they wish to proceed with bylaw amendments that would allow for five residential sites per quarter section, outside the Study Area.

### Next Steps

The next steps in the Regional Plan process involve hiring a project manager, releasing an RFP, and hiring a facilitator/consultant. These steps are described below.

### Project Manager

A project manager for the Regional Plan will be hired; this is expected to be a staff person from one of the P4G partner municipalities. The project manager will operate under the direction and guidance of the PAC.

### RFP

The RFP will be based on the Work Plan that is endorsed by the Councils of the P4G municipalities. The following steps will be involved in preparing the RFP:

- a) the PAC will draft the RFP;
- b) the draft RFP will be presented to the ROC on June 19, 2014, for approval;
- c) a lead municipality will be selected from the P4G municipalities (as P4G is not a legal entity);
- d) the procurement practices of the lead municipality, along with those of the New West Partnership Trade Agreement, will be followed;
- e) the PAC will review proposals, making a recommendation for a facilitator/consultant to the ROC;
- f) the ROC will choose the successful facilitator/consultant; and
- g) the Council of the lead municipality will be asked to award the facilitator/consultant contract.

The RFP must be finalized by the end of June 2014 to ensure that a facilitator/consultant is in place by fall of 2014.

### Facilitator/Consultant

The ROC will select a facilitator/consultant who will operate with direction from the PAC. The facilitator/consultant will bring regional planning experience to help facilitate potentially challenging conversations, as well as lead the development of the Regional Plan. As noted in the Work Plan, this work will consist of developing:

- a) a vision;
- b) guiding principles;
- c) goals and objectives for the region;
- d) a regional land use plan;
- e) regional transportation, servicing, and financing strategies;
- f) policies to guide land use and development on a regional scale;
- g) governance and administrative structures for the region; and
- h) a strategy to implement the Regional Plan.

### **OPTIONS TO THE RECOMMENDATION**

The documents attached to this report have been approved by the ROC, who is recommending that they be endorsed by the Councils of the P4G municipalities. As noted, ROC comprises elected officials from each of these municipalities. There is an option to decline to endorse these documents; however, it is not recommended, given that the ROC is recommending them and a significant project delay would result.

### **POLICY IMPLICATIONS**

There are no policy implications at this time.

### **FINANCIAL IMPLICATIONS**

The budget recommended by the ROC is attached (see Attachment 3). The estimated budget for the Regional Plan is \$926,000. This amount includes an estimated \$240,000 for a dedicated project manager, and the estimated cost for a facilitator/consultant at \$686,000. It does not include in-kind contributions of staff and related resources from each of the partnering municipalities.

The Province has recently indicated it may contribute to the cost of a facilitator/consultant, pending submission of further budget details. These budget details, which will include in-kind contributions, are being prepared by the PAC. Given the success of the funding model utilized for the original Planning for Growth Corridor Study Project, it is proposed that a similar cost-sharing strategy be used for the facilitator/consultant component of the Regional Plan.

The City has \$172,870 remaining in approved Capital Project No.'s 2460 and 2462 for regional planning. Contributions for 2015 and 2016 will be part of the capital budget and capital plan submissions. The partnering municipalities in P4G are in their 2014 budget deliberations.

The financial implications of implementing the Regional Plan, including constructing regional transportation and servicing, and creating regional governance and administrative structures, will be determined as part of the Regional Plan Project. These implications will be addressed in future reports.



### **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

There was no public or stakeholder involvement specific to the foundational documents for P4G.

Regional stakeholders have been involved in a variety of regional initiatives, the most recent being the Saskatoon Regional Growth Summit (Summit) on November 20 and November 21, 2013, and a follow-up meeting hosted by SREDA on March 27, 2014. This meeting was directed at those who had expressed an interest, after the Summit, in collaborating on regional issues. It was attended by representatives of approximately ten municipalities, P4G representatives, and the Whitecap Dakota First Nation. It is expected that once P4G is formalized and these stakeholders' plans have progressed, they will be in a position to join P4G. The next meeting is scheduled for May 22, 2014.

### **COMMUNICATION PLAN**

The Communications and Engagement Strategy, recommended by the ROC, is attached (see Attachment 4). It addresses at a high level:

- a) who will be engaged during the Regional Plan process;
- b) when they will be engaged;
- c) the purpose of engaging them; and
- d) primary methods of communication and engagement.

The Communication and Engagement Strategy includes a preliminary list of key regional stakeholder groups.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

The next Regional Planning meeting will be held on June 19, 2014. As noted in the TOR, P4G will provide quarterly and annual reports to the Councils of the P4G municipalities. It is anticipated that a significant milestone will be achieved by 2015 (to be determined), with project completion by June 2016.

### **ENVIRONMENTAL IMPLICATIONS**

No environmental and/or greenhouse gas implications have been identified at this time.

### **PRIVACY IMPACT**

There are no privacy implications.

**SAFETY/CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN  
(CPTED)**

There are no safety/CPTED implications.

**PUBLIC NOTICE**

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

**ATTACHMENTS**

1. Saskatoon North Partnership for Growth (P4G) Draft Terms of Reference
2. Saskatoon North Partnership for Growth (P4G) Draft Work Plan
- 2A. P4G Regional Plan – Study Area
3. Saskatoon North Partnership for Growth (P4G) Proposed Budget – June 2014 to June 2016
4. Saskatoon North Partnership for Growth (P4G) Draft Communications and Engagement Strategy”

*Moved by Councillor Lorje, Seconded by Councillor Iwanchuk,*

*THAT the recommendation of the Executive Committee be adopted.*

*CARRIED.*



## **Saskatoon North Partnership for Growth (P4G)**

### **Draft Terms of Reference**

#### **Introduction**

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In the spirit of regional cooperation, as agreed upon by Saskatoon North Partnership for Growth (P4G) membership as a whole, which includes political and administrative representation of the original partnering municipalities, including the Cities of Warman, Martensville and Saskatoon, the Rural Municipality of Corman Park and the Town of Osler, as well as an advisory representative from the Saskatoon Regional Economic Development Authority (SREDA), the following principles will be used to guide P4G through the Regional Plan development process.

#### **P4G Guiding Principles**

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1. Be inclusive and respectful
  - Facilitate regional co-operation on all issues of development and the collective growth of the region as is deemed to be beneficial to the overall well being of the region;
2. Embrace diversity
  - Acknowledge that individual interests will vary; encourage regional thinking to consider these in a way to achieve benefit for the region as a whole;
3. Plan for the future
  - Maximize opportunities for cooperation; being prepared will better position the region for growth opportunities and economic prosperity.
4. Communicate and engage
  - Foster openness and trust in all forms of communication and provide support for each member as a successful regional partner, including, partnering municipalities, First Nations, stakeholders, other levels of government and the public; and
5. Proceed incrementally and voluntarily
  - Work together with a common purpose; start with small items which will validate the process and be of interest and benefit to the membership as a whole.

#### **P4G Membership**

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1. The membership will be comprised of designated members of the original municipal P4G partners, including Cities of Saskatoon, Warman and Martensville, the RM of Corman Park and the Town of Osler. Consideration for expansion of the membership will be given, upon the endorsement of the Terms of Reference and supporting documents, by each partnering Council;
2. SREDA will act as the liaison between P4G and the broader regional community, as individual municipalities and communities identify interest in becoming part of the Regional Plan process; and

3. The P4G membership will be comprised of two committees, a P4G Regional Oversight Committee (ROC), consisting of political representatives/senior management and a P4G Planning & Administration Committee (PAC), consisting of planning and administrative staff from each municipality as well as a SREDA advisory representative.

## Regional Plan

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With the support and direction of the ROC, the PAC shall investigate and study a coordinated approach to land use, population, transportation, utilities, services, finances and any other matters pertaining to the Regional Plan that is related to the physical, social or economic circumstances of the region and affects or may affect the development of the region as a whole.

The P4G Regional Plan - Study Area, as provided in Attachment A will provide the basis for the regional planning work moving forward, with the understanding that the partnership remain flexible in adjusting the Study Area, where and when it may be appropriate.

With consideration for common guiding principles and acknowledging opportunities to expand the collaborative approach to regional planning, the PAC shall:

1. Create a communication strategy and an engagement process to involve a variety of participants, including other levels of government, First Nations and the broader community, in regional planning;
2. Develop a work plan; aligning the various tasks with a corresponding timeline;
3. Develop a budget outlining financial and staffing resources necessary to initiate, support and implement the Regional Plan;
4. With consideration to items of high regional/local priority, create building blocks to success, which may include:
  - creating an interim land use strategy;
  - developing common data sources; and
  - creating a combined future land use map that includes growth plans for each municipality.
5. With consideration of the building blocks to success, develop a Regional Plan, with the assistance of a project manager and with the assistance of a consultant well versed in regional planning experiences.

It is acknowledged that as the Regional Plan is developed additional strategic priorities may be identified and addressed.

## Objectives

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To assist P4G in meeting their responsibilities, the membership agrees to:

1. be responsible for, and report to the respective partnering Municipal Councils (Councils) concerning, the activities pertaining to its regional membership;
2. execute programs and undertake studies, with the support of regional facilitation expertise, and as directed or endorsed by the Councils, to assist the regional membership in achieving the Regional Plan; and

3. be responsible for, and report to the Councils concerning, the successful strategy for advancing planning for growth of the region and regional capacity building.

## **P4G Committees**

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### **Regional Oversight Committee (ROC)**

1. Each participating municipality shall ask for Council to appoint a maximum of three (3) members to the ROC, one of which is Reeve or Mayor and the remaining are Council members; who will be asked to provide direction to the PAC on matters of regional importance, particularly those involving a financial commitment and for setting priorities for the P4G.
2. From time to time when it may be deemed more appropriate, member(s) of senior management from the partnering municipalities may sit in place of a political representative(s), provided at least one participant is a political representative;
3. The ROC shall operate as a simple majority with each participating municipality or community, receiving one vote; the voting structure will be reviewed as new members are added;
4. Members of the ROC shall agree to a term of three years, unless otherwise determined by the respective Councils. Councils will be required to appoint replacement representatives when necessary;
5. The ROC shall meet quarterly or as deemed necessary;
6. The ROC shall appoint an independent representative to act as ROC Chair;
7. A meeting of the ROC may be called by the Secretary of the Committee on the direction of the Chair of the ROC, or by two (2) members of the ROC;
8. ROC regular meetings shall be held at, The Legends Centre, located at 710 Centennial Boulevard in the City of Warman, SK and that in the case where additional meeting space may be required, location will be determined by the ROC membership;
9. A quorum for meetings shall be a majority of the ROC members based on a single political representative, one of which is either Reeve or Mayor of each municipality, present either in person or by telephone or other telecommunications device that permits all members participating in the meeting to speak to and hear each other;
10. The ROC shall at all times have the right to determine who will be present at any part of the meetings of the ROC which may include but is not limited to, other staff members, technical advisors or guest presenters;
11. The ROC shall at all times have the right to conduct in-camera sessions as required;
12. Where the ROC Chair is not available to attend a meeting, when possible in advance of the meeting, the ROC Chair shall designate one of the elected members for the role of Acting Chair. The ROC will formally appoint the Acting Chair at the beginning of the meeting;
13. The Secretary to the ROC shall be provided by the host municipality, (City of Warman), except when meetings may be held at an alternate location. In those cases, the secretary will be determined by the ROC membership;
14. The Secretary shall prepare each meeting agenda and minutes for circulation prior to the next meeting; and

15. The ROC shall direct PAC on desired strategy to address communications with the media and to ensure all regional planning messaging is developed and portrayed in a consistent manner by the membership.

#### **P4G Planning and Administration Committee (PAC)**

1. Each partnering municipality shall appoint representation to the PAC, which includes a maximum of three (3) administrative representatives, one (1) of which is a registered professional planner or administrator. The PAC will also include one (1) designated advisory representative of the Saskatoon Regional Economic Development Authority (SREDA);
2. The PAC shall operate on a consensus basis, in the case where a consensus is not obtained, an item may be referred to the Regional Oversight Committee (ROC) for a decision;
3. Where a vacancy occurs, at any time in the PAC membership, it shall be filled at the discretion of the affected municipality;
4. The PAC shall meet at least once per month, or more frequently as deemed necessary;
5. The PAC shall appoint a designated municipal representative to act as Chair at the first meeting of each year;
6. A meeting of the PAC may be called by the Secretary of the Committee on the direction of the Chair of the PAC, or by two (2) members of the PAC;
7. PAC regular meetings shall be held at the office of the Rural Municipality of Corman Park No. 344, located at 111 Pinehouse Drive, Saskatoon, SK and that in the case where additional meeting space may be required, the location will be determined by the PAC membership;
8. A quorum for meetings shall be a majority of the PAC members based on a single representative of each municipality, present either in person or by telephone or other telecommunications device that permits all members participating in the meeting to speak to and hear each other;
9. The PAC shall at all times have the right to determine who will be present at any part of the meetings of the PAC which may include but is not limited to, other staff members, technical advisors or guest presenters;
10. The PAC shall at all times have the right to conduct in-camera sessions as required;
11. Where the Chair is not available to attend a meeting, when possible in advance of the meeting, the Chair will designate one of the PAC members for the role of Acting Chair. The PAC will formally appoint the Acting Chair at the beginning of the meeting;
12. The Secretary to the PAC shall be designated at the first meeting of each year; and
13. The Secretary shall prepare each meeting agenda and minutes for circulation prior to the next meeting.

## Scope, Duties and Responsibilities

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### P4G Regional Oversight Committee (ROC)

The ROC shall have the following specific functions, duties and responsibilities as it has focus on the growth and promotion of strong regional planning. The ROC may, in its efforts to assist in the creation of the Regional Plan perform the following duties:

1. Act as the oversight group, providing direction to the PAC, to represent the respective Councils, providing direction on priorities and necessary resources to achieve the Regional Plan;
2. Appoint any consultants or employees that may be necessary for the purpose of researching, communicating, preparing and implementing the Regional Plan;
3. Appoint advisory committees whose membership may consist of one or more of the members of the P4G and other persons who, by reason of their expertise in matters before the ROC, are qualified to assist;
4. Receive for consideration (four) quarterly summary reports per year from the PAC on the progress of the Regional Plan, which once endorsed by the ROC, will be shared with the respective Councils;
5. Receive for consideration at the end of each year, a detailed annual report from the PAC on the progress of the Regional Plan, which once endorsed by the ROC, will be shared with the respective Councils;
6. Receive for consideration at the end of each year, a detailed annual financial document from the PAC regarding current and future budgetary requirements necessary to complete and implement the Regional Plan, which once endorsed by the ROC, will be shared with the respective Councils; and
7. Review the PAC successes at the end of each year, requesting feedback from the respective Councils regarding strategic goals as well as direction on priorities for the Regional Plan.

### P4G Planning and Administration Committee (PAC)

The PAC shall have the following specific functions, duties and responsibilities as it has focus on the growth and promotion of strong regional planning. The PAC under the direction of the ROC may, in the in its efforts to create the Regional Plan perform the following duties:

1. Work with any consultants, or employees, as directed by ROC, that may be necessary for the purpose of researching, communicating, preparing and implementing the Regional Plan;
2. Compile the necessary background information such as maps, drawings, texts, statistical information and any other material necessary for the study, explanation and solution of problems and matters affecting the development of the Regional Plan;
3. Work with any advisory committees so created by the ROC for the purpose of researching, communicating, preparing and implementing the Regional Plan;
4. Assist with coordination of public meetings and publishing information for the purpose of obtaining input from a wide range of business, government, First Nation and public

stakeholders from the region and any applicable adjacent area in determining the solution of problems or matters affecting the development of the Regional Plan;

5. Prepare for consideration (four) quarterly summary reports on the progress of the Regional Plan, to be provided to the ROC for review, which once endorsed by the ROC, will be shared with the respective Councils;
6. Prepare for consideration at the end of each year, an annual detailed report on the progress of the Regional Plan, to be provided to the ROC for review , which once endorsed by the ROC, will be shared with the respective Councils;
7. Prepare for consideration at the end of each year, a detailed annual financial document regarding current and future budgetary requirements necessary to complete and implement the Regional Plan, which once endorsed by the ROC, will be shared with the respective Councils;
8. Support SREDA in their role as liaison between the broader regional community and P4G membership, in communicating the ongoing regional planning process;
9. Identify the social and economic implications of the Regional Plan recommendations; and
10. Accommodate budgetary reporting cycles of the partnering municipalities when submitting requests for additional resources to the ROC, whenever possible.

It is acknowledged that as the Regional Plan is developed additional resources may be required and that requests for such resources may not fit within the regular budget cycles of the partnering municipalities.





## Saskatoon North Partnership for Growth (P4G)

### Draft Work Plan

#### Regional Work Plan

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This Work Plan describes the key steps that will be taken by the Saskatoon North Partnership for Growth (P4G) to develop a Regional Plan by June 2016. Some of this work will be prepared by the Planning & Administration Committee (PAC), with reporting to the Regional Oversight Committee (ROC). Some of this work will be done with the assistance of an experienced consultant, working with the PAC and seeking strategic advice from the ROC at certain key milestones. At each step in the Work Plan, PAC will be reporting to, and seeking endorsement from, the Councils of the participating municipalities.

#### Task – Project Initiation

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During this task the guiding documents will be formulated in order to set the project framework and guide the work that follows. In this task PAC will create a Terms of Reference that addresses the structure of P4G including mandate, objectives, committee scope, duties and responsibilities. Study area boundaries and a funding strategy including identifying financial and staff resources needed to complete the project will be determined. Initial discussions by P4G on regional goals, vision and values will be important to set the direction of the project.

Another key component to this task will be to create a Communication and Engagement Strategy for the Regional Plan project which will, at a high level, identify who will be consulted, why, when, and how. It will also identify how that information will be used in creating the Regional Plan. For strategic planning on a regional basis all stakeholders including First Nations, government agencies, broader regional decision makers, stakeholder groups, landowners, and the public must have input into the planning process.

**Timeframe:** spring 2014

#### Task – Request for Proposals and Consultant Selection

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Through a Request for Proposals, P4G will undertake hiring a consultant with experience in creating and implementing regional plans. Working closely with P4G, particularly the PAC, and using the best practices of other regions that have successfully created and implemented regional plans, the consultant will use the data provided by PAC and facilitate the process of creating a Regional Plan. The Regional Plan will include:

- consolidated regional data;
- vision;
- guiding principles;
- goals and objectives for the region;
- a regional land use plan;
- a regional servicing strategy;

- policies to guide land use and development on a regional scale;
- governance and administrative structures for the region; and
- a strategy to implement the Regional Plan.

Engaging a consultant who has experience in creating and implementing regional plans will:

- provide a qualified, neutral third party with no previous bias to guide the partnering municipalities in working through issues and competing interests;
- leverage the local knowledge of the partnering municipalities, and enable them to quickly build capacity in regional planning;
- ensure the Regional Plan is completed in a timely and efficient way with the help of an experienced consultant;
- ensure the Regional Plan can be implemented successfully; and
- create the opportunity to engage with the broader regional community.

**Timeframe:** spring 2014 – fall 2014

### **Task – Workshop/Visioning and Refining the Study Area**

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In this task P4G, along with the chosen consultant, will kick off the project with a facilitated session that will include both PAC and the ROC to help guide the creation of the Regional Plan by identifying any challenges or immediate needs for the region and give the consultant insight into the region including existing conditions. By identifying challenges as well as prioritized needs of the group, a set of goals and measurable objectives will begin to be developed for the region. These goals and objectives will then help to define a clear and concise vision which in turn will help shape the Regional Plan policies.

During this task further review of the proposed P4G Regional Plan Study Area Map will be undertaken. Current future growth plans for each of the participating municipalities will be used to help confirm study area boundaries and to provide an overall representation of current conditions in the region.

**Timeframe:** fall 2014

### **Task – Data Collection**

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The purpose of this task is to gather any existing background data which may aid in the development of a Regional Plan which may include such things as:

- mapping;
- statistics;
- population projections;
- opportunities and constraints;
- growth and land use plans;
- servicing strategies;
- policies;
- strategic plans;
- consolidated stakeholder contacts;

- ongoing or proposed, regionally significant projects and proposals; and
- inter-governmental agreements pertinent to the Region.

The PAC will be responsible to gather and compile this information so that it can be given to the chosen consultant to help aid them in the development of a Regional Plan.

The consultant will then utilize the data gathered from the municipalities along with additional data provided by strategic stakeholders to analyze the necessary information and develop a larger scale understanding of the current state of the region. This key information will be used throughout the project to make recommendations and formulate policies.

**Timeframe:** spring 2014 – winter 2014

### **Task – Interim Development Strategy**

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There are major growth pressures in the region due to a strong economy and a high population growth rate. The participating municipalities need a mechanism to continue to move forward on regional and locally significant projects while the Regional Plan is being completed. An interim development strategy will be completed early on in the project in order to deal with immediate development pressures in rural development nodes that are located in the potential path of future urban growth. The interim development strategy will enable the partnering municipalities to move forward on development proposals that are a benefit to the region and consistent with the overall goals of a Regional Plan.

To support an interim development strategy, requests may also be made to the province for legislative changes to enable rural development to occur in the path of future urban growth, while ensuring that urban municipalities can grow in a cost-effective way.

**Timeframe:** summer 2014 – winter 2014

### **Task – Regional Plan**

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During this phase the consultant will create a draft copy to be vetted by PAC and subsequently all relevant stakeholders and then a final Regional Plan, to be recommended by P4G and ultimately approved by the Councils of the partnering municipalities. The creation of the Regional Plan will require the consultant to work closely with PAC and key regional stakeholders. This process can be expected to require significant negotiations facilitated by the consultant between the partnering municipalities, to ensure that their growth plans align and that all partners benefit from a regional approach to planning for land use and servicing. It is expected that the Regional Plan will include but not be limited to the following:

- consolidated regional data;
- vision;
- guiding principles;
- goals and objectives for the region;
- a regional land use plan;
- a regional servicing strategy;
- policies to guide land use and development on a regional scale;

- governance and administrative structures for the region; and
- a strategy to implement the Regional Plan.

Broad stakeholder and public engagement will be a critical part of creating the Regional Plan to ensure that it can be successfully implemented.

**Timeframe:** spring 2015 – June 2016

### **Task – Governance and Implementation**

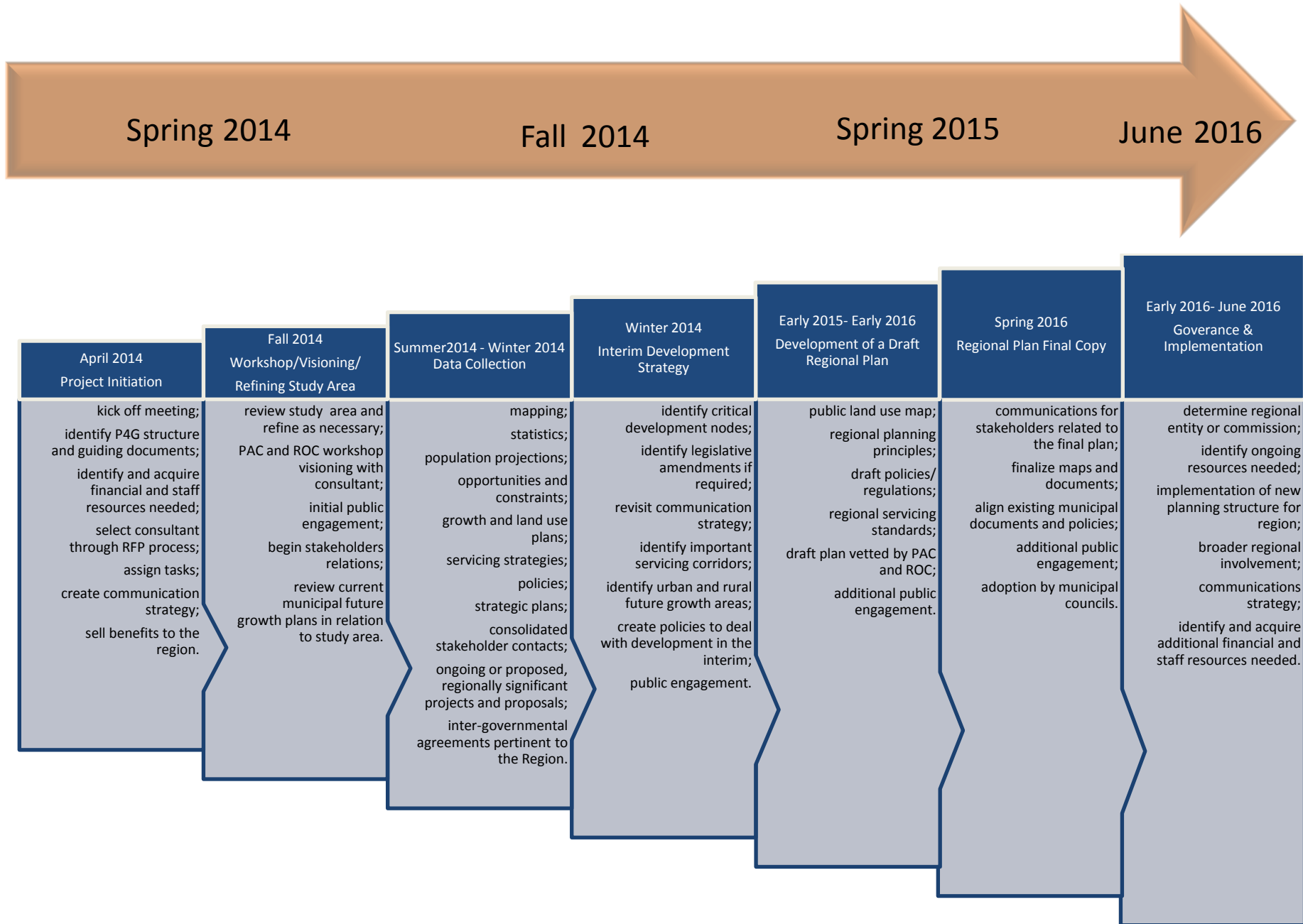
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During this phase of the project PAC and the partnering municipalities will begin to implement the Regional Plan. This work will include:

- creating governance and administrative structures;
- identifying and acquiring any necessary resources (for example, staffing and capital funds for regional servicing); and
- if necessary, aligning municipal bylaws and policies with the Regional Plan.

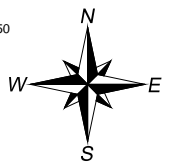
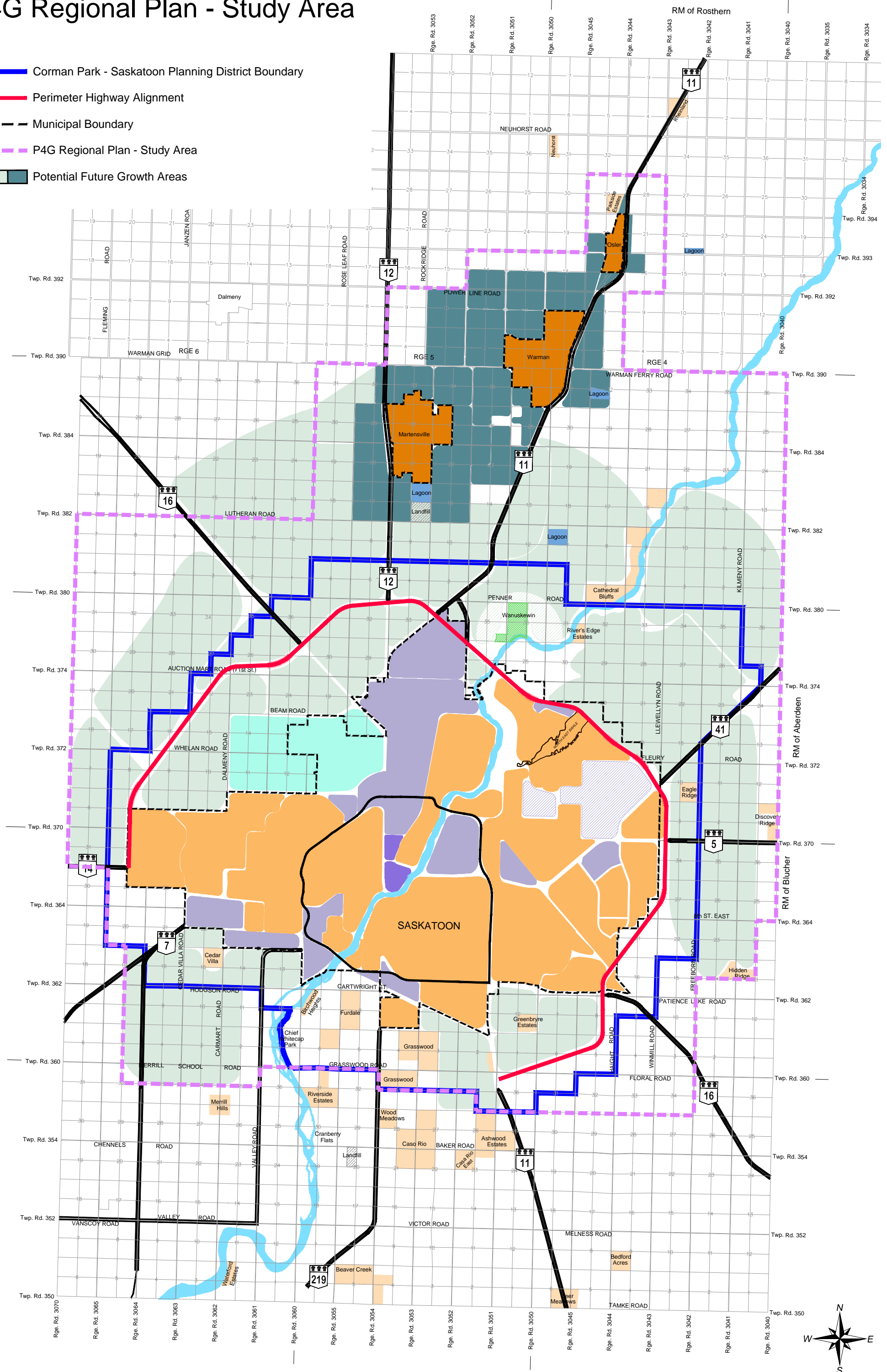
Implementation may happen in phases or be done all at once. Broader regional involvement would also be examined, should additional municipalities in the region wish to sign on to the Regional Plan.

**Timeframe:** June 2016+



# P4G Regional Plan - Study Area

- Corman Park - Saskatoon Planning District Boundary
- Perimeter Highway Alignment
- Municipal Boundary
- P4G Regional Plan - Study Area
- Potential Future Growth Areas



PLEASE NOTE: THIS MAP IS **CONCEPTUAL** AND INDICATES **PROPOSED** GROWTH. ALL PROPOSED LINEWORK IS SUBJECT TO CHANGE.



## Saskatoon North Partnership for Growth (P4G) Proposed Budget – June 2014 to June 2016

### Proposed Regional Plan Project Costs – June 2014 to June 2016

The following table presents the estimated costs for the Regional Plan, which consists of the costs for an external consultant and a dedicated municipal Project Manger. The costs do not include any in-kind costs contributed by P4G or the participating municipalities.

Item	2014	2015	2016	Total
Consultant	\$171,500	\$343,000	\$171,500	\$686,000
Municipal Project Manager	\$60,000	\$120,000	\$60,000	\$240,000
<b>TOTAL</b>	<b>\$231,500</b>	<b>\$463,000</b>	<b>\$231,500</b>	<b>\$926,000</b>

The estimated consulting cost is based on the costs of recent land use planning and servicing studies in the Saskatoon region along with the consideration of the costs of regional plans in other jurisdictions.

The estimated cost for a dedicated Project Manager is based on the salary, payroll costs and expenses equivalent to a senior municipal planner with a least 5 years of experience.

For the purposes of this table, the costs are shown divided evenly from June 2014 to June 2016. Consulting costs may vary if payments are made at project milestones. This would be determined before a consulting contract is finalized.

### Proposed Regional Plan Project Funding – June 2014 to June 2016

The table below presents the proposed capital funds to be contributed by the partnering municipalities in P4G towards the costs for the Regional Plan. It does not assume any provincial funding assistance for the Regional Plan.

The proposed funds below do not include any in-kind contributions of P4G or the partnering municipalities. Some of the figures reflect approved capital funds, which are noted.

Municipal Partner	2014	2015	2016	Total
City of Saskatoon	\$206,000*	\$60,000	\$30,000	\$296,000
RM of Corman Park	\$100,000	\$50,000	\$50,000	\$200,000
City of Martensville	\$50,000*	\$75,000	\$75,000	\$200,000

City of Warman	\$50,000*	\$75,000	\$75,000	\$200,000
Town of Osler	\$10,000	\$10,000	\$10,000	\$30,000
<b>TOTAL</b>	<b>\$416,000</b>	<b>\$270,000</b>	<b>\$240,000</b>	<b>\$926,000</b>

\* approved capital projects

In contrast, the table below shows the proposed capital funds assuming that the Province provides funding assistance for the Regional Plan. The proposed capital funds to be contributed by the partnering municipalities in P4G have been reduced proportionately.

<b>Partner</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>Total</b>
RM of Corman Park	\$75,00	\$25,000	\$24,000	\$124,000
City of Saskatoon	\$150,000	\$30,000	\$13,000	\$193,000
City of Martensville	\$44,000	\$40,000	\$40,000	\$124,000
City of Warman	\$44,000	\$40,000	\$40,000	\$124,000
Town of Osler	\$6,000	\$6,000	\$6,000	\$18,000
<b>Total P4G Partner Contribution</b>	<b>\$319,000</b>	<b>\$141,000</b>	<b>\$123,000</b>	<b>\$583,000</b>
Provincial Contribution	\$114,333	\$114,333	\$114,333	\$343,000
<b>TOTAL</b>	<b>\$433,333</b>	<b>\$255,333</b>	<b>\$237,333</b>	<b>\$926,000</b>

In its recent response to the P4G's funding request, the Province indicated a willingness to contribute to consulting costs, subject to the submission of budget details. It is proposed that a detailed draft budget be prepared and submitted to the Province asking to commit to contributing 50% of the cost of a consultant, with contributions spread over a three year period. This is consistent with the funding formula for the original Planning for Growth Corridor Study.





## **Saskatoon North Partnership for Growth (P4G)**

### **Draft Communications and Engagement Strategy**

#### **Introduction**

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This Communications and Engagement Strategy (Strategy) sets the communications and engagement framework for the Regional Plan project. It will serve as a guide for communications and engagement throughout the life of the project and may be updated as needs change. This strategy identifies, at a high level, how an external project communications and engagement will be conducted at key milestones, who will be invited to participate and the potential methods of communications and engagement.

#### **Purpose and Objectives**

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The purpose of the Strategy is to provide a broad framework for when the P4G would communicate with external stakeholders on why the project is taking place, how the project is progressing and to invite participation in the process. A variety of tools and approaches tailored to each audience will be used to ensure understanding, clear and consistent messaging and to provide a range of forums for participation. This Strategy allows for flexibility in approach throughout the process and will be revisited when a consultant is selected as part of the Request for Proposals (RFP) stage during the project initiation.

The Strategy objectives are as follows:

- generate visibility and understanding of the project so that all stakeholders understand the reason for creating a Regional Plan and their role in its drafting and implementation;
- update stakeholders on project timelines, progress and key deliverables in addition to gathering important data sets and advice from them in forming the Regional Plan;
- utilize a variety of tools, approaches and ideas to ensure messages are received and understood; and
- foster stakeholder buy-in and support for the project and its long-term implementation.

#### **Communications Management Approach**

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The municipal Project Manager will take a proactive role in working with the consultant to ensure effective communications on this project. Communication with the strategic stakeholder groups will be largely facilitated by the consultant however the Project Manager will provide a single point of contact for internal support to the P4G in this regard.

Anticipated communication activities are provided for the Key Milestones listed in Table 1. This table may be refined with the successful consultant to ensure that all key milestones are identified.

## Communications and Engagement Constraints

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There may also be legislative, regulatory, technology, or organizational policy requirements which must be followed as part of communications management. These constraints must be clearly understood and communicated to all stakeholders.

As with most project plans, updates to the Strategy may be required as the project progresses due to changes in personnel, scope, schedule, budget, or other reasons.

## Stakeholder Communication and Engagement Requirements

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The Regional Plan engagement consists of a broad range of stakeholders, all of whom may have differing interests and influence on the project. As such, it is important to determine the communication requirements of these stakeholders in order to more effectively communicate project information. It is imperative that any communications constraints or preferred methods are understood in order to effectively manage stakeholder interest, expectations and influence to ensure a successful project. The P4G Communication and Engagement Strategic Stakeholder Index in Appendix “A” contains a preliminary listing of strategic stakeholders. This list may be expanded to include additional stakeholders as the project proceeds.

Ongoing, two-way communication with a broad range of stakeholders is critical. External stakeholders that have been identified are those that will be both directly and indirectly affected by the project that require consultation, need to remain engaged and/or to be informed of decisions. Strategic stakeholders may be individuals, organizations or groups that may be included in one or more of the following categories according to their level of anticipated engagement in the development of the Regional Plan as follows:

- **Broader Regional Committee** – members of the broader region from adjacent municipalities and First Nations, who have expressed an interest in regional planning. At key stages in the project, information such as the project status should be communicated to keep the broader group informed as they work through their own municipal planning processes in order to potentially join the P4G group in the future.
- **Advisory** – key organizations or groups whose mandates relate to land use, economic development or social services within the study area and can provide valuable input into the development of the Regional Plan. Significant milestone events will require their input, including the kick off, interim land use strategy, regional land use concept and development of the Regional Plan. The advisory stakeholders may also provide important data sets or information during the data collection phase for incorporation into the Regional Plan.
- **Other Levels of Government** – First Nations, Provincial and Federal government ministries or other organizations we may need to seek further advice at particular points in the process based on their specific mandate(s). Their expectations are likely that the Regional Plan acts in the public interest of Saskatchewan, supports organizations’ core business and aligns with existing government initiatives and policies.

- **Public** – those who should be informed at a high level about the project and who can provide general input on key deliverables throughout the duration of the project.

## Engagement Tools Communication Methods and Technologies

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In order to be effective, project information must be communicated to the strategic stakeholders involved by some method using available technologies. Each specific event will be planned, organized and led by the consultant in collaboration with P4G through the Project Manager. The RFP will ask the consultant to identify and determine a detailed communication and engagement strategy based on the appropriate technologies and stakeholder communication requirements outlined below. These techniques will include some or all of the following:

- **Stakeholder Workshops** – facilitated sessions using a variety of interactive tools to involve participants such as presentations, brainstorming, participatory mapping exercises and break-out sessions. Key municipal staff will be encouraged to attend so that they can interact with stakeholders and hear their feedback first hand. Workshops conducted at key points in the process will be organized and facilitated by the consultant.
- **Public Open Houses** – Public open houses may be held at strategic points in the process to engage the public which will be organized and facilitated by the consultant with support from PAC staff. Advertising utilizing print and visual media, social media and the project webpage prior to each event will be undertaken to ensure good stakeholder participation.
- **Webpage** – a project webpage will be established with links from each municipal website. It will also be used to advertise Public Open Houses and other milestone events. Additionally it will include important contact information related to the project.
- **Media Releases** – the Print/Radio/TV advertising media can also play an important role in creating excitement and disseminating information about the project to a wide audience. Opportunities to engage the media will be sought throughout the duration of the project.
- **Social Media** – social media enhances interactivity and allows for access to a wider audience than traditional communication techniques. Social media can be used in addition to traditional or legislated consultation and engagement practices.
- **Email/Mail Outs** – this direct form of communication will be used to target specific audiences such as those listed in Appendix “A”. This option will be in addition to the above communication techniques listed.

In addition to the above noted tools, organizational policies and standards, legislative requirements for notification and public consultation will be adhered to.

**Table 1 - Key Milestones for External Communication and Engagement Opportunities**

With a wide range of stakeholders involved in the project it is important to ensure that there are clear timelines and identified protocols in place for communicating project information. These are outlined below. The following table identifies the external communications requirements for this project.

<b>Communication Type</b>	<b>Medium to Deliver Message</b>	<b>Objective of Communication</b>	<b>Timelines</b>	<b>Deliverable</b>
Project Kickoff	<ul style="list-style-type: none"> <li>• Media release, website, social media, email/mail</li> </ul>	<ul style="list-style-type: none"> <li>• Introduce the project team and the project objectives and management approach.</li> </ul>	Fall 2014	<ul style="list-style-type: none"> <li>• Project Timeline and Milestone Documents</li> </ul>
Refine Study Area	<ul style="list-style-type: none"> <li>• Media release, social media, email/mail</li> </ul>	<ul style="list-style-type: none"> <li>• Provide strategic stakeholders the map of the refined study area.</li> </ul>	Fall 2014	<ul style="list-style-type: none"> <li>• Study Area Map</li> </ul>
Visioning Workshop	<ul style="list-style-type: none"> <li>• Media release, website, email/mail</li> </ul>	<ul style="list-style-type: none"> <li>• Provide the developed goals, vision and values of project to strategic stakeholders, after the P4G visioning workshop.</li> </ul>	Fall – Winter 2014	<ul style="list-style-type: none"> <li>• Visioning Document</li> </ul>
Interim Development Strategy	<ul style="list-style-type: none"> <li>• Face to face, media release, website, social media, email/mail</li> </ul>	<ul style="list-style-type: none"> <li>• Legislated communications with strategic stakeholders prior to adoption of the interim development strategy by Municipal Councils.</li> <li>• Possible consultations with Provincial Ministries requesting legislative amendments.</li> </ul>	Winter 2014	<ul style="list-style-type: none"> <li>• Interim Development Strategy</li> </ul>
Development of a Draft Regional Plan	<ul style="list-style-type: none"> <li>• Face to face, media release, website, social media, email/mail</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate and engage with strategic stakeholders in conjunction with the development of the draft Regional Plan.</li> </ul>	Early 2015 – Early 2016	<ul style="list-style-type: none"> <li>• Draft Regional Plan</li> </ul>
Regional Plan Final Copy	<ul style="list-style-type: none"> <li>• Face to face, media release, website, social media</li> </ul>	<ul style="list-style-type: none"> <li>• Legislated communications with strategic stakeholders prior to adoption of the Regional Plan by Municipal Councils.</li> </ul>	June 2016 +	<ul style="list-style-type: none"> <li>• Final Regional Plan</li> </ul>



## Appendix “A” P4G Communication and Engagement Strategic Stakeholder Index

This stakeholder registry will be regularly updated based on feedback and suggested inclusions as the project progresses. A more detailed contact listing of the various strategic stakeholders, that can be categorized into one or many of the broad groupings provided below, will be developed by the consultant and municipal Project Manager over the life of the Regional Plan project. It will be important to communicate the project schedule with updates to stakeholders on a regular basis to aid with support and implementation of the Regional Plan.

- Broader Regional Committee
- Citizens, Landowners, Community Associations and Hamlet Boards
- First Nations and other Aboriginal Organizations
- Saskatoon Public Health Region
- Public and Separate School Divisions
- Police, Emergency and Protective Services
- Meewasin Valley Authority
- Saskatoon Airport Authority
- Special Interest Groups
- Business Associations, Chamber of Commerce, etc.
- Community Service and Utility Providers
- Septic Haulers
- Solid Waste Companies
- Home Builders Associations and Developers
- Educational Partners
- Non-Profit Organizations
- Provincial Ministries and Crown Corporations
- Transportation Providers
- Federal and Provincial Agencies
- Rail Companies
- TV, Radio and Print Medias



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Civic Building Energy Efficiency - Energy Performance Contracting**

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

That the following recommendations be considered during the 2015 Business Plan and Budget Review process:

1. That the Administration move forward with Energy Performance Contracting for civic facilities based on the approach outlined in the November 3, 2014 report of the General Manager, Corporate Performance Department ; and
2. That a Green Loan of \$600,000 be established and funded through Capital Project No. 2568 – Civic Building Energy Efficiency.

#### **History**

At the November 3, 2014 Standing Policy Committee on Finance meeting, a report of the General Manager, Corporate Performance Department dated November 3, 2014, regarding the above matter, was considered.

#### **Attachment**

November 3, 2014 Report of the General Manager, Corporate Performance, Files CK. 752-1, x CK. 1700-1 and CP 758-1

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## **Civic Building Energy Efficiency - Energy Performance Contracting**

### **Recommendation**

That the Standing Policy Committee on Finance refer this report to City Council for consideration during the 2015 Business Plan and Budget process, and recommend the following:

1. That the Administration move forward with Energy Performance Contracting for civic facilities based on the approach outlined; and
2. That a Green Loan of \$600,000 be established, funded through Capital Project No. 2568 – Civic Building Energy Efficiency.

### **Topic and Purpose**

The purpose of this report is to describe the potential to use Energy Performance Contracting to accelerate the achievement of energy efficiency in civic buildings.

### **Report Highlights**

1. Energy Performance Contracting (EPC) is a unique form of procurement. An Energy Services Company performs energy and water audits, retrofits civic buildings, guarantees utility savings, and is paid by the City of Saskatoon (City) from the utility savings.
2. The Administration recommends proceeding with planning for the implementation of EPC work which may be valued up to \$30M.
3. Project initiation requires an additional \$600,000 to complete the installation of energy monitoring equipment in all civic buildings, hire a consultant to assist with planning the implementation of an EPC and ensure adequate project management is in place.

### **Strategic Goals**

The report recommendation supports the four-year priority to implement energy-efficient practices in City buildings under the Strategic Goal of Environmental Leadership.

### **Background**

At its meeting on December 3, 2013, City Council received a report describing the potential of Energy Performance Contracting (EPC), an arrangement with an Energy Services Company (ESCO) that enables civic buildings to be retrofitted with modern energy efficiency equipment and improvements. The City's investment in such a project is backed by a contractual arrangement of guaranteed savings.

## Report

### What is Energy Performance Contracting (EPC)?

EPC achieves energy and water efficiency in civic buildings by engaging the private sector. An ESCO delivers facility retrofits that are repaid from the resulting utility savings. The ESCO will contractually guarantee their claimed utility savings which significantly reduces risk to the City. ESCO's performing EPC work, have over 30 years of experience and are able to very accurately predict energy savings (within 2%). The EPC process is unique from other forms of capital project procurement. A typical EPC process includes:

1. Releasing a Request for Proposals (RFP) and selecting a preferred proponent. Awarding the RFP will be based on experience and references.
2. Executing a Letter of Intent (LOI) with the preferred proponent.
  - a. LOI indicates the rate of return and payback period the City expects from the project.
  - b. LOI acts as permission for the ESCO to proceed with detailed energy audits of facilities.
3. ESCO returns the comprehensive audit results and prepares a menu of projects. The ESCO considers the City's expected rate of return in proposing projects to the City.
  - a. The City may pick projects from the menu and benefits from the advice of the ESCO when making actual project selections.
  - b. Other non-energy specific capital projects (such as deferred maintenance) may also be added to the final contract. These projects are blended into the total project mix to ensure the rate of return can still be guaranteed.
4. Execute EPC with the ESCO.

Should the City sign an LOI with an ESCO but then chose to not execute a contract after the ESCO performs their audits, the City must pay the ESCO for the time spent preparing the audit reports (approximately \$400,000).

There are a number of benefits associated with EPC, as demonstrated by organizations that have implemented this approach (Attachment 1).

### Proposed Timeline

Q4 2014 – RFP for EPC Consultant and complete Civic Energy Monitoring Project

- Due to the complexity of the contract with the ESCO, the Administration recommends retaining an EPC consultant (owner's engineer) that has experience in developing EPC RFP's, financing options for the City, structuring energy performance contracts, and verifying the performance of the claimed savings.
- An internal resource for full time project management will need to be identified for the term of the EPC.
- Expand the installation of energy and water monitoring equipment to all civic facilities that will be included under an EPC.



**Q2 2015 – Release of RFP to ESCOs**

- With the aid of the EPC consultant, an RFP to select the ESCO will be developed and released. This process could take up to a year to get through the LOI stage and building audits. The EPC consultant would assist the City in contract negotiations with the ESCO.

**Q4 2015 - Q2 2016 – EPC project start**

- The project could range from 4-10 years depending on the desired outcomes and depth of energy retrofits across the City facilities and infrastructure.

**Options to the Recommendation**

Rather than enter into an EPC, the City could continue its ‘do it yourself’ approach to energy efficiency. In this approach the City would hire energy audit firms and tender and manage projects based on the audit recommendations. Advantages for EPC over ‘do it yourself’ include shorter timeline, lower costs, lowered risk, and expertise. The Administration has identified an opportunity cost to delays and therefore recommends EPC to realize costs savings sooner. ESCOs also have strong track-records that allow them to guarantee savings performance.

**Public and/or Stakeholder Involvement**

The Administration has conducted significant research into EPC including engaging organizations across Canada that have implemented EPC and ESCOs that offer EPC. There is interest among ESCOs to participate with the City in EPC.

**Financial Implications**

Based on current spending on utilities for target buildings (approximately \$3.6M per year), the cost of doing nothing (opportunity cost) are approximately \$60,000/month.

Proceeding with EPC will generate two components of cost:

- \$600,000 of additional funding to Capital Project No. 2568 – Civic Building Energy Efficiency to:
  - Complete the installation of energy (electricity and gas) and water monitoring equipment in all civic buildings to establish usage baselines to verify performance of the savings claimed by the ESCO and maintain savings over time (\$200,000); and
  - Cover project management and EPC (owner’s engineer) consulting services (\$400,000).

The Administration recommends establishing a Green Loan of \$600,000 to cover these costs using funds from the property realized reserve. The loan repayment, including interest payments of 3.23%, will occur through operations savings achieved over a term of 10 years.

Capital projects implemented through EPC are expected to be up to \$30M in value. This cost can be phased and a financing approach will be determined with the assistance of the EPC consultant.

**Environmental Implications**

The greenhouse gas emissions reduction associated with a 20% reduction in utilities across 20 civic buildings is 4,600 tonnes per year. This is equivalent to removing approximately 970 cars from our roadways each year.

**Other Considerations/Implications**

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

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

The Administration will report back in 2015 when the ESCO partner is selected and a recommended funding approach has been determined. After this, the Administration will provide progress updates on an annual basis.

**Public Notice**

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

**Attachment**

1. Attachment 1 – Benefits of EPC

**Report Approval**

Written by: Chris Richards, Project Engineer  
Ian Loughran, Energy and Sustainability Engineering Manager

Reviewed by: Brenda Wallace, Director of Environmental & Corporate Initiatives  
Gord Hundebly, Project Services Manager  
Tim Halstead, Director of Facilities & Fleet Management  
Kerry Tarasoff, A/General Manager of Asset and Financial Management, CFO  
Cindy Yelland, Director of Planning & Development Law

Approved by: Catherine Gryba, General Manager of the Corporate Performance Department  
Murray Totland, City Manager

Civic Building Energy Efficiency - Energy Performance Contracting.docx

## Benefits of EPC

The Government of Canada has been implementing EPC projects in their facilities since 1991. They have completed over 80 projects covering approximately 1/3 of the federal floor space. The cost of the work was \$312M and the resulting savings were \$43M per year. Based on this success they have renewed their program and continue to implement EPC in their remaining facilities. Other facility owners have implemented or are currently implementing EPC projects including the City of Regina, Saskatoon Health Region, Prairie North Health Region, Sunrise Health Region, SIAST Regina campus, and Saskatchewan Valley School Division. In 2010 SaskPower reported that they had facilitated over 200 EPC projects in Saskatchewan.

There are 20 buildings that are the most likely targets of EPC work. The Administration recommends proceeding with EPC to achieve a minimum 20% savings on current utility costs, or \$720,000 (\$60,000 per month) on a total utility budget of \$3.6M.

A number of other benefits will be achieved as a result of this approach:

- Optimized Operation of Equipment – Equipment will run more effectively through process controls and monitoring;
- Capital Renewal Infrastructure Upgrades – There are opportunities to upgrade infrastructure through using the energy savings capital;
- Improved Reliability of Operations – Building energy performance will be more closely monitored due to contractual energy performance targets;
- Improved Greenhouse Gas Emissions – Civic buildings emit approximately 40% of City (corporate) greenhouse gas emissions; the water and wastewater plants emit another 33%; and street lighting accounts for 19%. Approximately 90% of corporate emissions could be addressed through an EPC approach;
- Balance Sheet Neutral – EPC projects are financed from the savings generated.

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## Emergency Water Supply Trailers

### Recommendation

That the information be received.

### Topic and Purpose

To provide City Council with information regarding the adequacy of the number of emergency water supply trailers.

### Report Highlights

1. The City's six emergency water supply trailers will cover approximately 98.8% of water outage situations.
2. During the rare event that was experienced in the spring of 2014, a total of 22 water trailers would have been required to provide complete coverage for watermain breaks.
3. The Administration will implement a blanket purchase order and internal process to streamline the provision of bottled water in extreme circumstances like that which occurred in the spring of 2014.

### Strategic Goals

The solution outlined in this report supports the Strategic Goal of Quality of Life and Continuous Improvement by ensuring that the City's level of service in response to water supply disruptions remains high.

### Background

City Council, at its meeting held on September 29, 2014, resolved, in part, "That the Administration report in time for 2015 Business Plan and Budget deliberations regarding the adequacy of the number of water trailers."

### Report

The service level provided by Public Works is to restore running water within 24 to 48 hours of the service disruption, and provide a temporary water supply within 8 hours. Temporary water supply is typically provided by an emergency water supply trailer or a temporary connection. In the spring of 2014, bottled water was provided due to the excessive number of service disruptions that occurred due to frost depth.

In most water outages, an emergency water supply trailer is delivered and is on site within 2 to 4 hours. Since 2002, Public Works has had four emergency water supply trailers. In the spring of 2014, Public Works procured two new trailers, bringing the total number of water supply trailers to six.

Over the past three years, the average trailer delivery time after a water outage occurred was just over 3 hours. The winter of 2014 had an average delivery time of over

## Emergency Water Supply Trailers

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5 hours. There were approximately 35 different break locations that could not be serviced by emergency water supply trailers within 8 hours. All of those locations received bottled water.

Attachment 1 shows the total number of instances and the total time that all of the trailers were actually in use at one time. As shown, 2014 has been an exceptional year.

Attachment 2 shows the total elapsed time in which there were five or more water service outages longer than 8 hours and seven or more concurrent outages longer than 8 hours that six trailers would not be sufficient.

Six emergency water supply trailers will cover approximately 98.8% of water outages. To cover 100% of all breaks during the peak in March 2014, Public Works would have required 22 trailers. Adding a seventh trailer over the past five years would have covered an additional 75 hours in total (bringing the total to 98.97%), an increase of 0.17%.

The purchase of additional water trailers will not eliminate the need for bottled water should a situation such as the spring of 2014 re-occur. Considering all factors, the Administration is therefore not recommending the purchase of additional water trailers at this time.

In order to ensure service levels are met, the Administration will procure a contract with a bottled water provider, and will review internal policies and communications strategies. The Administration believes the combination of a 50% increase in our water trailer fleet (2 new trailers added in the spring of 2014 to the existing fleet of 4), combined with a systematic bottled-water approach, is the best overall strategy.

### **Options to the Recommendation**

City Council may choose to direct the Administration to purchase one or more additional emergency water supply trailers at the estimated cost of \$76,000 per trailer, plus operating costs.

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

There is no public and/or stakeholder involvement.

### **Communication Plan**

Planned water outages are communicated to residents in advance with construction notices; however, in an unplanned situation, residents will receive a yellow Precautionary Drinking Water Advisory at their front door. The advisory provides information about the outage, and instructions for boiling water before consuming until a green lifted notice is delivered. If the outage is expected to be longer than 8 hours, an emergency water supply trailer is delivered to the affected area. The trailer is clearly marked and includes instructions for use. Water outage alerts will be introduced over the next few months to notify residents of an interruption to their service. This will include timely website and social media updates.

### **Financial Implications**

The total purchase cost of a single new emergency water supply trailer in 2014 dollars is approximately \$76,000. The trailers must be stored indoors, and there are operating costs associated with filling, maintenance, and delivery of the trailers to site.

During the winter of 2014, Public Works procured Culligan Water to deliver 5 gallon bottles of water to homes that were either without access to an emergency water supply trailer or a temporary connection supply. There were approximately 500 homes and businesses, in 35 separate areas, that received the 5 gallon bottles of water as an emergency water supply trailer was not available. The total cost was approximately \$80,000.

The City's current capital funded watermain rehabilitation program will result in an overall more dependable water delivery system.

### **Other Considerations/Implications**

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

### **Public Notice**

Public Notice, pursuant to Section 3 of Policy C01-021, Public Notice Policy, is not required.

### **Attachments**

1. Concurrent Water Service Outages Lasting More Than 8 Hours
2. Total Time Where There Were All Water Trailers Being Used at Once

### **Report Approval**

Written by: Eric Purdy, Operations Engineer, Logistics and Procurement  
Reviewed by: Brian Aucoin, Acting Manager Logistics and Procurement  
Trent Schmidt, Water and Sewer Manager  
Pat Hyde, Director of Public Works  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

Budget Review EP – Emergency Water Supply Trailers

## Concurrent Water Service Outages Lasting More Than 8 Hours

<b>Water Outages - Elapsed time</b>					
	2014 to Date	2013	2012	2011	2010
<b>No. of instances where there were 5 or more breaks that lasted over 8 hours (i.e. 4 trailers were not enough)</b>	21*	5	3	3	1
<b>Total Time over 8 hours with 5 or more breaks (Hours)</b>	853:51:01	33:15:01	5:50:00	233:10:58	1:00:03
<b>Total time (Days)</b>	35.58	1.39	0.24	9.72	0.04
<b>No. of instances where there were 7 or more breaks that lasted over 8 hours (i.e. 6 trailers were not enough)</b>	6	0	0	4	0
<b>Total Time over 8 hours with 7 or more breaks (Hours)</b>	468:35:00	0:00:00	0:00:00	58:00:12	0:00:00
<b>Total time (Days)</b>	19.52	0.00	0.00	2.42	0.00

\*These 21 periods ranged in time from several hours to several days.

**Additional Notes:** The Winter of 2014 was a one-off year, an anomaly, with 1996 being the most recent comparably bad year. The bulk of the outages in 2014 happened during the month of March. For customers in the Winter of 2014 that did not receive an emergency water supply trailer within the first 8 hours, Public Works supplied bottled water.

This second portion of the table shows that an additional 7<sup>th</sup> emergency water supply trailer would only have been in use for 2 out of the last 5 years, amounting to about 22 days in total (1.2% of the time or 4.5 days out of a year on average). This potential low usage of a 7<sup>th</sup> water trailer makes it difficult to justify, especially when Public Works can supply bottled water much cheaper during the 1.2% of time when 6 trailers won't suffice.

Total Time Where There Were All Water Trailers Being Used at Once.

	2014 to Date	2013	2012
<b>No. of instances of all 4 trailers being used</b>	165	80	24
<b>Total Time (Hours)</b>	1395	629	209
<b>Total Time (Days)</b>	58.14	26.23	8.71
<b>No. of instances of all 6 trailers being used (from April 2014 YTD)</b>	10	-	-
<b>Total Time (Hours)</b>	37	-	-
<b>Total Time (Days)</b>	1.55	-	-

**Additional Notes:** Data for this only began being tracked in 2012. It should be noted that often times when busy, a water trailer may be left on site even after water service has been restored. This often occurs when there is no need for it anywhere else, since when it's busy, a trailer may just stay on one site until it's needed somewhere else rather than hauling it back to the shop for storage. This artificially raises the average time in which a trailer is out and is not necessarily indicative of how long the trailer was actually needed for. The actual potential time in which a trailer was needed, can be seen in Attachment 3.



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## **Inquiry – Councillor A. Iwanchuk (September 29, 2014) Installation of Street Lights – Neatby Crescent Walkway**

### **Recommendation**

1. That the information be received; and
2. That the Administration be directed to report back further once the necessary studies have been completed.

### **Topic and Purpose**

The purpose of this report is to provide information regarding the potential installation of pathway lights for a walkway near Neatby Crescent as requested by Councillor Iwanchuk.

### **Report Highlights**

1. The first step in determining the need for pathway lighting on a walkway is to conduct a Crime Prevention Through Environmental Design (CPTED) study to understand the nature of the problem and determine the best solution.
2. If lighting is found to be warranted, the cost for installing a single pathway light at the mid-point for each pedestrian walkway near Neatby Crescent would be \$9,000 per location. Installing additional lights at the eastern walkway to provide continuous lighting would increase the cost at this location to \$23,000.
3. Administration will report back in Summer 2015 with the results from the studies and appropriate recommendations.

### **Strategic Goal**

This report supports the Strategic Goal of Moving Around with well-planned neighbourhoods that encourage walking and cycling.

### **Background**

The following inquiry was made by Councillor Iwanchuk at the Regular Business Meeting of City Council held on September 29, 2014:

“Would the Administration please report in time for the 2015 budget deliberations, the cost of installing one street light on the walkway where the t-point is between Neatby and Needham and which goes north to Hart Road or to add additional street lights along the walkway as well as installing one street light at the walkway at the west end of Neatby Crescent.”

### **Report**

#### **CPTED Study**

The City does not normally provide lighting on walkways in residential neighbourhoods. The general practice is to locate street lighting on the adjacent streets near the

entrances to the walkway to provide illumination down the walkway. However, due to the length of some walkways, or bends along the alignment, additional lighting may be warranted.

City Council Policy C07-017 – Walkway Evaluation and Closure outlines the process to be followed in assessing these situations. The first step in the process is for the Transportation Division to conduct a CPTED study of the walkway to understand the nature of the problem and determine the best solution.

There is sufficient funding in Capital Project # 2234 – Walkway Management to undertake the CPTED study.

#### Estimated Costs for Lighting Options

Lighting at the requested walkways near Neatby Crescent could be provided by extending the lighting circuits for the existing pathway lighting along the south side of Hart Road (See Attachment 1).

The estimated cost of these installations is as follows:

- One light located at the intersection of the walkways (Location 1 on attached map). Estimated cost: \$9,000.
- Five lights located along the entire walkway (Location 1-5 on attached map). Estimated cost: \$23,000.
- One light located along the walkways (Location 6 on attached map). Estimated cost \$9,000.

#### Next Steps

The Transportation Division will initiate the CPTED study this winter and will have the results by Summer 2015. A report will then be submitted to City Council identifying any proposed improvements at these walkways. Funding sources and timing for any proposed work will also be identified at that time.

#### **Financial Implications**

There is sufficient funding in Capital Project # 2234 – Walkway Management to complete the CPTED study at this location.

#### **Safety/Crime Prevention Through Environmental Design (CPTED)**

A CPTED review will be undertaken on these sites prior to approving the additional lighting.

#### **Other Considerations/Implications**

There are no public or stakeholder involvement, communications, policy, environmental, privacy implications or considerations required at this stage.

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

A further report will be submitted to City Council by Summer 2015.

**Public Notice**

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

**Attachment**

1. Map – Installation of Street Lights – Neatby Crescent Walkway

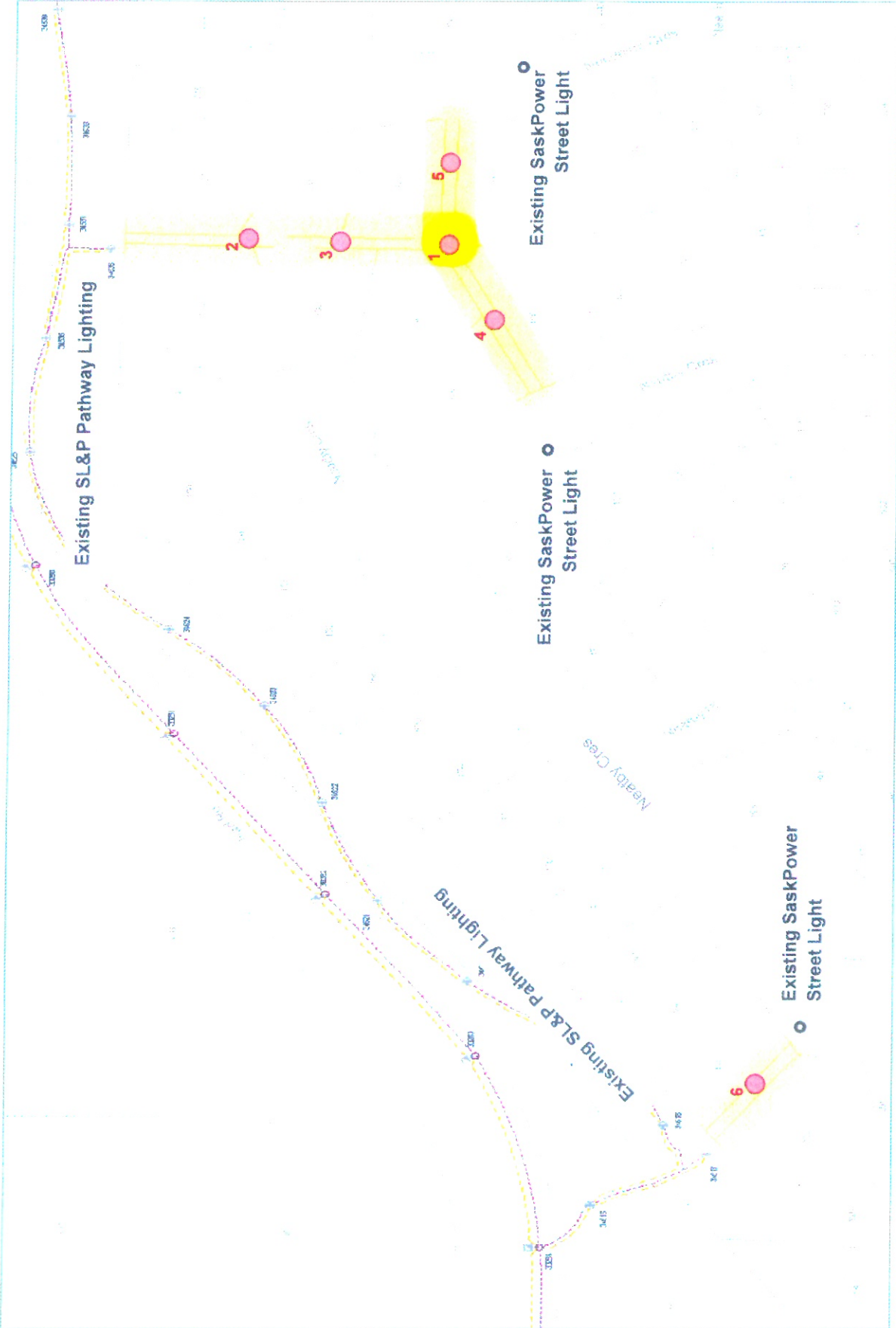
**Report Approval**

Written by: Brendan Lemke, Engineering Manager, Saskatoon Light & Power  
Reviewed by: Trevor Bell, Director of Saskatoon Light & Power  
Reviewed by: Angela Gardiner, Director of Transportation  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

Budget Review - BL - Inquiry - Councillor A Iwanchuk (September 29 2014) Installation of Street Lights - Neatby Crescent Walkway

# ATTACHMENT 1.

Map - Installation of Street Lights – Neatby Crescent Walkway



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## Proposed 2015 Electrical Rate Increase

### Recommendation

1. That the proposed 2015 rate increase be approved for Saskatoon Light & Power's electrical rates as outlined in this report; and
2. That the City Solicitor be directed to amend Bylaw No. 2685 – The Electric Light and Power Bylaw.

### Topic and Purpose

To request approval of a 3% overall average electrical rate increase to match SaskPower's rate increase effective January 1, 2015.

### Report Highlights

1. The Government of Saskatchewan has approved SaskPower's application for an electrical rate increase effective January 1, 2015. The City has historically matched rate increases set by SaskPower.
2. The rate increase is an overall average of 3%. It is estimated that the average residential consumer will see a monthly increase of \$3.00. The rate increase will help offset an increase in the cost of Bulk Power which is increasing 4.38% in 2015.

### Strategic Goal

The recommendations within this report support the long term strategy to increase revenue sources and reduce reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability.

### Background

The City of Saskatoon has historically set its rates for electricity sold to match those rates established by SaskPower. Matching the rates ensures there are no inequities between customers regardless if they are located within the City's or SaskPower's franchise areas.

### Report

On September 17, 2014, the Government of Saskatchewan approved the SaskPower request for a 3.0% system-wide average rate increase, effective January 1, 2015. The City has historically matched rate increases set by SaskPower.

Rate changes for 2015 include an increase of 2.70% for residential customers, an increase of 3.36% to 3.48% for commercial customers, and a decrease in street lighting of 2.88%. SaskPower estimates the rate increase will increase the average residential customer's cost by \$3.00 per month.

### **Options to the Recommendation**

Other possible options include either a rate increase different from SaskPower or no rate increase at all. The Administration does not recommend either alternative to ensure customer rates are equal regardless of the service provider.

### **Communication Plan**

Upon approval of the rate change, customers will be notified through a Public Service Announcement, a City Page advertisement, as well as through social media tools such as Facebook and Twitter. The City's website will also be updated to reflect the new rates.

### **Financial Implications**

The 3% overall rate increase results in an increase of revenue for Saskatoon Light & Power of \$4,390,200 which correspondingly results in an increase in grants-in-lieu of \$598,700 transferred to the City as revenue. Similar to 2014, the cost of bulk power is increasing at a higher rate (4.38%) than revenues, resulting in a cost increase of \$3,382,000.

The rate decrease pertaining to street lights realizes savings in 2015 of \$158,200, before increases for growth.

Changes to both the revenues and the resulting expenditures have been reflected in the 2015 Preliminary Corporate Business Plan and Detailed Budget.

### **Other Considerations/Implications**

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

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

Reports will be forwarded to City Council as required for any future rate increases.

### **Public Notice**

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

### **Report Approval**

Written by: Brian Casey, Business Administration  
Reviewed by: Shelley Korte, Director of Business Administration  
Trevor Bell, Director of Saskatoon Light & Power  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities  
Department

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## Municipal Impound Lot Update – Hours of Operation

### Recommendation

That the Standing Policy Committee on Transportation recommend to City Council during 2015 Business Plan and Budget deliberations:

1. That the Municipal Impound Lot continue Saturday hours of operation from 11:00 a.m. to 4:00 p.m. for vehicle retrievals; and
2. That the current hours of operation Monday to Friday, 8:00 a.m. to 7:00 p.m. be modified to 8:00 a.m. to 8:00 p.m.

### Topic and Purpose

The purpose of this report is to provide an update on the operations at the Municipal Impound Lot and to recommend continuing the Saturday hours, and reinstating the additional hour per day from Monday to Friday.

### Report Highlights

1. Changes to the operating hours at the Municipal Impound Lot for providing vehicle retrievals on Saturdays resulted in 118 vehicles released on Saturdays between January 25 and August 9, 2014.
2. The removal of an hour each day from Monday to Friday has resulted in an increase in overtime to accommodate a surge of vehicle retrievals just prior to 7:00 p.m.

### Strategic Goal

This report supports the Strategic Goal of Quality of Life by providing a reliable and responsive community service.

### Background

The hours of operation at the Municipal Impound Lot were modified in January 2014 as a pilot project to provide for vehicle retrievals on Saturdays from 11:00 a.m. to 4:00 p.m. In order to not impact the mill rate, equivalent operational hours were reduced Monday to Friday by an hour each day to offset the Saturday hours.

### Report

#### Saturday Retrieval Statistics

Statistics from January 25, 2014 to August 9, 2014 indicate that on Saturdays the number of vehicle retrievals averages four vehicles per day.

There were 77 vehicles released on Saturdays from January 25, 2014 to April 30, 2014, with a total of 901 vehicles impounded during the same period. This equals an 8.5% Saturday release rate.

## **Municipal Impound Lot Update – Hours of Operation**

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The Saturday release rate drops to 5.1% for the period of May 1, 2014 to August 9, 2014 where 799 impounds resulted in 41 Saturday releases.

There does not appear to be a correlation between the number of vehicles retrieved on a Saturday, whether it is a long weekend or regular weekend.

The chart in Attachment 1 shows the number of vehicles retrieved on Saturdays. Providing for retrievals on Saturdays is estimated to impact the annual revenues at the impound lot by \$6,240 due to two less days of impound fees per vehicle.

### **Increase of Overtime**

During the pilot project, the Saturday shift was staffed by a regular Monday to Friday employee, as it was imperative staff are proficient in the regular operations and numerous technical functions that accompany the Municipal Impound Lot. This resulted in overtime costs of about \$7,500 per year for the five-hour Saturday shift.

The reduced hours for Monday to Friday (closing at 7:00 p.m.) has caused a public surge of vehicle retrievals near closing time resulting in the staff working beyond 7:00 p.m., at a cost of \$7,500 per year.

Administration is recommending that the Municipal Impound Lot continue to provide for vehicle retrievals on Saturdays and reinstate an additional hour on Monday to Friday, which will give the public ample time for retrieving a vehicle. Given that this is no longer a pilot project, shifts will be modified to reduce the overtime costs currently being experienced on Saturdays and after regular hours during the week.

### **Options to the Recommendation**

An option is to remove the Saturday retrievals to restore revenues. This is not recommended since the statistics show a demand for the ability to retrieve vehicles on Saturdays.

A second option is to maintain the current hours of operation on Saturdays (implemented January 2014), and not reinstate the additional hour Monday to Friday. This is not recommended as there is also a demand for retrievals beyond 7:00 p.m. Monday to Friday and unintentionally results in overtime costs.

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

There was no public or stakeholder involvement in the development of these recommendations.

### **Communication Plan**

A Public Service Announcement will be released to inform citizens of any changes to the hours of operation at the Municipal Impound Lot. Signage at the Municipal Impound Lot and the City's website will be updated to reflect any changes in hours of operation.



## Municipal Impound Lot Update – Hours of Operation

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### Financial Implications

The cost to reinstate the additional hour of operation each day Monday to Friday, and maintain Saturday operation hours with an existing trained employee at overtime rates, is an additional \$5,000 per year. In addition, the lost revenues from two days of impound fees is estimated at \$6,240 per year, for a total impact of \$11,240 per year. This cost has not been included in the 2015 Operating Budget submission.

The Municipal Impound Lot ended 2013 with a \$37,000 surplus and the current year end projections are approximately the same which will absorb this additional cost.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
X			\$11,240		

### Other Considerations/Implications

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

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

Any changes to the hours of operation at the Municipal Impound Lot would be implemented immediately.

### Public Notice

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

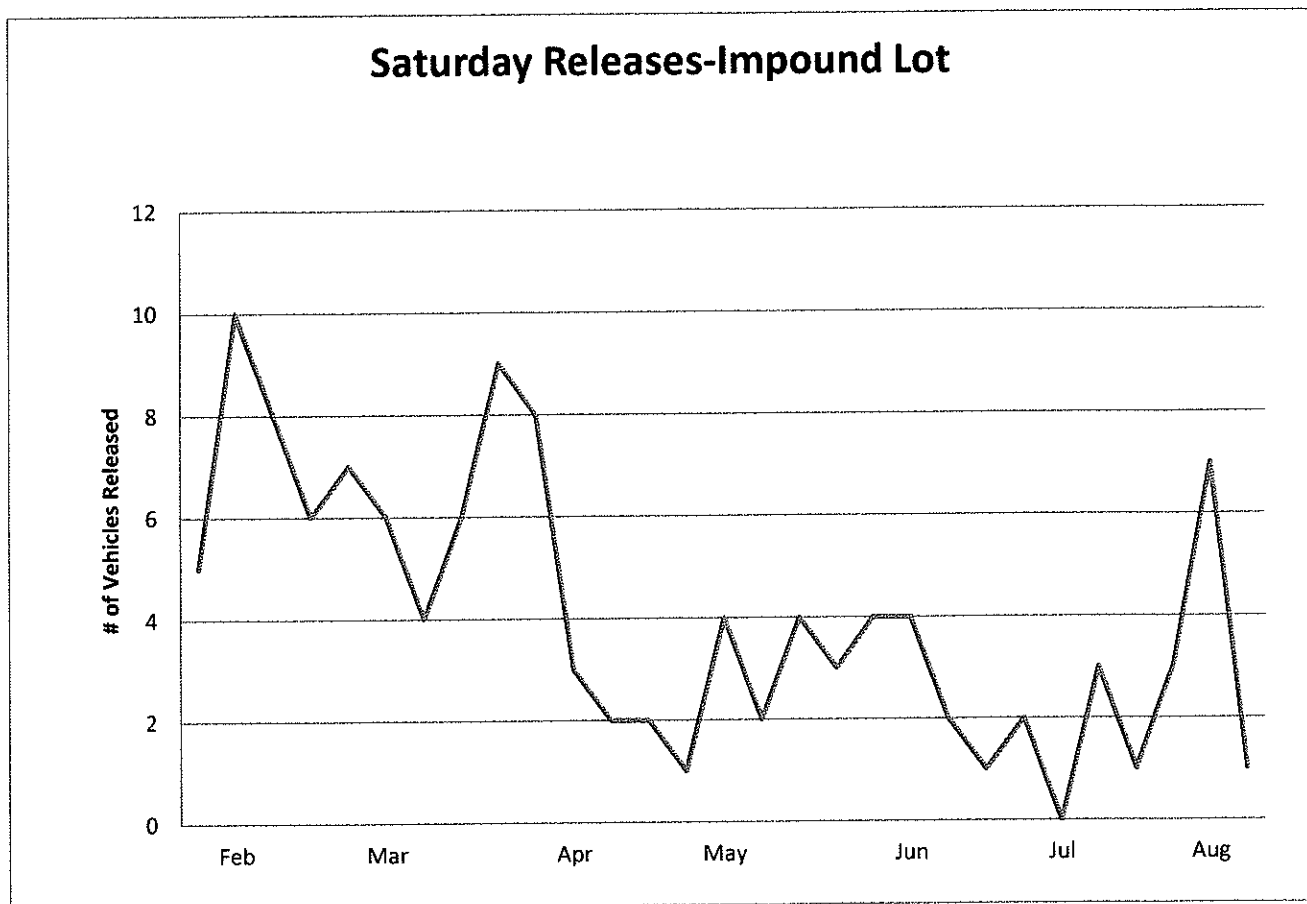
### Attachment

1. Chart - Saturday Releases-Impound Lot

### Report Approval

Written by: Roxanne Christian, Parking Enforcement Coordinator  
Reviewed by: Angela Gardiner, Director of Transportation  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

TRANS RC - Municipal Impound Lot Update – Hours of Operation



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## **Inquiry – Councillor Jeffries (December 2, 2013) Carpooling**

### **Recommendation**

That the option to subscribe to a ridesharing service such as Carpool.ca or Rideshark at an annual cost of \$17,000 be referred to the 2015 Business Plan and Budget deliberations.

### **Topic and Purpose**

The purpose of this report is to respond to the inquiry by Councillor Jeffries on Carpooling by providing an option to subscribe to an online ridesharing service that makes the coordination of carpooling effective and convenient for citizens.

### **Report Highlights**

1. The City of Saskatoon (City) has identified carpooling as one strategy in the Transportation Demand Management Strategic Plan.
2. Carpooling can be encouraged and facilitated through an online tool known as a ridesharing service.
3. In addition to carpooling, the City supports a number of initiatives to encourage sustainable transportation options including developing an Active Transportation Plan, parking support for the CarShare Cooperative, pedestrian and cycling infrastructure, annual participation in Commuter Challenge, and support for the Bike Valet.

### **Strategic Goal**

The recommendations in this report support the long term strategy to optimize the flow of people and goods in and around the city through the Strategic Goal of Moving Around.

### **Background**

On December 2, 2013, Councillor Jeffries made the following inquiry:

“Traffic congestion is becoming more significant as Saskatoon continues to grow. Many communities at both citizen and government levels work to encourage carpooling to reduce the number of vehicles on the roads at peak times. Could the Administration please report on the feasibility of creating a program to encourage and facilitate carpooling in the city? This could include but is not limited to signage, designated parking, advertising, and coordination activities.”

## **Report**

### Transportation Demand Management

In June 2010, the City adopted a Transportation Demand Management Strategic Plan (the Plan) that identified the need to reduce dependency on single-occupant auto trips and encourage more sustainable means of travel such as transit, walking, cycling and carpooling.

Within the Plan, carpooling is identified as an important tool for managing the demand for space on our roadways through strategies such as:

- allocating parking stalls for carpool vehicles and providing incentives for carpooling to civic staff;
- developing and proactively promoting a centralized carpooling service;
- providing online or other resources to assist with travel planning, including ridesharing;
- participating in commuter week and support for carpooling through [www.carpool.ca](http://www.carpool.ca);
- setting up a Transportation Demand Management working group with willing major trip generators (e.g. large employers and institutions) to promote site-based projects including carpooling, flexible work scheduling, teleworking, videoconference, parking initiatives, improved walking and cycling infrastructure, and end of trip facilities.

Participation in commuter week continues, but the City no longer makes use of Carpool.ca. Today, citizens may access Carpool.ca; however, it is not an active subscription and therefore the benefits of the program are limited. The service is also not actively promoted.

Among the strategies identified in support of carpooling above, re-establishing a subscription and promoting an online resource known as a ridesharing service supports the other strategies and will support carpooling among civic employees and the community at large.

### Online Ridesharing Service

Ridesharing services provide opportunities for commuters to identify others with whom they can share trips. They are popular in many Canadian cities when coupled with education and promotional campaigns. In Saskatoon, several large employers facilitate ridesharing for their employees; both the Saskatoon Health Region and the University of Saskatchewan utilize a service called Rideshark.

The Administration has identified that the two leading services providing an online tool for the effective and convenient coordination of carpooling among all citizens are Carpool.ca and Rideshark.

Subscription to Carpool.ca helps users find carpooling partners for their regular commute and other trips. Carpool.ca would administer and host the site on behalf of the City, and the City would have access to data and reporting. Carpool.ca also provides promotional support.

Rideshark also provides rideshare matching for single trips or regular ongoing commutes; modes of transportation include carpooling and vanpooling, but also includes facilitating matches for cyclists, walkers and transit users. The service includes the multi-modal matching service as well as individual tracking, administrative support, promotion support, and reporting from a customized internet microsite. Rideshark provides additional options to promote use of the site and enhance active transportation education including Commuter Challenge, regional car matching, and emergency ride home.

#### Other Carpooling and Alternative Transportation Initiatives

The City is involved in a number of initiatives meant to encourage a shift from single-occupant vehicle use to more sustainable options. These include:

- The development of an Alternative Transportation Plan as part of the Growing Forward (the growth plan for a population of 500,000).
- Partnering with Saskatoon CarShare Co-operative on a 2-yr pilot project to set-aside assigned parking spots in the Nutana neighbourhood and the installation of signage. The CarShare Co-operative provides access to a vehicle through membership.
- Provision of pedestrian and cycling infrastructure in our built environment and support of the Meewasin multi-use trail system.
- Civic participation in the annual Commuter Challenge event promoting carpooling, transit and all modes of active transportation, including the installation of promotional banners along 25th Street East each year in June.
- Support for the Bike Valet through its initial launch (as a partner in Road Map Saskatoon); and funding for Saskatoon Cycles in 2013 to continue the growth of this program through the Environmental Cash Grant.
- Partnered with APEGS and the University of Saskatchewan School of Environment and Sustainability in a Networking Conference on Urban Transportation. The conference explored how to create more sustainable transportation systems, how to encourage urban dwellers to choose sustainable transportation, and why it's important.

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

City Council may choose to focus on other initiatives that support transportation demand management rather than subscribe to a ridesharing service.

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

The 2010 Transportation Demand Management Strategic Plan engaged a number of major trip generators including the University of Saskatchewan, Saskatoon Health Region, Cameco, Potash Corporation of Saskatchewan, and representatives from various departments within the civic Administration.

### **Communication Plan**

Communication for the implementation and operation of a carpooling program would focus on increasing awareness of the benefits of carpooling, and encouraging behaviour change through a customer-centric, flexible carpool website with real-time and accurate information. Businesses would be supported in the development of their own workplace travel plan through the provision of a simple template with suggested actions.

### **Financial Implications**

Subscription to a ridesharing service has an annual cost of approximately \$7,000. Rideshark charges \$15,000 to set up the customized website in the first year, and has an annual fee of \$7,200. Carpool.ca has no set up fee and has an annual subscription fee of \$7,000.

Additional annual funding of \$10,000 will also be required to promote the service.

The Administration recommends that the option to subscribe to a ridesharing service such as Carpool.ca or Rideshark be referred to the 2015 Business Plan and Budget deliberations requesting the addition of \$17,000 to the Environmental Programs Service Line.

### **Environmental Implications**

In Saskatoon, approximately 65% of all trips are travelled in a car alone, and 17% are in a carpool. Reducing the number of single-occupant vehicle trips can reduce greenhouse gas emissions as well as air and noise pollution. Approximately 5.1 tonnes of CO<sub>2e</sub> are avoided annually for every passenger vehicle removed from the road.

### **Other Considerations/Implications**

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

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

If approved, the performance of the new ridesharing service will be reported on in November 2015.

### **Public Notice**

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

### **Report Approval**

Written by: Amber Jones, Education and Environmental Performance Manager  
Reviewed by: Brenda Wallace, Director of Environmental and Corporate Initiatives  
Angela Gardiner, Director of Transportation  
Approved by: Catherine Gryba, General Manager, Corporate Performance Department

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## 2015 Transit Fare Increase

### Recommendation

1. That the proposed 2015 Transit Fares be approved for Conventional and Access Transit service as outlined in Attachment 1.
2. That the fare changes be effective on February 1, 2015; and,
3. That the City Solicitor be directed to amend The Transit Fares Amendment Bylaw No. 9078 as outlined in this report.

### Topic and Purpose

The purpose of this report is to request that City Council approve a Transit fare increase as detailed in this report and included in the budget document for 2015.

### Report Highlights

1. The proposed average fare increase of 3.23% is consistent with the Municipal Price Index (MPI) and will be effective February 1, 2015. These fares will be in place through to January 2016.
2. The proposed fare increase will result in a City contribution to Transit of 60.6%, with the remainder funded by fares.
3. Saskatoon Transit's proposed 2015 fares are lower than the Canadian Urban Transit Association (CUTA) average 2014 fares for similar-sized cities, with the exception of the Adult cash fare and the Adult ticket, which are slightly above the average.
4. In comparison to other similar-sized cities, Saskatoon Transit has the third lowest operating cost per vehicle hour and a municipal contribution below the group's average.

### Strategic Goal

This report supports the long-term strategy to reduce reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability.

### Background

Administration includes an average annual fare increase equivalent to the MPI in their annual budget submission.

### Report

#### Fare Increases Consistent with MPI

Saskatoon Transit's proposed 2015 Fares are listed in Attachment 1. The increases included are based on the MPI of 3.23% and will take effect February 1, 2015.

#### Comparison to Other Cities

Performance indicators from the 2012 Canadian Urban Transit Association (CUTA) statistics are included in Attachment 2, which outlines the performance of ten transit

properties across Canada similar in size to Saskatoon (i.e. populations 180,001 to 410,000). Total service hours provided by Saskatoon Transit per capita is lower than the average, as is ridership per capita. Saskatoon has the third lowest operating cost per vehicle hour and a municipal contribution below the group's average.

Attachment 3 shows the overall impact of a 2015 fare increase on the City's mill rate contribution for Saskatoon Transit. As shown, the proposed fare increase results in a mill rate contribution of 60.6% of Transit's operating costs, compared with the 2014 budgeted estimate of 59.6%.

Saskatoon Transit's proposed 2015 fares are lower than or near the CUTA average 2013 fares for similar-sized cities as shown in Attachment 4, with the exception of Adult cash and ticket fares. In previous years, cash fares were increased proportionally more than tickets or passes, which was intended to encourage more people to use tickets and passes. For 2015, cash fares are not proposed to increase in order to ensure Saskatoon's fares continue to be similar to those in other municipalities.

The proposed fares would be in place through January 2016. Ridership for 2015 has been budgeted to have a 0% increase compared with 2014.

### **Options to the Recommendation**

An option to the recommendation would be to not approve a fare increase for 2015 resulting in an estimated decrease in budgeted revenue of \$313,175.

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

There is no public or stakeholder involvement.

### **Communication Plan**

To attract ridership in 2015, Saskatoon Transit will launch five commitments to customers. These interim commitments will be tested through consultation with customers and Transit staff, and will be in place until a permanent Charter is developed. The commitment to passengers consists of five statements:

1. We will do our best to be on time.
2. We will keep you in the know.
3. We will see that you have a comfortable trip.
4. We will help you quickly and courteously.
5. We will listen and continue to improve.

Regarding communication specific to the new fares, changes will be communicated to all Saskatoon Transit staff as well as customers. Information and posters will be updated in all Saskatoon Transit Fleet vehicles, sent to the Transit Customer Service Center, City Hall (Revenue Branch) and current vendors. The City website will be updated to reflect the new fare pricing. Information will be sent out with the monthly invoices to Employers in the Eco Pass program. There will also be ads placed in The StarPhoenix City Page as well as The Sunday Phoenix. Stickers will also be placed on



all bus fare boxes. Saskatoon Transit will also use Social Media to advertise the increase and remind customers prior to February 1, 2015 of the increase coming into effect.

**Financial Implications**

Revenue is projected to increase by \$313,175 for 2015 and is included in the 2015 Preliminary Business Plan and Detailed Operating Budget.

**Other Considerations/Implications**

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

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

Transit Administration will review again in July 2015.

**Public Notice**

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

**Attachments**

1. Financial Implications of Increasing Various Fares
2. Performance Indicators for Similar-sized Canadian Cities – 2012
3. Chart 1 – City Mill Rate Subsidy for Transit
4. Fares for Similar-sized Canadian Cities - 2014

**Report Approval**

Written by: Mike Moellenbeck, Accounting Coordinator  
Reviewed by: Paul Bracken, A/Director of Saskatoon Transit  
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

Budget Review MM - Transit Fare Increase 2015

ATTACHMENT 1

Financial Implications of Increasing Fares

Fare Type	2014 Fare	2015 Fare	Difference in Fare 2014/2015	% Increase	Increase to 2015 Revenue
Adult Cash	3.10	3.10	0.00	0.00%	0
Student Cash	2.60	2.60	0.00	0.00%	0
Child Cash	2.10	2.10	0.00	0.00%	0
Adult Ticket	2.40	2.50	0.10	4.17%	73,032
Student Ticket	1.80	1.90	0.10	5.56%	18,189
Child Ticket	1.40	1.50	0.10	7.14%	5,146
Adult Monthly Pass	81.00	84.00	3.00	3.70%	100,225
Student Monthly Pass	57.00	59.00	2.00	3.51%	33,223
Child Monthly Pass	48.00	50.00	2.00	4.17%	3,754
Adult Annual Pass	891.00	924.00	33.00	3.70%	897
Student Annual Pass	627.00	649.00	22.00	3.51%	91
DCR Monthly Pass (Customer)	27.00	28.00	1.00	3.70%	32,450
Senior Monthly Pass	27.00	28.00	1.00	3.70%	10,461
Senior 3-Month Pass	81.00	84.00	3.00	3.70%	1,178
Senior 6-Month Pass	156.00	162.00	6.00	3.85%	2,922
Senior Annual Pass	291.65	302.50	10.85	3.72%	4,201
Day Pass	8.20	8.30	0.10	1.22%	156
Adult Low Income Pass	64.80	67.20	2.40	3.70%	1,047
Student Low Income Pass	45.60	47.20	1.60	3.51%	175
Child Low Income Pass	38.40	40.00	1.60	4.17%	9
Semester Pass	264.00	270.00	6.00	2.27%	2,807
Eco-Pass	64.80	67.20	2.40	3.70%	15,312
<b>Total Conventional</b>					<b>305,275</b>
<b>Total Access Transit</b>					<b>7,900</b>
<b>Total Increase</b>					<b>313,175</b>

## PERFORMANCE INDICATORS FOR SIMILAR-SIZED CANADIAN CITIES - 2012

Saskatoon Transit's operating costs remain below the average ranking at third lowest for vehicle hour and second lowest per cost per passenger. Saskatoon Transit's operating costs are lower when compared to these other cities. The amount of subsidy required from our municipal tax base is lower than average in comparison. Saskatoon is fifth highest in the amount of service hours provided per capita and is seventh highest in the passenger trips per capita\*.

### Ranking of the Performance Indicators

	Saskatoon	Average	Ranking
Municipal Contribution per capita	\$85.05	\$96.55	6 <sup>th</sup> lowest
Passenger trips per capita*	53.96	60.91	7 <sup>th</sup> highest
Total hours of service per capita	1.54	1.66	5 <sup>th</sup> highest
Operating cost per vehicle hour	\$50.91	\$68.77	3 <sup>rd</sup> lowest
Operating cost per passenger trips*	\$1.46	\$1.88	2 <sup>nd</sup> lowest

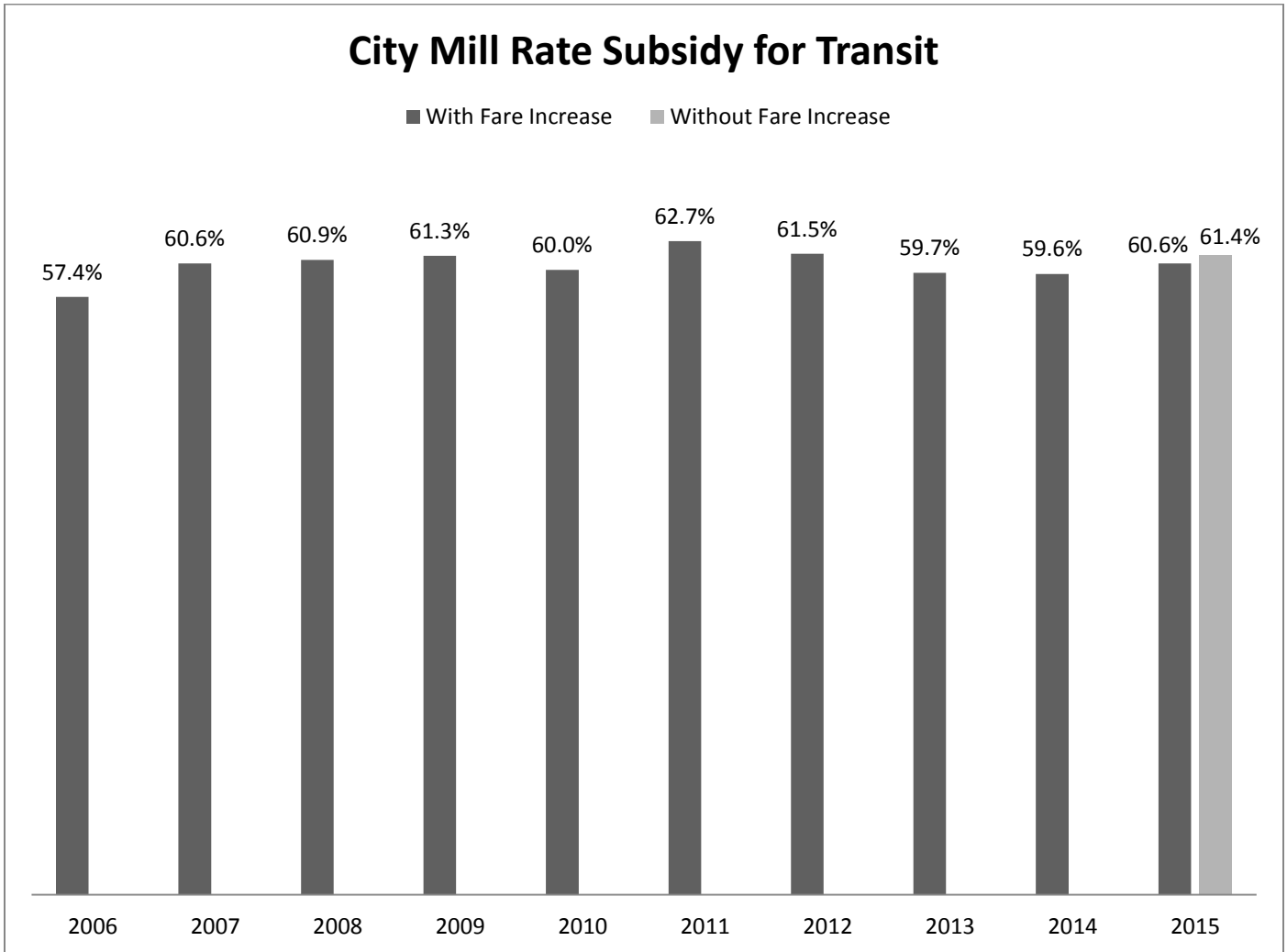
### Performance Indicators

City	Municipal Contribution Per Capita	Passenger Trips Per Capita*	Total Hours Service Per Capita	Operating Cost Per Vehicle hour	Operating Costs Per Passenger*
Longueuil	\$156.60	84.01	1.98	\$89.16	\$2.10
Laval	\$129.18	58.42	1.44	\$98.21	\$2.43
Gatineau	\$122.68	68.22	1.76	\$83.61	\$2.16
Halifax	\$118.58	69.18	1.97	\$66.53	\$1.90
<b>Saskatoon</b>	<b>\$85.05</b>	<b>53.96</b>	<b>1.54</b>	<b>\$50.91</b>	<b>\$1.46</b>
Oakville	\$71.95	20.77	1.15	\$65.30	\$3.61
Windsor	\$61.17	35.13	1.18	\$63.11	\$2.11
Regina	\$58.77	28.40	1.32	\$46.77	\$2.18
London	\$56.54	66.40	1.49	\$41.57	\$0.93
Victoria	\$52.41	77.04	2.17	\$56.35	\$1.58
<i>Average</i>	\$96.55	60.91	1.66	\$68.77	\$1.88
<b>Saskatoon Ranking</b>	6 <sup>th</sup> Lowest	7 <sup>th</sup> Highest	5 <sup>th</sup> Highest	3 <sup>rd</sup> Lowest	2 <sup>nd</sup> Lowest

The source of the data is 2012 actuals as reported in the Canadian Transit Fact Book published by CUTA.

\*For comparison purposes, formula based ridership has been used for all locations

Chart 1 – City Mill Rate Subsidy for Transit



**ATTACHMENT 4**

**FARES FOR SIMILAR-SIZED CANADIAN CITIES – 2014**

City	Passes				Tickets			Cash		
	Adult	Student	Child	Seniors	Adult	Student	Child	Adult	Student	Child
Oakville	\$105.00	\$70.00	\$70.00	\$50.00	\$2.70	\$2.20	\$2.20	\$3.50	\$3.50	\$3.50
Gatineau	\$90.00	\$61.00	\$61.00	\$39.00	\$3.50	\$2.60	\$2.60	\$3.90	\$3.90	\$3.90
Halifax	\$78.00	\$70.00	\$58.00	\$58.00	\$2.00	\$2.00	\$1.45	\$2.50	\$2.50	\$1.75
Laval	\$86.50	\$69.00	\$52.00	\$52.00	\$2.59	\$2.59	\$1.84	\$3.25	\$3.25	\$3.25
London	\$81.00	\$70.00	n/a	\$57.50	\$1.90	\$1.54	\$1.10	\$2.75	\$2.75	\$1.35
Longueuil	\$90.00	\$54.00	\$54.00	\$54.00	\$3.00	\$1.80	\$1.80	\$3.25	\$3.25	\$3.25
Regina	\$62.00	\$53.00	\$47.00	n/a	\$2.00	\$2.00	\$1.50	\$2.50	\$2.50	\$2.00
Victoria	\$85.00	\$77.00	\$45.00	\$45.00	\$2.25	\$1.50	\$1.50	\$2.50	\$2.50	\$2.50
Windsor	\$87.00	\$60.00	\$60.00	\$44.00	\$2.30	\$1.80	\$1.80	\$2.75	\$2.75	\$2.75
<b>Average</b>	<b>\$84.94</b>	<b>\$64.89</b>	<b>\$55.88</b>	<b>\$49.94</b>	<b>\$2.47</b>	<b>\$2.00</b>	<b>\$1.75</b>	<b>\$2.99</b>	<b>\$2.99</b>	<b>\$2.69</b>
Saskatoon Current	\$81.00	\$57.00	\$48.00	\$27.00	\$2.40	\$1.80	\$1.40	\$3.10	\$2.60	\$2.10
Saskatoon Proposed 2015	\$84.00	\$59.00	\$50.00	\$28.00	\$2.50	\$1.90	\$1.50	\$3.10	\$2.60	\$2.10

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## Annual Review of Parking Rates and Violations

### Recommendation

1. That effective April 1, 2015, the fine amount to be increased to \$50 for all offences in Bylaw No. 7200, The Traffic Bylaw which currently has the amount of \$40;
2. That effective April 1, 2015, the reduced penalty amount be increased to \$30 for all offences in Bylaw No. 7200, The Traffic Bylaw which currently have a reduced penalty amount of \$25 or less;
3. That effective April 1, 2015, the reduced penalty amount to be increased to \$50 for all offences in Bylaw No. 7200, The Traffic Bylaw which currently have a reduced penalty amount of \$40;
4. That effective April 1, 2015, the fine for all offences in Bylaw No. 7200, The Traffic Bylaw which are related to public safety be increased to \$200 with no reduced penalty allowed;
5. That effective April 1, 2015, the fine for all offences in Bylaw No. 7200, The Traffic Bylaw which are related to disabled person's loading areas be increased to \$200 with no reduced penalty allowed; and
6. That the City Solicitor be requested to prepare the appropriate bylaw amendment to Bylaw No. 7200, The Traffic Bylaw.

### Topic and Purpose

This report provides information on the annual rate review of parking meter rates and penalties for parking violations.

### Report Highlights

1. A comparison of the parking meter rates indicate the City of Saskatoon's present rate of \$2 per hour is the same as Regina and Winnipeg's rates, and are lower than other Canadian cities. No increase is recommended at this time.
2. A comparison of expired meter penalties across Canada indicates that the present fine of \$50 for an expired meter violation is in line with what most cities of a comparable size are charging. No increase is recommended.
3. The discounted penalty for an expired meter violation in the City of Saskatoon is lower than what Canadian cities of a comparable size are charging. An increase is recommended.
4. The violation rates for parking in a disabled person's space, in comparison to Canadian cities of comparable size, indicates the City of Saskatoon's present minimum and maximum amounts are lower than what other Canadian cities are currently charging. An increase is recommended.
5. The proposed changes for parking violations prompted a review of fines for other violations within Bylaw No. 7200, The Traffic Bylaw. A number of recommended changes will bring more consistency to the penalty structure.

### **Strategic Goals**

This report supports the Strategic Goal of Asset and Financial Sustainability as revenues from parking meters and parking violations reduce reliance on residential property taxes, and creates deterrence for violations. This report also supports the Strategic Goal of Economic Diversity and Prosperity as the Administration is working collaboratively with economic development authorities and local businesses to promote Saskatoon as a great place to live, work, and raise a family.

### **Background**

The Executive Committee, at its meeting held on April 16, 2012, during consideration of a report of the General Manager, Infrastructure Services Department, dated March 22, 2012, regarding Penalties for Parking Violations resolved, in part:

- “3) that the matter of parking penalties be reviewed in the spring of 2013 and annually thereafter.”

Bylaw No. 7200, The Traffic Bylaw, outlines the penalties for parking at an expired meter; parking within a ticket controlled space; parking within a ticket controlled space when time purchased has expired; and parking longer than traffic signs allow.

The current penalty for such violations is \$50, with a discounted penalty of \$20, if paid within 14 days. This penalty was last reviewed in 2012 when the discounted penalty was increased from \$10.

Rates related to parking meter hooding will be addressed in a separate report.

### **Report**

#### Parking Meter Rates Comparison

The present parking meter rate of \$2 per hour in Saskatoon has been in effect since January 1, 2010.

As part of the annual review of local parking meter rates, the Administration has identified that the parking meter rate at the University of Saskatchewan is \$2 per hour, and the surface lot operated by the Saskatoon Health Region (located at St Paul's Hospital) is currently \$3 per hour.

A review of other Canadian cities with a population of over 750,000 indicates an average hourly rate of \$4. When compared with cities with a population of less than 750,000, the average parking meter rate is \$2 per hour. Therefore, the current parking meter rate in Saskatoon of \$2 per hour is in line with rates charged by Canadian cities of a similar size, as illustrated in Attachment 1.

#### Penalties for Expired Meter Violations

Effective June 1, 2012, the reduced penalty amount for parking at an expired meter; parking in a ticket controlled space; parking within a ticket controlled space when time purchased has expired; and parking longer than traffic signs allow was increased to \$20. The ultimate goal of managing parking is finding a balance between parking meter

## Annual Review of Parking Rates and Violations

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rates and its associated penalties in order to provide a reduction to time limit violations. This increase was to provide more of a deterrent to long-term parking and encourage parking stall turnover in metered areas.

The current discounted rate of \$20 for violations associated with parking at an expired meter does not appear to be discouraging the extended time vehicles are parked at metered spaces. With the daily rate for parking at a meter at \$18 there is little incentive to pay for parking beyond the risk of potentially receiving more than one parking ticket.

The following table indicates no significant decrease in expired meter violations despite the recent increase in the discounted penalties:

	2009	2010	2011	2012	2013
Park at expired meter	84,503	81,462	99,510	110,040	109,829

A comparison of expired meter violation amounts across a number of Canadian cities indicates that, for a city comparable to Saskatoon, the average minimum penalty amount for an expired meter violation is \$30 and the average maximum penalty amount for an expired meter violation is \$55.

It is the Administration's recommendation that the current \$50 penalty is appropriate when compared to the current parking meter rates. However, the discounted penalties should be increased to \$30 for parking at an expired meter; parking in a ticket controlled space; parking within a ticket controlled space when time purchased has expired, and parking longer than traffic signs allow. This would provide more of an incentive to pay for parking rather than risk of receiving a ticket.

### Disabled Parking Violations

The Administration conducted a comparison of disabled person's parking violations across a number of Canadian cities, as illustrated in Attachment 2.

This comparison indicates that the average fines for violations in other municipalities are a minimum of \$200, and a maximum of \$275. The City of Regina recently increased their penalty for parking in a disabled person's area to \$200 with no reduced penalty allowed.

The Administration's opinion is that the current violation amounts, with a minimum of \$40 and a maximum of \$100, for parking in a disabled person's parking area, does not reflect the average rates charged by Canadian cities of a similar size and location, and does not provide enough of a deterrent.

An increase to the fine amount of \$200, with no reduced penalty allowed, would bring Saskatoon in line with rates charged by Canadian cities of a similar size and location, while providing more of a deterrent for the violation.



## Annual Review of Parking Rates and Violations

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A review of the current strategy for on-street parking for persons with disabilities within time limited metered areas, will be subject of a further report.

### Discounted Penalties for Bylaw No. 7200, The Traffic Bylaw Violations

A review of offences within Bylaw No. 7200, The Traffic Bylaw identified a number of penalties and discounted penalties that are inconsistent with the amounts charged by other Canadian cities of a comparable size. To align the penalty amounts, the Administration is recommending the following changes within Bylaw No. 7200, The Traffic Bylaw:

- that \$30 fine amounts be increased to \$50;
- that \$40 fine amounts be increased to \$50;
- that \$10 reduced penalty amounts be increased to \$30;
- that \$20 and \$25 reduced penalty amounts be increased to \$30;
- that \$40 reduced penalty amounts be increased to \$50;
- that fine amounts for public safety related offences be increased to \$200 with no reduced penalty amount available; and
- that the penalty amount for a disabled person's loading area offence be increased to \$200 with no reduced penalty amount available.

Attachment 3 contains further details that indicate the affected offences from Bylaw No. 7200, The Traffic Bylaw.

### **Options to the Recommendation**

Council could choose to leave rates as they are, or set the rates at a different amount than recommended by the Administration.

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

There is no public or stakeholder involvement required at this time.

### **Communication Plan**

The Partnership, Riversdale Improvement District and Broadway Improvement District have been advised of the recommendations included in this report.

Any changes to parking ticket rates would be communicated to city residents. Communication methods may include: news release/PSA, advertisement in The StarPhoenix City Pages, social media, updates to website information, and notices (i.e. stickers, posters) at point-of-parking. This topic may also be considered as part of the Building Better Roads Campaign.

Parking tickets will be updated to include the revised penalties for parking meter and disabled parking violations. To increase awareness of the revised penalties, information will be provided through the news media, social media and on the City of Saskatoon website.

### **Financial Implications**

If reduced penalty amounts for parking meter violations were to be increased to \$30, it is anticipated that parking meter revenue would increase and the number of parking tickets would decrease. The goal of parking penalties is to accomplish compliance with parking stall usage/payment with a minimum number of violations occurring. However, if there is no decrease in the number of expired meter tickets issued, then the annual revenues may increase by approximately \$1.1M.

### **Environmental Implications**

The increase in vehicle turnover at metered stalls may cause an overall increase in greenhouse gas emissions. Alternatively, an increase in the minimum amount for an expired meter violation may also encourage other options such as walking, cycling or Transit ridership.

### **Other Considerations/Implications**

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

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

A further report will be provided to address parking meter hooding rates in early 2015. Any changes to parking meter rates or penalties for parking violations would be reviewed and reported annually.

### **Public Notice**

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

### **Attachments**

1. Comparison of Meter Rates and Expired Meter Penalties
2. Comparison of Parking Violations, Rates for Disabled Person's Parking Area
3. Review of Penalty Offences & Reduced Penalty Offences in Bylaw No. 7200, The Traffic Bylaw

### **Report Approval**

Written by: Phil Haughn, Parking Services Manager, Transportation  
Reviewed by: Jay Magus, Acting Director of Transportation  
Angela Gardiner, Director of Transportation  
Approved by: Jeff Jorgenson, General Manager Transportation & Utilities  
Department

Budget Review PH - Annual Review of Parking Rates and Violations

## Comparison of Meter Rates and Expired Meter Penalties

City	Max Hourly Meter Fee (\$/hr)	Expired Meter Penalty (lowest payment option)	Expired Meter Penalty (highest payment option)	Cost of 9h of Metered Parking
Vancouver	\$6.00	\$35.00	\$105.00	\$54.00
Calgary	\$4.50	\$40.00	\$75.00	\$40.50
Edmonton	\$3.50	\$50.00	\$50.00	\$31.50
Toronto	\$3.50	\$30.00	\$30.00	\$31.50
Ottawa	\$3.00	\$40.00	\$60.00	\$27.00
Victoria	\$2.50	\$20.00	\$40.00	\$22.50
<b>Regina</b>	<b>\$2.00</b>	<b>\$35.00</b>	<b>\$55.00</b>	<b>\$18.00</b>
<b>Saskatoon</b>	<b>\$2.00</b>	<b>\$20.00</b>	<b>\$50.00</b>	<b>\$18.00</b>
<b>Winnipeg</b>	<b>\$2.00</b>	<b>\$30.00</b>	<b>\$60.00</b>	<b>\$18.00</b>
Halifax	\$1.50	\$20.00	\$25.00	\$13.50
Hamilton	\$1.50	\$19.00	\$24.00	\$13.50
<b>Average</b>	<b>\$2.91</b>	<b>\$30.82</b>	<b>\$52.18</b>	<b>\$26.18</b>

**Comparison of Parking Violation Rates  
For Disabled Person's Parking Area**

City	Disabled Parking Violation (lowest payment option)	Disabled Parking Violation (highest payment option)
<b>Saskatoon</b>	<b>\$40.00</b>	<b>\$100.00</b>
Vancouver	\$50.00	\$150.00
Halifax	\$100.00	\$250.00
Victoria	\$130.00	\$150.00
<b>Winnipeg</b>	<b>\$150.00</b>	<b>\$300.00</b>
Calgary	\$200.00	\$300.00
<b>Regina</b>	<b>\$200.00</b>	<b>\$200.00</b>
Edmonton	\$250.00	\$250.00
Hamilton	\$300.00	\$450.00
Ottawa	\$350.00	\$450.00
Toronto	\$450.00	\$450.00
<b>Average</b>	<b>\$201.82</b>	<b>\$277.27</b>

**Review of Penalty Offences & Reduced Penalty Offences  
Bylaw No. 7200, The Traffic Bylaw**

**\$30 penalty offences – increase to \$50:**

14(1) Erasing chalk mark from tire

**\$40 penalty offences – increase to \$50:**

26 Splashing pedestrian

28 Obstructing the flow of traffic within an intersection

30 Driving within sidewalk area

33 Opening motor vehicle doors

35(1) Inconveniencing pedestrians

36 Hitchhiking

37(1) Jaywalking

38 Pedestrian using freeway/expressway

56(6) Improper display of parking permit

**\$10 reduced penalty offences – increase to \$30:**

10(1) Parking over 300mm from curb

14 Parking over 36 hours

56(6) Improper display of parking permit

**\$20 reduced penalty offences – increase to \$30:**

3(2) Barricaded street

10(2) Angle parking

10(3) Right angle parking

10(4) One-way street parking next to curb

10(5) Stall boundaries

10(6) Parking at an expired meter

10(6.1) Parking within pay station zone stall

10(6.2) Parking in pay station zone when time purchased has expired

10(6.3) Failing to properly display ticket in ticket controlled zone

10(6.4) Parking in ticket controlled zone when time purchased has expired

11 Parking longer than traffic signs allow

18 Park in loading zone longer than time allowed

19 Unlicensed vehicle on street

21(1) Over length vehicle in pay parking stall

21(3)(a) Parking recreational vehicle for more than 36 hours

21(3)(d) Parking unlicensed RV on street

21(4) Detached trailer

22 Additional penalty two hours after previous penalty

23 Vehicle repair on street

24(1) Driving or parking in parks

33 Opening motor vehicle doors

34 Semi-trailer backed to curb

35(1) Inconveniencing pedestrians

36 Hitchhiking

37(1) Jaywalking

38 Pedestrian using Freeway or Expressway

38.2 Skateboarding (\$25 reduced penalty)

38.3 Stunting (\$25 reduced penalty)

**\$40 reduced penalty offences – increase to \$50:**

13 Stop in prohibited location/manner

**Safety related offences – increase to \$200 with no reduction:**

21(3)(b) Failure to block tires of detached RV

21(3)(c) Parking RV in hazardous manner

25(1) Park in fire lane

**Disabled person's loading area – increase to \$200 with no reduction:**

25(2) Parking in a disabled person's parking area

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## Proposed Fee Increase for Woodlawn Cemetery – 2015

### Recommendation

1. That the proposed fee increase for services provided at Woodlawn Cemetery, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget Review deliberations; and
2. That the City Solicitor be requested to prepare the necessary amendments to the bylaw for consideration by City Council.

### Topic and Purpose

The purpose of this report is to request approval for an increase to cemetery fees, as outlined in the Woodlawn Cemetery Fee Schedule 2015, effective January 1, 2015 (see Attachment 1).

### Report Highlights

1. Operating costs at the Woodlawn Cemetery have increased. An average fee increase of 6.61% is being requested to help offset these increased costs.

### Strategic Goal

An increase to cemetery fees supports the City of Saskatoon's (City) Strategic Goal of Asset and Financial Sustainability, as the increase in revenue will enable the City to meet service level standards and provide quality service at reasonable, relatively stable market prices.

### Background

The Woodlawn Cemetery sells and maintains graves, provides interment services, installs monument foundations, and provides other related services.

The City has established a Perpetual Care Fund, which covers the costs associated with ongoing maintenance for the grounds. All revenues collected as perpetual care fees are transferred to this fund, and all interest earned on this fund is transferred back to the program as revenue.

The revenue for the Woodlawn Cemetery is comprised of a combination of fees and the interest earned from the Perpetual Care Fund. Therefore, an increase in fees is required when the revenue from the Perpetual Care Fund is not sufficient to cover the increased operating costs.

On December 20, 2010, City Council approved phased-in transfers of funding to create the Cemetery Assurance Fund and increase the transfer to the Perpetual Care Fund, based on audit recommendations. The full phase-in was achieved in 2013, with \$90,000 allocated annually to the Cemetery Assurance Fund, and an additional \$114,000 to the Cemetery Perpetual Care Fund. Both of these funds will be collectively

referred to as “Funds”. These increases were initially funded by the mill rate with the intent that fees be increased each year, keeping in mind the impact to market share, until there is no longer a requirement for mill rate funding.

### **Report**

The Administration is recommending an overall average fee increase of 6.61%. This will result in revenue increases of approximately \$74,700.

It has become apparent that the anticipated volume increase that was part of the 2014 budget will not be achieved. As a result, there is a volume decrease of \$79,000 to adjust revenues to attainable levels.

A comparison of the 2014 cemetery fees from other major centers across Western Canada is reviewed in Attachment 2.

The Woodlawn Cemetery’s budget is affected by inflationary increases in salaries, utility rates, other costs, and transfers to reserves. Revenues cover off expenditure increases, along with contributions to Funds. The projected 2015 operating budget includes:

- a) revenue rate increases of approximately \$74,700;
- b) interest earnings increases from the Perpetual Fund of \$9,400;
- c) revenue volume adjustments of \$79,000;
- d) inflationary operating expense increases of \$36,100; and
- e) increases in contributions to Funds of \$28,000.

The budgeted 2015 mill rate impact will be \$141,700 (an increase of \$59,000 over the 2015 budget).

### **Options to the Recommendation**

An option is to consider a higher increase to the fees. This is not a recommended option as the recommended fee schedule reflects market rates.

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

There is no stakeholder involvement.

### **Communication Plan**

The new 2015 fee structure will be communicated to customers through a revised fee schedule.

### **Financial Implications**

An increase in fees is required to cover increased operating costs. The estimated additional revenue from the increase in rates is approximately \$74,700.

The objective is for the Woodlawn Cemetery to operate at 100% cost recovery, with the fees and interest earned from the Perpetual Care Fund to cover all costs. The program is not able to achieve this objective in 2014 and will have a budget mill rate impact of \$141,700.



Note that the Cemeteries Service Line also includes a mill rate provision for the burial of deceased persons with limited financial means of \$35,000 (2014 - \$41,300).

**Other Considerations/Implications**

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

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

No followup is required at this time.

**Public Notice**

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

**Attachments**

1. Woodlawn Cemetery Fee Schedule 2015
2. Western Canada Cemetery Rate Comparison 2014

**Report Approval**

Written by: Kim Berge, Superintendent, Parks Maintenance/Cemeteries, Parks  
Reviewed by: Darren Crilly, Director of Parks  
Approved by: Randy Grauer, General Manager, Community Services Department

S/Reports/PK/2014/BUDGET REVEIW – Proposed Fee Increase for Woodlawn Cemetery-2015/ks

**ATTACHMENT 1**

<b>WOODLAWN CEMETERY FEE SCHEDULE</b>						
<b>2015</b>						
			<b>2014</b>		<b>2015</b>	<b>% Increase</b>
<b>CEMETERY PLOTS (GRAVES)</b>						
Adult Casket Grave (new areas)	<i>Casket</i>	1,126.25				
	<i>Perpetual Care</i>	198.75	1,385.00	1,385.00	1,455.00	5.1%
Adult Casket Grave (established areas)	<i>Casket</i>	1,474.75				
	<i>Perpetual Care</i>	260.25	1,815.00	1,815.00	1,905.00	5.0%
Adult Casket Grave (Jewish area)	<i>Casket</i>	1,474.75				
	<i>Perpetual Care</i>	260.25	1,815.00	1,815.00	1,905.00	5.0%
Field Of Honour - Casket or Cremation	<i>Grave Sales</i>	490.00				
	<i>Monuments</i>	650.00				
	<i>Perpetual Care</i>	200.00	1,405.00	1,405.00	1,475.00	5.0%
Child Grave (up to 4 ft casket)	<i>Grave Sales</i>	348.50				
	<i>Perpetual Care</i>	61.50	430.00	430.00	450.00	4.7%
Infant (up to 30 days)	<i>Grave Sales</i>	106.25				
	<i>Perpetual Care</i>	18.75	130.00	130.00	140.00	7.7%
Cremation Only Graves (new areas)	<i>Grave Sales</i>	726.75				
	<i>Perpetual Care</i>	128.25	895.00	895.00	940.00	5.0%
Cremation Only Graves (established areas)	<i>Grave Sales</i>	828.75				
	<i>Perpetual Care</i>	146.25	1,020.00	1,020.00	1,075.00	5.4%
University (Dept of Anatomy) Cremation Grave	<i>Grave Sales</i>	110.50				
	<i>Perpetual Care</i>	19.50	140.00	140.00	150.00	7.1%
Columbarium Niche (#3-Round Unit Bottom Half)	<i>Grave Sales</i>	1,916.75				
	<i>Perpetual Care</i>	338.25	2,355.00	2,355.00	2,475.00	5.1%
Columbarium Niche (#3-Round Unit Top Half)	<i>Grave Sales</i>	2,163.25				
	<i>Perpetual Care</i>	381.75	2,655.00	2,655.00	2,790.00	5.1%
Columbarium Niche (#4 & #5)	<i>Grave Sales</i>	1,916.75				
	<i>Perpetual Care</i>	338.25	2,355.00	2,355.00	2,475.00	5.1%
Private Estate Columbarium Plot	<i>Grave Sales</i>					
	<i>Perpetual Care</i>		1,815.00		1,905.00	5.0%
<b>OPENING &amp; CLOSING SERVICES (INTERMENTS)</b>						
Adult Casket	<i>Interments</i>		1,100.00		1,155.00	5.0%
Adult Casket - Funeral Home supplied Dome	<i>Interments</i>		1,375.00		1,445.00	5.1%
Child Casket (up to 4' casket)	<i>Interments</i>		420.00		440.00	4.8%
Infant (up to 30 days)	<i>Interments</i>		100.00		105.00	5.0%
Cremated Remains	<i>Interments</i>		475.00		500.00	5.3%
Cremated Remains - Funeral Home supplied Vault	<i>Interments</i>		515.00		545.00	5.8%
Cremations - 2 in 1 opening	<i>Interments</i>		670.00		750.00	11.9%
University (Dept of Anatomy) - Cremation	<i>Interments</i>		550.00		580.00	5.5%
Columbarium Niche	<i>Interments</i>		210.00		220.00	4.8%
Columbarium Niche - 2 interments in 1 niche, same time	<i>Interments</i>		315.00		330.00	4.8%
Cremation Interred with Casket Burial	<i>Interments</i>		210.00		220.00	4.8%
<b>MEMORIALIZATION SERVICES</b>						
Concrete Foundations:	<i>Base UP TO 42"</i>		310.00		340.00	9.7%
	<i>Base OVER 42"</i>		605.00		635.00	5.0%
Remove existing foundation			170.00		180.00	5.9%
Flat Marker Installation:	<i>UP TO 24"</i>		180.00		195.00	8.3%
	<i>OVER 24"</i>		230.00		245.00	6.5%
	<i>Infant area only</i>		75.00		100.00	33.3%
	<i>ADD concrete border</i>		170.00		195.00	14.7%
	<i>Field of Honor (strip)</i>		290.00		305.00	5.2%
Remove flat marker (in-ground)			115.00		125.00	8.7%
Remove flat marker (in concrete)			230.00		250.00	8.7%
Columbarium Inscription	<i>...First inscription</i>		400.00		420.00	5.0%
	<i>...Added inscriptions</i>		315.00		330.00	4.8%
Bronze Marker Refurbishing			160.00		170.00	6.3%
Monument Cleaning (Power Washing)			70.00		75.00	7.1%
<b>MEMORIALIZATION SERVICES (Continued)</b>						

**WOODLAWN CEMETERY FEE SCHEDULE**

**2015**

			2014	2015	% Increase
Permanent In-Ground Vase (set in concrete)			230.00	255.00	10.9%
Columbarium # 3, 4, 5 Vase			100.00	105.00	5.0%
Memorial Tree			610.00	640.00	4.9%
Memorial Tree - Plaque			270.00	285.00	5.6%
Memorial Tree - Stand			195.00	205.00	5.1%
U of S Monument & Inscription			1,075.00	1,130.00	5.1%
Memorial Bench & Plaque			2,205.00	2,205.00	0.0%
Winter Wreath (Includes GST)			70.00	70.00	0.0%
<b>ADDITIONAL SERVICES</b>					
Saturday Surcharge - Saturday 9 am - 3:00 pm	Casket Service		485.00	510.00	5.2%
Sunday/Statutory Holiday Surcharge	Casket Service		675.00	710.00	5.2%
Saturday Surcharge - Saturday 9 am - 3:00 pm	Cremation Service		250.00	280.00	12.0%
Sunday/Statutory Holiday Surcharge	Cremation Service		350.00	400.00	14.3%
Late Funeral - After 4 pm Weekdays After 3 pm Weekends	(Per ½ hr)		120.00	130.00	8.3%
Short Notice Opening	Casket		190.00	200.00	5.3%
Short Notice Opening	Cremation		100.00	120.00	20.0%
Lowering Device Rental Charge			75.00	80.00	6.7%
Regular Deepening - Adult casket			515.00	545.00	5.8%
Winter Surcharge (Nov. 15 - Apr. 30)	Cremation		100.00	105.00	5.0%
Winter Surcharge (Nov. 15 - Apr. 30)	Casket		185.00	195.00	5.4%
Turf Establishment (Sod)			130.00	140.00	7.7%
Administration Fee			90.00	100.00	11.1%
Tent Rental			85.00	90.00	5.9%
<b>DISINTERMENT SERVICES</b>					
Standard Casket Disinterment			1,800.00	1,890.00	5.0%
Child Casket Disinterment			860.00	905.00	5.2%
Infant Casket Disinterment			435.00	460.00	5.7%
Cremaains Disinterment			455.00	480.00	5.5%
Columbarium Disinterment	plus new panel if needed		225.00	235.00	4.4%
<b>PERPETUAL CARE SURCHARGES</b>					
Upright Monuments	Upright monuments (<1.22m. ht.)		190.00	200.00	5.3%
Upright Monuments	Upright monuments (>1.22m. ht.)		370.00	390.00	5.4%
Flat Markers			95.00	100.00	5.3%
Flat Markers on a Strip			190.00	200.00	5.3%
2nd/3rd/4th Burial PCare			210.00	225.00	7.1%
2nd/3rd/4th Cremation Burial PCare			160.00	170.00	6.3%
<b>VAULT SALES</b>					
Base and Dome			475.00	500.00	5.3%
Base only			80.00	85.00	6.3%
Basic Urn Vault			80.00	85.00	6.3%
Concrete Non-Sealing Vault			995.00	1,045.00	5.0%
Concrete Sealing Vault			1,150.00	1,210.00	5.2%
Fibre Dome			395.00	415.00	5.1%
Install Concrete Vault - Funeral Home Supplied			320.00	340.00	6.3%
Oversize Fibre Dome 36x87			715.00	755.00	5.6%

### Western Canada Cemetery Rate Comparison 2014

City	Casket Plot	Cremation Plot	Opening Closing Casket	Opening Closing Cremains	Saturday Over Time Casket Cremains	Columbarium
<b>Calgary</b>	\$2,542	\$1,640	\$1,418	\$369	\$1,033 to \$269	\$3,280 to \$4,206
<b>Edmonton</b>	\$2,253 to \$4,708	NA	\$915	\$367	NA	NA
<b>Brandon</b>	\$1,240 to \$1,453	\$621	\$857	\$371	\$602 to \$337	\$2,825
<b>Winnipeg</b>	\$1,605 to \$2,420	\$895 to \$1,430	\$890	\$375	\$815 to \$280	\$2,480 to \$3,050
<b>Regina</b>	\$1,355 to \$1,955	\$510 to \$1,605	\$935	\$300	\$525 to \$275	\$2,950 to \$3,210
<b>Saskatoon</b>	\$1,385 to \$1,815	\$895 to \$1,020	\$1,100	\$475	\$485 to \$250	\$2,355 to \$2,655

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## Meewasin Valley Authority Funding

### Recommendation

1. That an increase in annual funding of \$250,000 to the Meewasin Valley Authority (MVA), tied to construction, maintenance, and enhancement of the MVA Trail within City of Saskatoon (City) limits, be considered during the 2015 Business Plan and Budget deliberations;
2. That the MVA be requested to report annually to City Council on progress made the previous year and work planned for the following year; and
3. That beginning in 2015, the Administration be requested to include an annual inflationary adjustment for overall City funding to the MVA.

### Topic and Purpose

This report provides rationale for an increase in annual funding of \$250,000 to the MVA which is to be tied to maintenance and enhancement of the Meewasin Valley Trail within City limits.

### Report Highlights

1. MVA's vision for the Meewasin Valley and its trail system are closely aligned with the City's Strategic Plan.
2. The Meewasin Valley Trail system is a key component of the City's active transportation infrastructure.
3. The MVA has conducted an assessment of its trails, identifying a significant need for investment in maintenance and enhancement of the existing trail network, and in new construction to address gaps in the system.
4. MVA partner funding has not kept pace with Saskatoon's population growth or the rate of inflation, though the City provides an estimated value of \$1.8 million annually in in-kind support through park, trail, and facility maintenance within the MVA jurisdiction.
5. The MVA is able to leverage funds from other sources, including its funding partners, donations, and grants, providing good return on the proposed increased investment in trail infrastructure.

### Strategic Goals

This report supports the Strategic Goal of Quality of Life by proposing investment in trail facilities that promote active living and enjoyment of the City's natural beauty.

Specifically, it is consistent with the long-term strategy to ensure that recreational facilities meet the community's needs.

This report also supports the Strategic Goal of Moving Around by supporting the improvement of facilities that present attractive transportation options. The Meewasin Trail system plays an important role in the four-year priority to promote a mix of transportation modes – specifically active transportation (walking, cycling, etc.).

**Background**

The MVA receives both statutory and supplementary funding from the three funding partners – Province of Saskatchewan, University of Saskatchewan, and the City. Statutory funding is the funding that each partner is required to contribute under the *Meewasin Valley Authority Act*. Supplementary funding is not mandated by statute, and is therefore at the discretion of the funding partner.

During its December 3 and 4, 2013 Special Meeting to deal with the 2014 Corporate Business Plan and Detailed Budget, City Council considered a report from the Administration addressing a request from the MVA to increase its supplementary funding from the City. In addition to approving the request for a 4% increase in funding (\$27,500) for 2014, City Council resolved:

“that the Administration consider multi-year funding arrangements with the Meewasin Valley Authority, and report at the appropriate time.”

The following table summarizes the MVA base funding arrangement for the current (2014 to 2015) fiscal year, ending March 31:

<b>Funding</b>	<b>Statutory</b>		<b>Supplementary</b>		<b>Total</b>	
Province of Saskatchewan	\$ 740,169	39.6%	\$168,831	39.3%	\$ 909,000	39.5%
University of Saskatchewan	\$ 574,000	30.7%	\$100,528	23.4%	\$ 674,528	29.3%
City of Saskatoon*	\$ 556,700	29.8%	\$160,380	37.3%	\$ 717,080	31.2%
<b>Total</b>	<b>\$1,870,869</b>	<b>100.0%</b>	<b>\$429,739</b>	<b>100.0%</b>	<b>\$2,300,608</b>	<b>100.0%</b>

\*Note: In 2014, the City provided the MVA with a \$50,000 grant in addition to the annual base funding. This grant is not reflected in the table.

**Report**

Alignment with the City’s Strategic Plan

The MVA’s vision document, *Naturally Beautiful, Uniquely Ours: A Vision for the Meewasin Valley 2014-2024 (MVA Vision)*, aligns very closely with the City’s Strategic Plan 2013-2023. Specifically, the themes and key directions in the MVA Vision directly support the City’s Strategic Goals of Environmental Leadership, Quality of Life, and Moving Around.

Meewasin Valley Trail and Active Transportation

The Meewasin Valley and its trail system play an important role in active transportation, linking the city from north to south for both commuters and recreational trail users.

The City is currently developing an Active Transportation Plan that will guide future planning, policy, and infrastructure decisions with a goal to promote non-motorized methods of transportation within Saskatoon. Though the plan is in the early stages, it is clear that the Meewasin Valley Trail system will be a key component of the City’s active transportation infrastructure into the future.

The MVA is also seen as a key partner in achieving the outcomes of this forthcoming plan, particularly as it moves into implementation. For this reason, the MVA is

represented on the Active Transportation Plan Steering Committee, along with external representation from the Saskatoon Health Region and the University of Saskatchewan.

Targeted support for the MVA, as recommended in this report, will further the City's objectives in developing and implementing an Active Transportation Plan.

### Meewasin Valley Trail Condition Assessment

The MVA has conducted an assessment of the Meewasin Valley Trail infrastructure. This study involved an evaluation of the condition of the existing trail system based on a number of criteria, including capacity/width, surface condition, accessibility, vegetation overgrowth, erosion, drainage, etc. Trail segments requiring replacement or upgrade were prioritized, and cost estimates were prepared. Attachment 1 is a list of the MVA's top ten priority projects. MVA's cost opinion to complete the ten priority projects, based on projected trail usage in 2024, is approximately \$10.3 million. The cost opinion to complete all identified projects is \$15.7 million.

The MVA has developed two 10-year implementation projections for these improvements based on assumptions about its annual funding levels (see Attachment 2). If MVA's annual funding (from all sources) were to increase by \$500,000, the MVA could complete approximately half of its top ten priority projects by 2024. If MVA's funding level were to increase by \$1 million annually, it could complete 90% of these priorities by 2024.

Additionally, the study involved a gap analysis (see Attachment 3) to identify components of the system where trail infrastructure does not exist. This study identified, within City limits, 7.5 kilometres (km) of gaps in the trail network. The total cost to address these gaps is estimated to be \$7.0 million.

### Population and Inflation Outstripping MVA Funding

In the past six years (2009 to 2014), Saskatoon's estimated population increased from 217,800 to 254,000, a difference of 16.6%. Over that same time period, the Consumer Price Index (CPI) increased by 7.3%. With the 2014 increase in City and University of Saskatchewan funding factored in, the MVA's funding from its partners has increased by 2.2% since 2009.

Saskatoon's population is projected to continue growing at an annual rate of at least 2.5% for the foreseeable future. With this and a steady increase in the CPI, MVA's funding from partners is expected to decline in purchasing power, limiting the MVA's ability to fulfil its mandate and making it increasingly dependent on other sources of funds, such as grants and donations.

The proposed \$250,000 increase in the City's annual base funding contribution for 2015 represents an increase of 34.9% over the City's 2014 base funding level of \$717,080.

In addition to its annual funding contribution, the City also provides in-kind support to the MVA, valued at \$1.8 million, through park, trail, and facility maintenance within its jurisdiction.

Encouraging Funding From Other Sources

The MVA’s tri-party funding model and its ability to seek donations and grants mean that it is able to leverage funds, providing good return on investment for the City. Based on data from the MVA over the past 30 years, 81% of its revenue has come from sources other than the City’s core funding.

The proposed \$250,000 annual increase in the City’s contribution to the MVA is targeted towards trail maintenance and enhancement. Investing in trail improvements in this way can meet the objectives of both the City and the MVA, while potentially generating greater impact than if the City were to undertake such improvements on its own.

The 2015 preliminary operating budget also includes a \$7,600 inflationary adjustment to existing MVA funding, reflecting the Saskatoon CPI change over the last year.

**Options to the Recommendation**

City Council can choose to increase its supplementary funding to the MVA to any level it deems appropriate, or it may choose to not increase funding at all. The City’s level of funding will directly impact the MVA’s ability to address deficiencies in its trail system in support of its, and the City’s, vision and strategies. Furthermore, the level of funding provided by the City will impact the ability of the MVA to leverage funds from its funding partners and other sources.

**Public and/or Stakeholder Involvement**

Public and/or stakeholder involvement is not required.

**Communication Plan**

A communication plan is not required.

**Financial Implications**

The recommended increase of \$250,000 in annual supplementary funding to the MVA will be mill-rate supported. This funding is proposed to be accommodated within the Building Better Roads Program Budget.

Budgeted	Unbudgeted	Capital	Operating	Non-Mill Rate	External Funding
			\$250,000		

**Other Considerations/Implications**

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

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

No follow-up is required.

**Public Notice**

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



**Attachments**

1. Trail Infrastructure – Priority Replacement By Trail Section
2. Meewasin Trail Upgrades – 10-Year Projections
3. Trail Infrastructure – Gap Analysis

**Report Approval**

Written by: Chris Schulz, Senior Planner II, Long Range Planning Section  
Approved by: Randy Grauer, General Manager, Community Services Department  
Approved by: Murray Totland, City Manager

S/Reports/2014/CP/BUDGET REVIEW – Meewasin Valley Authority Funding/ks  
BF 06-14

Trail Infrastructure - Priority Replacement by Trail Section

Trail Infrastructure - Priority Replacement By Trail Section

DRAFT FOR DISCUSSION PURPOSES ONLY  
 \* Working Estimates - Opinion of Cost

Priority	Trail Sections	Estimated Year Constructed	Recommendation	Projected Duration	Cost 2014 \$\$\$*
1	Mendel	1986-1989	Accessibility - Replace trail along the boardwalk (river edge trail)	1 years	\$ 432,647.28
2	Cosmopolitan Park	1993-1994	Build Primary Trail followed by secondary trail - widen to 3m wide	2 years	\$ 1,023,105.38
3	Kiwanis Park	1982	Accessibility, drainage, widen trail to 4m	2 years	\$ 923,617.41
4	Spadina (Meewasin Washroom Shelter to Weir)	1982	Widen trail to 4m - accessibility issues at many of the entrances along this section of trail	3 years	\$ 1,208,080.82
5	University Trail	1981-1984	Widen trail to 4m - accessibility concerns at the entrance from the University Bridge	3 years	\$ 1,353,613.60
6	Meewasin Riverworks (Weir - 33rd to Queen)	1982/2003	Widen trail (or twin trail) - This section through the Mendel is the busiest section of trail during the evening hours	4 years	\$ 1,386,783.59
8	Meewasin Park	1981	Trail is one of the oldest sections. It is need of an upgrade. Entrance from parking lot is not accessible. Widen to 3m.	4 years	\$ 1,695,156.82
9	Rotary Park	1996-1997	Widen to 3m	1 years	\$ 437,140.41
7	CPR to Circle Drive North	1995-1996/2001	Widen trail to 3m - Major accessibility concerns at Circle Drive Bridge	2 years	\$ 793,342.40
10	Victoria Park	1985-1986/2010	Widen trail to 3m	2 years	\$ 1,031,977.85
					\$ 10,285,465.56

Meewasin Matters Trail Campaign is not part of the infrastructure analysis. \*Based on 2014 dollars

## Trail Infrastructure - Priority Replacement By Trail Section (Projecting to 2043)

Priority	Trail Sections	Estimated Year Constructed	Recommendation	Projected Duration	Cost 2014 \$\$\$*
1	Mendel	1986-1989	Accessibility - Replace trail along the boardwalk (river edge trail)	1 years	\$ 865,294.56
2	Cosmopolitan Park	1993-1994	Build Primary Trail followed by secondary trail - widen to 6m wide	2 years	\$ 1,752,597.68
3	Kiwanis Park	1982	Accessibility, drainage, widen trail to 6m	2 years	\$ 1,385,426.12
4	Spadina (Meewasin Washroom Shelter to Weir)	1982	Widen trail to 4m - accessibility issues at many of the entrances along this section of trail	3 years	\$ 1,379,642.59
5	University Trail	1981-1984	Widen trail to 6m - accessibility concerns at the entrance from the University Bridge	3 years	\$ 2,234,427.19
6	Meewasin Riverworks (Weir - 33rd to Queen)	1982/2003	Widen trail (or twin trail) - This section through the Mendel is the busiest section of trail during the evening hours	4 years	\$ 1,386,783.59
8	Meewasin Park	1981	Trail is one of the oldest sections. It is need of an upgrade. Entrance from parking lot is not accessible. Widen to 4m.	4 years	\$ 1,935,889.15
9	Rotary Park	1996-1997	Widen to 6m	1 years	\$ 998,439.04
7	CPR to Circle Drive North	1995-1996/2001	Widen trail to 4m - Major accessibility concerns at Circle Drive Bridge	2 years	\$ 861,471.50
10	Victoria Park	1985-1986/2010	Widen trail to 4m	2 years	\$ 2,357,061.84
					\$ 15,157,033.27

Meewasin Matters Trail Campaign is not part of the infrastructure analysis. \*Based on 2014 dollars

Meewasin Trail Upgrades - 10-Year Projections

Meewasin Trail Upgrades  
(10 Year Projection - \$500,000 Annual Capital Budget Increase)

FOR DISCUSSION PURPOSES  
\*Working Estimate - Opinion of Cost

Year	Item	Annual Funding \$500,000	Expenditure (Project Cost)	Inflation Factor	Adjusted for Inflation Factor	Adjusted Surplus / Deficit	Notes (Initial upgrade cost based on 2014 \$\$)
2015	Budget Allocation	\$500,000		103%	\$515,000	\$515,000	
	Mendel		\$432,648	103%	\$445,627	\$69,373	Mendel Upgrade Cost \$432,648. Work complete
2016	Budget Allocation	\$500,000		106%	\$530,450	\$599,823	
	Cosmopolitan Park - Accessibility Ramp from Broadway Bridge to Primary Trail		\$500,000	106%	\$530,450	\$69,373	Cosmopolitan Upgrade Cost \$1,023,106.
2017	Budget Allocation	\$500,000		109%	\$546,364	\$615,736	
	Cosmopolitan Park - Widen (4m) and Upgrade Trail		\$523,106	109%	\$571,612	\$44,124	Work complete
2018	Budget Allocation	\$500,000		113%	\$562,754	\$606,878	
	Kiwanis Park - Widen Trail South of Bessborough / Accessibility Ram (Thompson Belvedere)		\$500,000	113%	\$562,754	\$44,124	Kiwanis Park Upgrade Cost \$923,618.
2019	Budget Allocation	\$500,000		116%	\$579,637	\$623,761	
	Kiwanis Park - Widen Trail South of Bessborough / Accessibility Ram (Thompson Belvedere)		\$423,618	116%	\$491,089	\$132,672	Work complete
2020	Budget Allocation	\$500,000		119%	\$597,026	\$729,698	
	Spadina (Meewasin Washroom Shelter to Weir)		\$632,672	119%	\$755,443	-\$25,746	Spadina Upgrade Cost \$1,208,080.
2021	Budget Allocation	\$500,000		123%	\$614,937	\$589,191	
	Spadina (Meewasin Washroom Shelter to Weir)		\$475,000	123%	\$584,190	\$5,001	
2022	Budget Allocation	\$500,000		127%	\$633,385	\$638,386	
	Spadina (Meewasin Washroom Shelter to Weir)		\$100,408	127%	\$127,194	\$511,192	Work complete
2023	Budget Allocation	\$500,000		130%	\$652,387	\$661,378	
	University Trail		\$396,442	127%	\$502,201	\$8,992	University Trail Upgrade Cost \$1,353,614. Accessibility Sections first - remainder widen trail to 4m
2024	Budget Allocation	\$500,000		134%	\$671,958	\$680,950	
	University Trail		\$500,000	130%	\$652,387	\$8,992	Accessibility Sections first - remainder widen trail to 4m
	University Trail		\$500,000	134%	\$671,958	\$680,950	Accessibility Sections first - remainder widen trail to 4m. Work Complete
	<b>Total Expenditure</b>		<b>\$4,983,894</b>		<b>\$5,894,906</b>		

Note: 3% added to project cost per year for inflation.  
Assume an initial budget allocation per year of \$500,000

## Meewasin Trail Upgrades (10 Year Projection - \$1,000,000 Annual Capital Budget Increase)

Year	Item	Annual Funding \$1,000,000	Expenditure (Project Cost)	Inflation Factor	Adjusted	Adjusted Surplus / Deficit	Notes (initial upgrade cost based on 2014 \$\$)
2015	Budget Allocation	\$1,000,000		103%	\$1,030,000	\$1,030,000	
	Mendel		\$432,648	103%	\$445,627	\$584,373	Mendel Upgrade Cost \$432,648. Work complete
	Cosmopolitan Park - Accessibility / Widen and upgrade trail		\$567,352	103%	\$584,373	\$0	Cosmopolitan Upgrade Cost \$1,023,106.
2016	Budget Allocation	\$1,000,000		106%	\$1,060,900	\$1,060,900	
	Cosmopolitan Park - Accessibility / Widen and upgrade trail		\$455,754	106%	\$483,509	\$577,391	Work Complete
	Kiwanis Park - Widen Trail South of Bessborough / Accessibility Ram (Thompson Belvedere)		\$544,246	106%	\$577,391	\$0	Kiwanis Park Upgrade Cost \$923,618.
2017	Budget Allocation	\$1,000,000		109%	\$1,092,727	\$1,092,727	
	Kiwanis Park - Widen Trail South of Bessborough / Accessibility Ram (Thompson Belvedere)		\$379,372	109%	\$414,550	\$678,177	Work Complete
	Spadina (Meewasin Washroom Shelter to Weir)		\$600,000	109%	\$655,636	\$22,541	Spadina Upgrade Cost \$1,208,080.
2018	Budget Allocation	\$1,000,000		113%	\$1,125,509	\$1,148,050	
	Spadina (Meewasin Washroom Shelter to Weir)		\$608,080	113%	\$684,399	\$463,650	Work Complete
	University Trail - accessibility and widen to 4m		\$500,000	113%	\$562,754	-\$99,104	University Trail Upgrade Cost \$1,353,614. Accessibility Sections first
2019	Budget Allocation	\$1,000,000		116%	\$1,159,274	\$1,060,170	
	University Trail - accessibility and widen		\$853,614	116%	\$989,573	\$70,597	Work Complete
2020	Budget Allocation	\$1,000,000		119%	\$1,194,052	\$1,264,650	
	Meewasin Riverworks (Weir - 33rd to Queen)		\$1,000,000	119%	\$1,194,052	\$70,597	Meewasin Riverworks (Weir) Upgrade Cost \$1,386,784
2021	Budget Allocation	\$1,000,000		123%	\$1,229,874	\$1,300,471	
	Meewasin Riverworks (Weir - 33rd to Queen)		\$386,784	123%	\$475,696	\$824,776	Work Complete
	Meewasin Park		\$695,157	123%	\$854,955	-\$30,180	Meewasin Park Upgrade Cost \$1,695,157
2022	Budget Allocation	\$1,000,000		127%	\$1,266,770	\$1,236,590	
	Meewasin Park		\$1,000,000	127%	\$1,266,770	-\$30,180	Meewasin Park Upgrade Cost \$1,695,156
2023	Budget Allocation	\$1,000,000		130%	\$1,304,773	\$1,274,593	
	Rotary Park		\$437,141	130%	\$570,370	\$704,224	Rotary Park Upgrade Cost \$437,141 Work Complete
2024	Budget Allocation	\$1,000,000		134%	\$1,343,916	\$2,048,140	
	CPR to Circle Drive North		\$793,343	134%	\$1,066,187	\$981,953	CPR to Circle Drive North Upgrade Cost \$793,343
	Victoria Park (South to Schuler Street)		\$725,000	134%	\$974,339	\$7,614	Victoria Park Upgrade Cost \$1,031,978 Not complete
	<b>Total Expenditure</b>		<b>\$9,039,179</b>		<b>\$10,258,300</b>		

Note: 3% added to project cost per year for inflation.  
Assume a fixed budget allocation per year of \$1,000,000

## Trail Infrastructure - Gap Analysis

Gap Analysis - July 2014	Distance (meters)	Priority	Material	Replacement Cost*
West of Idylwyld - Rotary to Sask Cres**	120	1	Asphalt	
Sanatorium Site Trail to CDS	1400	2	Crusher Dust	\$ 2,223,200.00
Meewasin Park	30	3	Crusher Dust	\$ 10,140.00
CDS Under CN Rail South to MVA Trail***	160	4	Crusher Dust	\$ 250,880.00
Sutherland Beach Primary Trail	1500	5	Crusher Dust	\$ 507,000.00
Rotary Park to Broadway Bridge	100	6	Asphalt	\$ 38,600.00
Sutherland Beach bypass - south	300	7	Crusher Dust	\$ 86,400.00
Sutherland Beach bypass - north	600	7	Crusher Dust	\$ 172,800.00
Preston Crossing - Backshore Link along Preston	300	8	Asphalt	\$ 101,400.00
Peggy McKercher to Crocus Prairie	2100	9	Crusher Dust	\$ 3,292,800.00
Capilano - Sturgeon Trail	900	10	Asphalt	\$ 304,200.00
Maple Grove	2900	11	Crusher Dust	\$ 980,200.00
<b>Total Missing Trail Length</b>	<b>10410</b>		<b>Varies</b>	<b>\$ 7,967,620.00</b>

\*These are based on 2014 \$\$\$

\*\*This section is being constructed by the City of Saskatoon

\*\*\*Not currently funded. Challenging section with known slope failures in the area

Meewasin Matters Trail Campaign is not part of this gap analysis

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## Advertising in Off-Leash Recreation Areas

### Recommendation

That the proposal to allow advertising in Off-Leash Recreation Areas, as included in the proposed 2015 Operating Budget and described in this report, be considered during the 2015 Business Plan and Budget Review.

### Topic and Purpose

The purpose of this report is to provide information regarding the proposal, beginning in 2015, to allow advertising in Off-Leash Recreation Areas (OLRA). Animal Services, Recreation and Sport Division, is proposing to sell advertising at City of Saskatoon (City)-owned OLRAs to generate additional revenue for the program.

### Report Highlights

1. Recreation and Sport is proposing to allow advertising in OLRAs to offset the additional costs associated with annual maintenance and development of new OLRAs within the City.
2. Recreation and Sport is proposing that advertising be developed based on general principles and guidelines, as outlined in this report.

### Strategic Goal

This report supports the four year priority to explore alternate sources of revenue to pay for ongoing operations under the City of Saskatoon's (City) Strategic Goal of Asset and Financial Sustainability.

### Background

Following the launch of the Animal Services initiative in fall of 2004, public input meetings were held across the City to gather animal-related concerns and needs of the community. By far, the most prevalent message heard was that more space for OLRAs was needed.

In its August 18, 2010 meeting, City Council received a report in response to the growing need conveyed by Saskatoon residents for additional space where dogs could be off-leash while they and their owners socialize and enjoy healthy outdoor exercise. This has resulted in the implementation of six active OLRAs, two more scheduled to be constructed and operational in 2014, and the identification of future OLRAs. The current eight OLRAs are in response to the Administration identifying opportunities within new development areas or user groups demonstrating interest and formally submitting a Dog Park Application.

Within the Animal Services Program, there are three program areas that require a significant amount of funding:

- Contract with the Saskatoon Animal Control Agency (SACA);

## Advertising in Off Leash Areas

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- Contract with the Saskatoon Society for the Prevention of Cruelty to Animals (SPCA); and
- OLRA Maintenance costs.

Revenue generated from animal licensing alone may not be sufficient to keep up with the increased costs of contract agreements and increased costs of OLRA maintenance.

### Report

#### Advertising to Offset Costs

Recreation and Sport is proposing to allow advertising in OLRAs to offset the additional costs associated with the City providing pound and investigative services, enforcement services, and OLRA maintenance.

#### Development of Guidelines

Recreation and Sport is proposing to advertise a Request For Proposals (RFP) to select an advertising agency for the administration and implementation of advertising within OLRAs. Once the advertising agency has been selected, advertising will be developed based on the following general principles and guidelines:

1. The successful advertising agency would solicit, design, produce, and prepare all ads for installation.
2. The advertising agency would pay the City an agreed percentage of the net advertising revenues.
3. The payment schedule would take place semi-annually, with all net revenues for the previous six months to be remitted to the City on June 30 and December 31 of each year.
4. Net advertising revenues are gross advertising revenues, less direct expenses (i.e. materials, design, installation/removal costs, sales commissions, maintenance). Administration, office overhead, salaries, and other operating expenses are the sole responsibility of the advertising agency.
5. The advertising agency would be required to disclose, and provide to the City, all financial information affecting net advertising revenue.
6. The advertising agency would provide to the City performance objectives (i.e. guarantees to place a minimum number of ads in each OLRA) that are mutually agreeable to both parties. If the stated performance objectives are not met, the City reserves the right to terminate the contract.
7. Installation of ads may be done by the City or the agency, depending on the eventual agreement.
8. Regular maintenance of the structure is to be performed by the City.
9. The term of the agreement is for five years with a renewal option for 2 five-year terms, subject to City approval.
10. Upon expiration/termination of the agreement, existing multi-year ads are permitted to remain in OLRA(s) until expiration of advertiser's current term so as not to disrupt or affect advertiser. Revenue sharing is to continue as per agreement.



11. At expiration/termination of the agreement, all advertisements and related material is to be returned to the advertising agency.

The Administration will ensure that all specifics in regards to placement, size, and location of advertisements would be identified within the RFP process and adhere to all applicable policies (see Attachment 1).

### **Options to the Recommendation**

City Council could reject the recommendation to advertise in OLRAs. This option is not recommended as it would prevent Animal Services from generating additional revenue, and potentially limit the expansion of the OLRA program.

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

There is no public or stakeholder involvement at this time.

### **Communication Plan**

Animal Services will update the Advisory Committee on Animal Control (ACAC) with the outcome of this proposal.

### **Financial Implications**

The net annual revenue generated from advertising sales (payable to the City) is projected to be \$15,000. Advertising in OLRAs will help reduce the net operating costs of the OLRA program and reduce the reliance on the mill rate.

### **Policy Implications**

Advertising in OLRAs is supported by Advertising in Recreation Facilities Policy No. C10-010. The policy permits the rental of advertising space “(to generate revenues at recreation facilities operated by Civic Departments) (i.e. excluding Civic Boards and Commissions)”. Advertising will only be permitted at the four larger destination OLRAs (Avalon, Southwest, Sutherland, and Silverwood) at this time.

If advertising were to proceed in neighbourhood OLRAs, an amendment to Facilities & Parks Usage Bylaw No. 7767 (Bylaw No. 7766) would be required as they are classified as neighbourhood parks. As per Bylaw No. 7767, “Park” means Municipal Reserve or other lands maintained for recreational purposes, owned by the City, and designated as one or more of the following: District, Multi-District, Linear, Riverbank, Special Use, Neighbourhood Pocket, or Neighbourhood Park. As per Bylaw No. 7767, no person shall advertise in a Park or Recreation Facility unless written or verbal permission to do so has been received from the City.

### **Other Considerations/Implications**

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

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

Upon committee approval, the Administration will work with the Purchasing Section to advertise an RFP in January 2015, with anticipated implementation and sign installation in Spring 2015.

**Public Notice**

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

**Attachment**

1. Examples of Advertising in OLRAs

**Report Approval**

Written by: Chelsie Schafer, Open Space Consultant, Recreation and Sport

Reviewed by: Dylan Czarnecki, Acting Director of Recreation and Sport

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

S/Reports/RS/2014/BUDGET REVIEW – Advertising in Off-Leash Recreation Areas/ks

Examples of Advertising in OLRAs



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## Maintaining Current Rental Rates for Indoor Arenas – 2015/2016 Winter Season

### Recommendation

That the rental rates for Indoor Arenas be maintained, as identified in this report and included in the 2015 preliminary operating budget, and be considered during the 2015 Business Plan and Budget deliberations.

### Topic and Purpose

The purpose of this report is to provide rationale for maintaining the 2012 prime time rental rate for indoor arenas of \$241 per hour for the 2015 to 2016 winter season.

### Report Highlights

1. A review of the 2013 indoor arena operating revenue and expenditures was completed.
2. A review of prime time indoor arena ice rental rates for the 2014 to 2015 season was also completed.
3. It has been concluded that approved cost recovery rates can be achieved by maintaining 2012 rental rates for the 2015 to 2016 winter season.

### Strategic Goal

Under the City of Saskatoon's (City) Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure existing and future leisure centres and other recreation facilities are accessible, physically and financially, and meet community needs.

### Background

In 2008, City Council approved that building reserve costs will be excluded from cost recovery calculations for indoor arenas. By excluding the building reserve costs from the rental rate calculation, it was possible to obtain a cost recovery of 100% for the City's five indoor arenas.

The 2008 cost recovery objective for indoor arenas, adopted by City Council, indicated that full cost recovery was to be achieved. To achieve this objective, between 2007 and 2012, the prime time hourly rental rates increased from \$181 to \$241 per hour.

At its May 28, 2012 meeting, City Council approved a report concerning rates and fees for indoor arenas from April 1, 2013 to March 31, 2016. In this report, the Administration recommended an increase in rental rates over time to achieve its 100% cost recovery objective. It was proposed that the prime time hourly rental rate would have to increase by \$12 annually from \$241 in 2012, to \$253 in 2013, to \$265 in 2015.

At its August 14, 2013 meeting, City Council approved a report concerning prime time rental rates for indoor arenas for the 2013 to 2015 seasons (October 1, 2013, to

## Maintaining Current Rental Rates for Indoor Arenas – 2015/2016 Winter Season

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March 31, 2015) to remain at the 2012 rate of \$241 per hour. The Administration was to review the cost recovery rates at the end of the 2014 indoor arena winter season and report back to City Council in 2014 if any further rental rate adjustments are warranted.

### Report

#### Indoor Arena Revenue and Expenditures Review

At the end of a fiscal year, the Administration conducts a review of indoor arena revenues and expenditures. During the Administration's review of the 2013 operating budget, it became evident that revenues generated, based on the \$241 hourly rental rate, exceeded operating expenses by 14% in 2013. Further investigation uncovered the following factors that contributed to a cost recovery rate greater than the 100% objective:

- a) increased ice rentals during non-prime time hours, which increased net revenues and positively impacted the cost recovery rate;
- b) decreased utility costs, due to an upgraded electrical meter, implementation of new ice making technology, and the replacement of boilers and hot water heaters that reached the end of the life cycles; and
- c) improved efficiencies in staff scheduling resulting in reduced staff costs.

Given that the cost recovery exceeded the 100% objective, the Administration reviewed the rental rate calculation identified in the May 28, 2012 report to City Council.

#### Indoor Ice Rental Rates for 2014 to 2015

Table 1, shown below, illustrates the 2013 to 2015 cost recovery rates when prime time rental rates remain at the 2012 rate of \$241 per hour. Using the preliminary budget numbers for 2014 and 2015, the cost recovery rates for 2014 is estimated at 106.1% and for 2015 at 105.6%.

**Table 1**

<b>Revised Rates</b>	<b>2013/2014 Season</b>	<b>2014/2015 Season</b>	<b>2015/2016 Season</b>
Prime Time	\$241	\$241	\$241
Cost Recovery	114.6% (actual)	106.1% (projected)	105.6% (projected)

Note: The above rates exclude G.S.T.

The Administration is recommending the prime time rental rate for the October 1, 2015 to March 31, 2016 season, remain at the 2012 rate of \$241 per hour. The projected 5% over 100% cost recovery target provides a reasonable safeguard against increased operational costs, particularly utilities that account for 23.4% of total operating costs.

## Maintaining Current Rental Rates for Indoor Arenas – 2015/2016 Winter Season

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### Off-Season Arena Rental Rates

In response to demand by sport organizations to use arenas to deliver programs (e.g. indoor ball hockey, Lacrosse), Recreation and Sport has an off-season (April to September) indoor rental rate. At the end of the 2012 year, the Administration also reviewed the indoor arena dry rental rates. It was confirmed that all expenses and operating costs were included when the rental rates were calculated. The off-season arena rental rate will remain as approved by City Council on May 28, 2012, as outlined in Table 2:

**Table 2**

<b>Rental Rate</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>
Off-Season Hourly Rental Rate	\$60	\$62	\$64

### **Options to the Recommendation**

City Council may choose not to maintain the current rental rate for Indoor Arenas. In this case, further direction would be required.

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

The Administration meets regularly with indoor arena user groups. All groups will be contacted and informed the the indoor arena rental rate will remain at current levels. As indicated to the users, the Administration will continue to monitor revenues and expenses annually, and if changes are required, a report will be brought forward.

### **Communication Plan**

Rental rates for City arenas will continue to be published in the seasonal Leisure Guide. Notices will be sent to each user group and other selective advertising will be completed through various media agencies.

### **Financial Implications**

Maintaining indoor arena rental rates at \$241 per hour for the October 1, 2015 to March 31, 2016 winter season, will allow user groups to minimize the cost increase to participants and the approved cost recovery objective will be achieved.

As a result of maintaining this fee, there will be no direct impact on the Youth Sport Subsidy Program.

### **Other Considerations/Implications**

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

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

The Administration will review the cost recovery rates at the end of 2014 and will prepare a new three-year rates and fees plan for indoor arenas. The Administration will report back to City Council in 2015.

## Maintaining Current Rental Rates for Indoor Arenas – 2015/2016 Winter Season

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### **Public Notice**

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

### **Report Approval**

Written by: Andrew Roberts, Facility Supervisor, Indoor Arena Operations

Reviewed by: Cary Humphrey, Director of Recreation and Sport

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

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## PotashCorp Playland Rides – Fees for 2015, 2016, and 2017

### Recommendation

That the fees for the PotashCorp Playland Rides, identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations.

### Topic and Purpose

The purpose of this report is to outline the proposed operating costs for the PotashCorp Playland Rides (Rides) in 2015 and to propose new admission fees for 2015, 2016, and 2017.

### Report Highlights

1. Operations of the Rides are a self-balancing program where revenue generated from admission fees must cover 100% of all annual operating costs.
2. The estimated annual operating cost for the Rides is \$348,200. Operating costs include staffing to operate rides, ride maintenance, utilities, loan payment, and reserve contributions.
3. The proposed 2015 Rides Admission Fees are as follows:
  - a) General Admission (ages 2 and older) = \$2;
  - b) Group Rental = \$60; and
  - c) Play Pack (new) = \$20.

### Strategic Goal

This report supports the long-term strategy to ensure future recreational facilities are accessible and sustainable, both physically and financially, and that they meet the needs of the community under the City of Saskatoon's (City) Strategic Goal of Quality of Life.

### Background

The new Rides will be comprised of three components, which are as follows:

- a) a new, larger, miniature train locomotive, 1/3 scale (previous train was 1/4 scale) with an expanded 626 m train track loop (previous train loop was 475 m);
- b) a refurbished animal carousel including new mechanical components, new animal refinishing, a new canopy and new lighting; and
- c) a new larger 65' diameter Ferris wheel with 16 cars and a 64 person capacity (previous Ferris wheel was 20' diameter with 6 cars and a 24 person capacity).

The Rides will also be supported by a new entranceway and plaza, as well as the PotashCorp Playland (PCP), which includes water features, sand play, and natural elements.



## PotashCorp Playland Rides Fees for 2015, 2016, and 2017

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The Rides will operate during the same time frame as previous operations, which are listed below:

- a) May 9 to June 30
  - i) Rentals - 10:00 a.m. to 2:00 p.m.; and
  - ii) Public - 2:30 p.m. to 8:00 p.m.
  
- b) July 1 to September 7
  - i) Public - 10:00 a.m. to 8:00 p.m.

### Report

#### Self-balancing program

The Rides operate as a cost recovery program in accordance with Reserves for Future Expenditures Policy No. C03-003. As a cost recovery program, operating expenses are funded through admissions and fees and are based on projected ride volumes.

#### PCP Rides 2015 Operating Expenses

The estimated 2015 annual operating cost for the Rides is \$348,200. Operating expenses include the following components outlined in the table below:

#### **PCP Rides – Total Expenses**

<b>Expenses</b>	<b>2015 Budget</b>
Salaries and Payroll	\$229,700
Building and Equipment Maintenance	38,200
Utilities	13,400
Loan Payment	29,500
Replacement Reserve	12,000
Self-Balancing Reserve	1,500
General Operating	23,900
<b>Total Expenses</b>	<b>\$348,200</b>

In 2015, the new Rides will be expanded, in both size and scale, to offer visitors an exciting new ride experience. It is anticipated that the new Rides, combined with the expanded play value of PCP, will attract a larger market size and will result in an annual sustainable ride attendance of 167,000.

The 2015, proposed fees are as follows:

1. General Admission Fee – \$2 per person. This price has been determined based on projected operating expenses, ride admission volumes, and the need to operate the Rides as a cost recovery facility. This fee includes the introduction of free ride admission to all children under the age of two years old when accompanied (held in arms) by an adult.
  
2. Group Rental Fee - \$60/hour (plus GST). The group rental option is available outside of public hours of operation from May until June and it provides schools, preschools, and daycares access to all rides. This option

## PotashCorp Playland Rides Fees for 2015, 2016, and 2017

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provides both large and small groups exclusive access to rides at an affordable price. The Group Rental Fee is set based on the need to adequately maintain the self-balancing financing objectives.

3. Play Pack Fee - \$20/Play Pack for 12 ride tickets. This option will provide customers with a \$4 savings from the General Admission Fee.

In addition to the outlined fees, the Administration will also support the needs of young families through the Leisure Access Program and will continue to offer accessibility passes to the Rides for those families who may require financial assistance.

### Options to the Recommendation

City Council may choose not to approve the proposed rate. In this case, further direction would be required.

### Public and/or Stakeholder Involvement

During the development of the proposed pricing, Recreation and Sport conducted an online survey of existing and potential customers to gather input and customer feedback. The feedback indicated that, generally speaking, a \$2 General Ride Admission was reasonable, considering pricing options were included that addressed the needs of young families. The feedback also indicated that a \$20 discount "Play Pack" was priced at the appropriate level, considering this is the amount families would typically spend on an outing.

### Communication Plan

Upon approval of the proposed rate increases, the new rates will be published in the seasonal Leisure Guide, the City's website, and posted on site.

In 2015, the Administration will begin implementing a comprehensive marketing and promotions plan, which will help brand and position the PCP as a one-of-a-kind recreational and tourist attraction that serves to draw visitors from not only Saskatoon but from the surrounding areas and around the province.

### Financial Implications

In 2012 and prior years, the Rides operating revenue was not sufficient to recover 100% of its operating expenses and the facility could not adequately contribute to Replacement Reserves which impacted the mill-rate. The new Rides operations structure can adequately and sustainably contribute to the Replacement Reserves with no mill-rate impact. The new Rides revenue and mill-rate impact are outlined in the following tables:

**PCP - Total Revenue**

Category	2015 Volumes	Rate	2015 Budget
General Admission	155,000	\$2 (\$1.91 + GST)	\$296,100
Play Pack (12 tickets)	1,000	\$20 (\$19.05 + GST)	\$ 19,100
Group Rentals	250	\$60 + GST	\$ 15,000
Concession Lease		\$18,000	\$ 18,000
		<b>Total Revenue</b>	<b>\$348,200</b>

## PotashCorp Playland Rides Fees for 2015, 2016, and 2017

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### PCP - Mill Rate Impact

Total Expenses	Total Revenue	Mil Rate Impact
\$348,200	\$348,200	\$0

### Other Considerations/Implications

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

### Public Notice

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

### Report Approval

Written by: Dylan Czarnecki, Supervisor, Facility Services  
Reviewed by: Loretta Odorico, Acting Director of Recreation and Sport  
Approved by: Randy Grauer, General Manager, Community Services Department

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## Special Event Application Fee

### Recommendation

That, beginning in 2015, the proposed application fee for special events, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget Review deliberations.

### Topic and Purpose

The purpose of this report is to provide information and receive endorsement on a new application fee for special events for users who wish to book a park for an event (beginning in 2015).

### Report Highlights

1. To better meet the needs of event organizers and improve customer service, the Recreation and Sport Division has taken a lead role in the coordination of events that require civic services.
2. The volume and complexity of events taking place in city parks has increased significantly over the past four years, which requires additional booking clerk hours to process event applications and finalize booking contracts.
3. Recreation and Sport is proposing a Special Event Application Fee to offset the additional staff time devoted to receiving, processing, and approving event applications.

### Strategic Goal

Under the City of Saskatoon's (City) Strategic Goal of Asset and Financial Sustainability, this report supports the long-term strategy to explore alternate sources of revenue to pay for ongoing operations.

### Background

The Recreation and Sport Division allocates parks for more than 500 events each year. These events take place throughout the city and range in size from small family gatherings to large festivals attracting over 3,000 people. Each of these events, irrelevant of size, require booking clerk support. This support includes receiving, processing, and approving Special Event Applications through a Special Event Contract. This contract verifies that the applicant agrees to all the administrative conditions that have been applied to their event and secures their designated space.

### Report

#### Recreation and Sport Takes a Lead Role

To better meet the needs of event organizers and improve customer service, the Recreation and Sport Division has taken a lead role in the coordination of events, creating a one-stop-shop for civic services. This one-stop-shop approach provides a central contact point for coordinating access to civic services, and tools and advice for how to host a successful event on city-owned property.

## Special Event Application Fee

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To best serve the needs of event organizers and improve customer service, a more detailed and thorough Special Event Applications process has been developed. Civic departments and services (e.g. Fire Department, Saskatoon Police Service, Parks Division, and Transportation Division) are directly involved in reviewing events and establishing administrative conditions for event organizers. Once these administrative conditions have been determined, the booking clerk's role is to ensure they are reflected in the contract, and obligations are met prior to the event taking place.

### Increase in the Number and Complexity of Events

Over the past four years, the number of events taking place in Saskatoon parks has increased from 286 in 2010 to 527 in 2013 which is an increase of 83%. In addition to the growth, the events have become more complex in terms of an increase in requests for the following:

- i) civic services (detours, environmental services, and meter hooding);
- ii) special occasion permits for events serving alcohol;
- iii) noise bylaw extensions;
- iv) vehicle permits;
- v) stages and bleachers;
- vi) approval for use of the river;
- vii) fire and fireworks permits; and
- viii) Special Duty Police.

The combined increase in the volume of applications and their complexity has resulted in additional work required of booking clerks to process applications and finalize park usage contracts. Booking clerks are responsible for reviewing each application to make sure the information required to process the application is complete and accurate. In many cases, further follow up is required by booking clerks due to incomplete information provided on the application. After the required information is confirmed, an application is forwarded to the appropriate authority for review. A final contract is executed after booking clerks ensure the proper permits are in place, insurance certification is provided, permissions for civic services are in place, and any other special conditions (e.g. required security, additional washroom facilities, etc.) are met. A final contract is prepared and signed off by the event organization.

### Special Event Application Fee

There is a direct correlation between the type of event (i.e. size and complexity) and the staff hours required for processing an event application. To offset the costs associated with required processing time, an application fee is being proposed. This fee is based on a tiered system, consisting of the following three levels:

- Level 1: Attendance up to 500 people and does not require civic services;
- Level 2: Attendance up to 3,000 people and requires civic services and/or administrative conditions; and
- Level 3: Attendance is greater than 3,000 people and requires civic services, administrative conditions, and additional permits.

## Special Event Application Fee

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The event application fee structure being proposed is identified in the chart below. This fee is based on the approximate booking clerk time required to process and finalize an event application. These fees do not include GST.

<b>Proposed 2015 Special Event Application Fees</b>	
Classification	Proposed Rate
Level 1	\$ 25.00
Level 2	\$ 50.00
Level 3	\$100.00

### Options to the Recommendation

City Council may choose not to approve the proposed fees and charges. In this case, further direction would be required.

### Public and/or Stakeholder Involvement

There has been no public or stakeholder involvement to date.

### Communication Plan

Recreation and Sport will meet with Special Event Organizers in the fall of 2014 to convey the proposed Special Event Application fee. Subject to City Council approval, the information will be posted on the City's website.

### Financial Implications

Below is a chart outlining the 2015 operating projections with the proposed fee, not including GST:

<b>Events: Operating Projections 2015 to 2016</b>				
	Level 1	Level 2	Level 3	Total
<b>Revenue</b>	\$7,500	\$6,000	\$1,500	<b>\$15,000</b>

Below is a chart outlining the 2014 Special Event Application Fees of other major Canadian cities:

	Saskatoon	Kelowna*	Calgary**	Vancouver**
Level 1	\$ 25	\$120	\$26.25	\$30
Level 2	\$ 50	\$180	\$26.25	\$30
Level 3	\$100	\$240	\$26.25	\$30

\*These are Kelowna's commercial rates. They have different rates for non-profit organizations. They also charge for Civic Services.

\*\*Calgary and Vancouver charge a flat rate application fee. They also charge for Civic Services.

### Other Considerations/Implications

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

## Special Event Application Fee

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

There is no follow-up at this time.

### **Public Notice**

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

### **Report Approval**

Written by: Heather Newell, Special Project Consultant, Recreation and Sport

Reviewed by: Cary Humphrey, Director of Recreation and Sport

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

S/Reports/RS/2014/BUDGET REVIEW – Special Event Application Fee/ks

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## Proposed Rate Increase for Charge Sportsfields – 2015 and 2016

### Recommendation

That the proposed rate increase for charge sportsfields, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations.

### Topic and Purpose

The purpose of this report is to provide information on the proposed rate increase for 2015 and 2016 charge sportsfields.

### Report Highlights

1. The City of Saskatoon (City) has 103 charge sportsfields in inventory. In order to achieve 100% of recoverable costs above Basic Level of Service, rates are proposed to increase for 2015 and 2016. The Sportsfield Planning Committee has reviewed the proposed rate increases for the next two outdoor seasons, beginning in 2015.
2. The implementation of Sportsfield Monitors, beginning in 2011, has been effective in reducing unbooked charge sportsfields and play during inclement weather, which causes damage to fields. The Administration will continue with the practise of monitoring the sportsfields through the 2015 and 2016 seasons.

### Strategic Goal

Under the Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure existing and future sportsfields and recreation facilities are accessible physically and financially to meet community needs.

### Background

The Recreation and Sport Division allocates over 250 sportsfields, including 103 charge sportsfields, to accommodate a variety of outdoor sporting activities, including soccer, softball, slo-pitch, baseball, football, ultimate Frisbee, and Lacrosse. These events are organized by various local youth and adult sport organizations. The sportsfields are located in neighbourhood, district, multi-district, and special-use parks serving both regular league and tournament play, including provincial and national competitions.

In accordance with Recreation Facilities – Rental Fees Policy No. C03-030, charge sportsfields rates are set to recover 100% of recoverable costs above the Basic Level of Service. The Basic Level of Service provides routine maintenance, such as mowing, irrigation, aeration, fertilization, and weekly garbage collection. Above Basic Level of Service includes recovering costs that provide additional maintenance and services, such as additional mowing, irrigation, aeration, fertilization, pest control, top dressing, and additional weekly garbage collection during the season (see Attachment 1).



## Report

### Charge Sportsfields Inventory and Proposed Rates

In 2014, the City has 103 charge sportsfields that are allocated to various sport user groups. This number will remain unchanged during the 2015 and 2016 seasons.

To ensure needs of the user groups are being accommodated sufficiently, the Administration is working continuously with user groups to address both present and future programming needs of the respective sport organizations. This working relationship resulted in the formation of a Sportsfield Planning Committee (SPC) in 2001. Attachment 2 provides a list of sport user groups that represent the SPC. The primary function of the SPC is to provide input on service levels, fee/rate adjustments, standards for play, participation numbers, classification of sportsfields, and facility development/upgrade priorities.

The following table, outlining the proposed rate increases, ensures a full cost recovery of 100% is maintained over the 2015 and 2016 seasons. The proposed rates are based on projected usage figures and operating costs.

<b>Sportsfields: Proposed 2015 to 2016 Per Game Fee Schedule (plus GST)</b>				
<b>Classification</b>	<b>Field</b>	<b>2014 Rates</b>	<b>2015 Proposed</b>	<b>2016 Proposed</b>
Class I Fields with Lights	Multi-Purpose	\$44.75	\$52.75	\$55.25
Class I Fields without Lights	Multi-Purpose/ Ball Diamonds	\$43.50	\$51.50	\$55.00
Class II Fields	Multi-Purpose/ Ball Diamonds	\$41.50	\$49.50	\$53.00
Class III Fields	Multi-Purpose/ Ball Diamonds	\$36.25	\$44.25	\$47.75

- Tournament Rate is four times the game rate
- Discount for rainouts - every tenth game free

### Monitoring of Sportsfields

The 2011 season was the first season that the Sportsfield Monitor was utilized to monitor usage of the sportsfields during weekdays, evenings, and weekends. The Sportsfield Monitor is effective at:

- ensuring the user groups are not using sportsfields during wet conditions;
- efficiently mitigating scheduling conflicts between users;
- identifying user groups who are using sportsfields without booking them;
- informing the Recreation and Sport and Parks Divisions of sportsfields that need attention and/or maintenance clean up (e.g. debris left after tournaments).

Since the introduction of the Sportsfield Monitor in 2011, Recreation and Sport Division has seen a significant decrease in the number of unbooked sportsfields (199 in 2012 and 99 in 2013) and a reduction in the number of instances of teams playing on sportsfields in wet conditions, resulting in less damage to charge sportsfields. These are two important factors in achieving the goal of 100% cost recovery for charge sportsfields. Based on the

## Proposed Rate Increase for Charge Sportsfields – 2015 and 2016

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success since the 2011 season, Recreation and Sport will continue with the practise of monitoring sportsfields for the 2015 and 2016 seasons.

### Options to the Recommendation

City Council may choose not to approve an increase in the proposed rates for charge sportsfields. In this case, further direction would be required.

### Public and/or Stakeholder Involvement

On March 26, 2014, the SPC met to discuss and review the proposed rate increases for 2015 and 2016. The SPC supports the continuation of the Sportsfield Monitor for the 2015 and 2016 seasons. The Administration will continue to monitor revenues and expenses annually, and if changes are required, a report will be brought forward.

### Communication Plan

The Administration meets regularly with sportsfield user groups. All groups will be contacted and informed of potential adjustments to rental rates. Additional correspondence will be sent out to each sportsfield user group confirming the 2015 and 2016 proposed rates as outlined in this report.

### Financial Implications

Based on the proposed rate increase, there will be a 100% cost recovery each for the next two years. For example, in 2015, the proposed rates will increase fees \$8.00 per game. This increase is \$4.00 per team, which calculates to be an average of \$0.31 per player per game (based on a team with 13 players). Teams play between 12 and 16 games per season; that calculates to an increase from \$3.72 to \$4.96 per player per season. The increase in 2016 overall is \$3.50 per game. This increase is \$1.75 per team which calculates to be an average of \$0.13 per player per game, or an increase from \$1.56 to \$2.08 per player per season.

Below is a chart outlining the 2015 and 2016 operating projections and the proposed rate increase.

<b>Sportsfields: Operating Projections 2015 to 2016</b>			
	<b>2014 Budget</b>	<b>2015 Projected</b>	<b>2016 Projected</b>
<b>Revenue</b>	<b>\$504,100</b>	<b>\$535,143</b>	<b>\$572,986</b>
<b>Expenses</b>			
Parks Maintenance including Pest Control	435,600	456,572	491,952
Reserve Provision	3,900	4,400	4,600
Allocation Fee	20,100	32,518	33,308
Park Monitor Fee	34,100	32,721	33,201
Garbage	8,500	8,512	8,512
<b>Total Expenses</b>	<b>\$502,200</b>	<b>\$534,723</b>	<b>\$571,573</b>

The expense increases for 2015 and 2016 for Parks Maintenance include pest control, negotiated staff wage increases, and equipment cost increases.

**Other Considerations/Implications**

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

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

There is no follow-up at this time.

**Public Notice**

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

**Attachment**

1. Sportsfield Maintenance Program
2. Sportsfield Planning Committee

**Report Approval**

Written by: Elan Ballantyne, Open Space Consultant

Reviewed by: Cary Humphrey, Director of Recreation and Sport

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

S/Reports/RS/2014/BUDGET REVIEW – Proposed Rate Increase for Charge Sportsfields – 2015 and 2016/ks





**Sportsfield Planning Committee**

The primary function of the Sportsfield Planning Committee (SPC) is to provide input on service levels, rates and fees adjustments, standards for play, participation numbers, classification of sportsfields, and facility development/upgrade priorities.

The SPC is comprised of representatives from the following sport user groups:

- 1) Recreation and Sport Division, Community Services Department;
- 2) Parks Division, Community Services Department;
- 3) Saskatoon Youth Soccer;
- 4) Saskatoon Adult Soccer;
- 5) Saskatoon Baseball Council;
- 6) Saskatoon Minor Softball;
- 7) Saskatoon Amateur Softball;
- 8) Saskatoon Amateur Slo-Pitch;
- 9) Saskatoon Ultimate Disc Sports;
- 10) Kinsmen Tackle Football;
- 11) Saskatoon Public School Division; and
- 12) Greater Saskatoon Catholic School Division.

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## Leisure Centre and Outdoor Pool Admission Fees – 2015

### Recommendation

That the proposed rate increase for Leisure Centres and Outdoor Pools, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations.

### Topic and Purpose

The purpose of this report is to inform City Council of the 2015 proposed fees for the Recreation and Sport Division's Leisure Centres and Outdoor Pools.

### Report Highlights

1. This report outlines the proposed admission fee increases for 2015 in order to work towards achieving cost recovery objectives for general admission programs at the indoor leisure centres, which is 65%. This report also includes proposed admission fee increases for 2015 relating to outdoor pools.
2. There has been notable decline in LeisureCard sales at indoor leisure centres. This report is proposing that 2015 LeisureCard rates remain at 2014 levels until further research to develop a pricing strategy is in place to reverse the decline in LeisureCard sales.
3. In response to declining admissions at the six indoor leisure centres, in winter 2014, a market review was completed in winter 2014. Further reports to address declining admissions will be forthcoming.
4. The Leisure Access Program has been successful ensuring low-income residents within the city have the opportunity to participate in the City of Saskatoon's (City) leisure facilities and programs.

### Strategic Goal

Under the Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure leisure centres are accessible, both physically and financially, to meet community needs.

### Background

The Recreation and Sport Division operates six indoor leisure centres (Cosmo Civic Center, Harry Bailey Aquatic Centre, Lakewood Civic Centre, Lawson Civic Centre, Saskatoon Field House, and Shaw Civic Centre), which provide a wide variety of fitness, aquatic, and recreation activities. These facilities are also used by local organizations for competitive sports training, competitions, and events. Recreation and Sport also operates four outdoor pools (George Ward, Lathey, Mayfair, and Riversdale).

City Council adopted Leisure Services Fees and Charges Policy No. C03-029 (Policy), which provides the framework for establishing admission rates and fees at the indoor leisure centres.

## Leisure Centre and Outdoor Pool Admission Fees - 2015

The Policy includes four objectives when establishing rates and fees:

- a) ensure that those who benefit from City-sponsored leisure services pay a fair and equitable share of the cost of such services;
- b) ensure that the City's fees and charges do not discourage the delivery of leisure activities by outside organizations;
- c) ensure fees and charges are not counter-productive to program objectives; and
- d) ensure participation in leisure activities by all residents, including the economically disadvantaged and individuals with special needs.

The Policy also outlines the criteria used when setting general admission rates, as follows:

The current general admission single use rates and fees are based on the following:

- a) Adult (ages 19 and over) = base rate;
- b) Children and Youth (ages 6 to 18 years) = 60% of base rate;
- c) Preschool (ages 5 and under) = no charge; and
- d) Family = two times the adult admission rate.  
(A family is defined as a group up to seven individuals, related by birth, legal status, or marriage with a maximum of two adults).

Outdoor pool general admission single use rates and fees are based on the following:

- a) Adult (ages 19 and over) = 80% of indoor leisure centre adult base rate;
- b) Children and Youth (ages 6 to 18 years) = 60% of adult outdoor pool base rate;
- c) Preschool (ages 5 and under) = no charge; and
- d) Family = two times the adult base rate.

The general admission programs long-term cost recovery rate approved by City Council is 65%.

### Report

The following charts outline the proposed rate and fee charges for 2015 for single admission and bulk ticket options for both indoor leisure centres and outdoor pools.

#### 2015 Proposed Indoor Leisure Centres General Admission Rates and Fees

Indoor Single Admission	2013	2014	2015
Adult	\$ 8.30	\$ 9.30	<b>\$ 9.80</b>
Youth	\$ 5.30	\$ 5.60	<b>\$ 5.90</b>
Family	\$17.60	\$18.60	<b>\$19.60</b>

Indoor Bulk Tickets in 10's	2013	2014	2015
Adult	\$ 70.40	\$ 74.40	<b>\$ 78.40</b>
Youth	\$ 40.80	\$ 42.40	<b>\$ 47.20</b>
Family	\$140.80	\$148.80	<b>\$156.80</b>



## Leisure Centre and Outdoor Pool Admission Fees - 2015

### 2015 Proposed Outdoor Pool General Admission Rates and Fees

Outdoor Single Admission	2013	2014	2015
Adult	\$ 7.05	\$ 7.45	<b>\$ 7.85</b>
Youth	\$ 4.25	\$ 4.50	<b>\$ 4.70</b>
Family	\$14.10	\$14.90	<b>\$15.70</b>

Outdoor Bulk Tickets in 10's	2013	2014	2015
Adult	\$ 56.40	\$ 59.60	\$ 62.80
Youth	\$ 34.00	\$ 36.00	\$ 37.60
Family	\$112.80	\$119.20	\$125.60

The proposed childminding fees at the leisure centres will increase \$0.50 for 2015, from \$3.00 per hour for the 1<sup>st</sup> child to \$3.50 and 2<sup>nd</sup> child per hour fee will go from \$1.80 to \$2.10. The bulk-ticket childminding fees will increase from \$2.40 to \$2.80.

The Saskatoon Field House proposed towel rental fee will increase to \$3.00. The provision of this service is currently under review.

#### LeisureCard Rates

There has been a notable decline in LeisureCard sales at indoor leisure centres starting in late 2012 and throughout 2013. In 2013 LeisureCard sales declined by approximately 20%. The issue of LeisureCard price and the degree to which it is impacting sales volumes is part of further market research that will be conducted in 2015. This research will assist the Administration to propose a pricing strategy that will increase LeisureCard sales at indoor leisure centres. Until this research is complete, the Administration is recommending that the 2015 LeisureCard rates remain at 2014 rates.

The 2015 LeisureCard rate for a 12-month LeisureCard will be as follows:

- a) Adult 12-month LeisureCard – \$557;
- b) Youth 12-month LeisureCard - \$334; and
- c) Family 12-month LeisureCard -\$1,114.

The LeisureCard monthly rates are developed using a consistent discount rate, which is applied across all the months of the LeisureCard pricing scale (see Attachment 1).

#### Market Review

To address a decline in admission volumes, primarily in the sale and use of LeisureCards, the Administration commissioned a market research study to gain high-level insight into public opinions, perceptions, and expectations of leisure centres.

The study indicates a trend that the price point for admission has been reached, or will be reached very shortly (the market rate tolerance).

An in-depth look at the research, as well as revenue trends and projections, will be used to prepare further recommendations for improvements and/or changes to the current mix of leisure centre admission offerings. Recreation and Sport will give a research

## Leisure Centre and Outdoor Pool Admission Fees - 2015

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status update to City Council in November 2014. A final report with recommendations on any proposed new fee structure will be brought forward to City Council for consideration in April 2015, with implementation as early as September 2015.

### Leisure Access Program

Where cost as a barrier is an issue, the Community Services Department's Leisure Access Program is well received across all age groups (children and youth, adults, and seniors). The Leisure Access Program allows eligible low-income residents within the city to participate in City leisure facilities and programs. The program includes unlimited admission to drop-in programs and one registered program per year. In 2013, 81,500 usages were recorded between indoor leisure centres and outdoor pools.

### **Options to the Recommendation**

City Council may choose not to approve the proposed fees and charges. In this case, further direction would be required.

### **Communication Plan**

Rates for general admission and LeisureCards will continue to be published on the City's website and in the seasonal Leisure Guide. Notices will be posted at the six indoor leisure facilities and the four outdoor pools, as well other selective advertising will be utilized through various media.

### **Financial Implications**

In the past three years, cost recovery objectives have not been met due to a decrease in volumes at the leisure centres, primarily of LeisureCard sales. With a \$.50 increase, the cost recovery objective of 65% is not going to be achieved. Cost recovery, based on anticipated volume, will be 59.9% as shown in the chart below.

<b>Comparison of Actual Cost Recovery Rate to Target with a \$.50 Annual Increase</b>						
	<b>Target Rate</b>	<b>2011 Actual</b>	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2015 Budget</b>
<b>Leisure Centre Admission and Drop-In Program</b>	<b>65.0%</b>	60.8%	62.7%	58.5%	62.0%	59.9%

### **Other Considerations/Implications**

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

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

An in-depth look at the research, as well as revenue trends and projections, will be used to prepare further recommendations for improvements and/or changes to the current mix of leisure centre admission offerings for City Council's consideration in April 2015, with implementation to occur as early as September 2015.

### **Public Notice**

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

## Leisure Centre and Outdoor Pool Admission Fees - 2015

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### Attachments

1. LeisureCard Discount Rate Scale

### Report Approval

Written by: Nancy Johnson, Program Services Supervisor  
Reviewed by: Cary Humphrey, Director of Recreation and Sport  
Approved by: Randy Grauer, General Manager, Community Services Department

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2015 Proposed LeisureCard Adult Monthly Rates - rounded to the nearest dollar

Months	1	2	3	4	5	6	7	8	9	10	11	12
2013	\$ 71	\$ 137	\$ 198	\$ 254	\$ 306	\$ 352	\$ 394	\$ 430	\$ 462	\$ 489	\$ 511	\$ 527
2014	\$ 75	\$ 145	\$ 209	\$ 269	\$ 323	\$ 372	\$ 416	\$ 455	\$ 488	\$ 516	\$ 539	\$ 557
<b>2015</b>	<b>\$ 75</b>	<b>\$ 145</b>	<b>\$ 209</b>	<b>\$ 269</b>	<b>\$ 323</b>	<b>\$ 372</b>	<b>\$ 416</b>	<b>\$ 455</b>	<b>\$ 488</b>	<b>\$ 516</b>	<b>\$ 539</b>	<b>\$ 557</b>
Discount Percentage	3.46%	6.93%	10.40%	13.85%	17.32%	20.78%	24.24%	27.71%	31.17%	34.63%	38.1%	

2015 Proposed LeisureCard Youth Monthly Rates - rounded to the nearest dollar

Months	1	2	3	4	5	6	7	8	9	10	11	12
2013	\$ 43	\$ 83	\$ 120	\$ 154	\$ 185	\$ 213	\$ 238	\$ 261	\$ 280	\$ 296	\$ 309	\$ 319
2014	\$ 45	\$ 87	\$ 126	\$ 161	\$ 194	\$ 223	\$ 250	\$ 273	\$ 293	\$ 310	\$ 324	\$ 334
<b>2015</b>	<b>\$ 45</b>	<b>\$ 87</b>	<b>\$ 126</b>	<b>\$ 161</b>	<b>\$ 194</b>	<b>\$ 223</b>	<b>\$ 250</b>	<b>\$ 273</b>	<b>\$ 293</b>	<b>\$ 310</b>	<b>\$ 324</b>	<b>\$ 334</b>
Discount Percentage	3.46%	6.93%	10.40%	13.85%	17.32%	20.78%	24.24%	27.71%	31.17%	34.63%	38.1%	

2015 Proposed LeisureCard Family Monthly Rates - rounded to the nearest dollar

Months	1	2	3	4	5	6	7	8	9	10	11	12
2013	\$ 142	\$ 274	\$ 396	\$ 509	\$ 612	\$ 704	\$ 787	\$ 861	\$ 924	\$ 977	\$ 1,021	\$ 1,055
2014	\$ 150	\$ 290	\$ 419	\$ 538	\$ 646	\$ 744	\$ 832	\$ 909	\$ 976	\$ 1,032	\$ 1,079	\$ 1,114
<b>2015</b>	<b>\$ 150</b>	<b>\$ 290</b>	<b>\$ 419</b>	<b>\$ 538</b>	<b>\$ 646</b>	<b>\$ 744</b>	<b>\$ 832</b>	<b>\$ 909</b>	<b>\$ 976</b>	<b>\$ 1,032</b>	<b>\$ 1,079</b>	<b>\$ 1,114</b>
Discount Percentage	3.46%	6.93%	10.40%	13.85%	17.32%	20.78%	24.24%	27.71%	31.17%	34.63%	38.1%	



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## Leisure Centre – Registered Program Fees

### Recommendation

That the proposed rate increase for registered program fees, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations.

### Topic and Purpose

This purpose of this report is to provide information that the 2015 registered aquatic program fees will remain at current 2014 rates, while maintaining the 85% cost recovery objective approved by City Council, and that the 2015 registered recreation program fees (non-aquatic) will increase by 3%.

### Report Highlights

1. Registrations for swimming lessons have increased by 15.7% since 2010. Swim lesson registrations continue to achieve targeted cost recovery objectives approved by City Council.
2. The 85% cost recovery objective for youth registered swim lessons has been achieved in the past three years and the Administration is proposing that these rates are not increased for 2015.
3. Registered recreation programs (non-aquatic) have not achieved cost recovery targets and the Administration is proposing that these programs increase by 3%, effective April 1, 2015, for the spring program season.
4. The Leisure Access Program is provided for low-income residents within the city wanting an opportunity to participate in swim lessons.

### Strategic Goal

Under the Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure leisure centres are accessible, physically and financially, to meet the community needs.

### Background

The Recreation and Sport Division operates six indoor leisure centres (Cosmo Civic Centre, Harry Bailey Aquatic Centre, Lakewood Civic Centre, Lawson Civic Centre, Saskatoon Field House, and Shaw Centre) that provide a wide variety of fitness, aquatic, and recreation activities. Four of these facilities offer swimming lessons. Recreation and Sport also operates four outdoor pools (George Ward, Lathey, Mayfair, and Riversdale) that also offer swimming lessons.

Leisure Services Fees and Charges Policy No. C03-029 (Policy) indicates that user fees for City-sponsored programs will be set at levels that reflect the purpose, value, and quality of the program, targeted participation levels, and the impact fees may have on comparable private sector services. Recreation and Sport sets user fee rates in accordance with the criteria outlined in the Policy. When establishing user fees and setting user rates, the

## Leisure Centre – Registered Program Fees

Policy identifies the fees for structured (registered) programs be set to achieve full cost recovery, as follows:

- a) Adult – base rate (maximize revenue and/or achieve cost recovery); and
- b) Youth – 85% of base rate.

At its May 14, 2014 meeting, City Council approved that the cost recovery objective for children’s registered aquatic (swimming lessons) programs remain at 85% of the total cost of providing these programs. City Council also approved the base registration rate for children’s aquatic programs be increased by 3% on April 1 of each year and that future budgets be prepared based on this annual increase.

For registered recreation (non-aquatic) programs, Recreation and Sport sets user fees based on policy objectives and has increased these rates by 3% on April 1 of each year to work towards achieving the cost recovery objectives approved by City Council.

### Report

#### Swim Lesson Registration Volumes

Registered lessons take the form of a scheduled class that includes an instructor who leads the participants through a predefined set of activities, for which preregistration is required. Registrations for swimming lessons have increased by 15.7% since 2010 with the addition of new swimming pool space at the Shaw Centre. The chart below outlines the registration volumes increase from 2010 to 2015.

Swim Lesson Registration Volumes	Actual 2010	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Indoor Pools	\$12,635	\$13,374	\$13,269	\$13,203	\$13,702	\$14,561
Outdoor Pools	\$ 973	\$ 987	\$ 1,028	\$ 1,198	\$ 1,140	\$ 1,192
<b>Total</b>	<b>\$13,608</b>	<b>\$14,361</b>	<b>\$14,297</b>	<b>\$14,401</b>	<b>\$14,842</b>	<b>\$15,753</b>

#### Swim Lesson Registration Fees

Registered youth swim lessons have met the 85% cost recovery objective for the past three years. Based on projected registration volume and cost recovery targets for 2015, the Administration is proposing that the 2015 rates do not increase and remain the same as the 2014 rates.

The following chart outlines the proposed rates for 2015 swim lesson registrations.

Swim Lesson Duration	2013		2014		Proposed 2015	
	Indoor	Outdoor	Indoor	Outdoor	Indoor	Outdoor
30 Minute Class	\$ 73.75	\$59.00	\$ 75.75	\$60.50	\$ 75.75	\$60.50
45 Minute Class	\$ 96.75	\$77.50	\$ 99.75	\$79.75	\$ 99.75	\$79.75
60 Minute Class	\$110.75	\$88.50	\$114.00	\$91.25	\$114.00	\$91.25

## Leisure Centre – Registered Program Fees

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### Registered Recreation Programs (Non-aquatic)

Registered recreation programs take the form of a scheduled class that includes an instructor who leads the participants through a predefined set of activities.

In 2014, youth registered recreation program fees ranged from \$36.75 to \$159.00 and adult registered recreation program fees ranged from \$15.00 to \$118.00. The difference in fees between the various programs is program space, instructor cost, and material costs to run programs vary from program to program. Market conditions and program fees charged by comparable private sector services is taken into consideration. The chart below outlines the recreation registration volumes from 2012 to 2015.

<b>Recreation Program Registration Volume</b>	<b>2012 Actual</b>	<b>2013 Actual</b>	<b>2014 Budget</b>	<b>2015 Budget</b>
	\$2,418	\$2,804	\$3,050	\$2,847

The cost recovery objectives for youth registered recreation programs has not achieved the 85% approved by City Council. In 2013, the cost recovery rate was approximately 63%. The 2014 budget estimate identifies the cost recovery rate as approximately 68% and the 2015 budget estimate is identified as approximately 61%.

The Administration is seeking approval for registered recreation programs to continue to increase by 3% annually, effective April 1, 2015, each year until the cost recovery rate is achieved.

### Leisure Access Program

For those where cost is a barrier to participation, the Leisure Access Program allows eligible low-income residents within the city to participate in one registered program per year at civic facilities. Many families using the Leisure Access Program register their children in swimming lessons. There is no material impact to cost recovery objectives in offering this as part of the Leisure Access Program.

<b>Leisure Access Registrations Indoor and Outdoor Sites</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>
	324	263	271

### **Options to the Recommendation**

City Council may choose not to approve the proposed fees. In this case, further direction would be required.

### **Communication Plan**

Program rates will continue to be published on the City's website and in the seasonal Leisure Guide.



## Leisure Centre – Registered Program Fees

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### Other Consideration/Implications

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

### Financial Implications

In the past three years, the 85% cost recovery objective for registered youth swim lessons has been achieved. Based on the proposed 2015 rates identified in this report, the cost recovery rate for 2015 is estimated at 86.1%.

Comparison of Indoor Leisure Centre Swim Lesson Cost Recovery						
Children Swim Lessons	Target Rate	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Budget 2015
Cost Recovery	<b>85.0%</b>	<b>86.1%</b>	<b>88.1%</b>	<b>92.6%</b>	<b>80.8%</b>	<b>86.1%</b>

For non-aquatic programs, the registered adult recreation program 100% (base rate) cost recovery and youth recreation program 85% cost recovery has not been achieved. Based on a 3% fee increase, the 2015 cost recovery rate is estimated at approximately 61%.

Comparison of Indoor Leisure Centre Recreation Program Cost Recovery					
Cost Recovery	Actual 2011	Actual 2012	Actual 2013	Budget 2014	Budget 2015
	<b>66%</b>	<b>62%</b>	<b>57%</b>	<b>68%</b>	<b>61%</b>

### Public Notice

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

### Attachment

1. Youth Registered Aquatic Program Rates

### Report Approval

Written by: Loretta Odorico, Facility Supervisor  
Approved by: Cary Humphrey, Director of Recreation and Sport  
Approved by: Randy Grauer, General Manager, Community Services Department

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## Youth Registered Aquatic Program Rates

(Proposed 3% Increase Effective 2016)

	Current 2014 Rates		April 1, 2015 Rates		April 1, 2016 Rates		April 1, 2017 Rates	
	Indoor	Outdoor	Indoor	Outdoor	Indoor	Outdoor	Indoor	Outdoor
<b>SWIM LESSONS</b>								
30 Minute Lesson	\$75.75	\$60.50	\$75.75	\$60.50	\$78.25	\$62.50	\$80.50	\$64.50
45 Minute Lesson	\$99.75	\$79.75	\$99.75	\$79.75	\$102.75	\$79.75	\$105.75	\$84.50
60 Minute Lesson	\$114.00	\$91.25	\$114.00	\$91.25	\$117.50	\$94.00	\$121.00	\$96.75

Youth Registered Aquatic Program Rates

ATTACHMENT 1

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## Indoor Leisure Centres and Outdoor Pools - Rental Rates and Fees

### Recommendation

That the proposed rate increases for Indoor Leisure Centres and Outdoor Pools– Rental Rates and Fees, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations.

### Topic and Purpose

The purpose of this report is to inform City Council of the 2015 proposed rental rates and fees for Recreation and Sport's leisure centres and outdoor pools.

### Report Highlights

1. Indoor leisure centre facility rental rates are set based on all common costs associated with operations of the facility. The building reserve contributions are excluded from the common costs and the associated rental rate calculation.
2. The current cost recovery rate for indoor leisure centres approved by City Council is 70%. To achieve a 70% cost recovery and maintain a fair market rate, the Administration is recommending that a 4% annual increase, effective September 1 of each year, be maintained.
3. Various school groups primarily rent the outdoor swimming pools in June during weekday mornings. There are occasions where other groups rent an outdoor pool during weekday evenings after regular hours. The Administration is recommending that the outdoor swimming pool rental rate be based on 80% of the indoor swimming pool rental rate.
4. The Saskatoon Field House (Field House) has not had annual increases applied for the past several years to the parking passes that are sold to University of Saskatchewan (U of S) students and these are no longer within market rates. The Administration is recommending increases to these rates to bring them in line with market rates.

### Strategic Goal

Under the City of Saskatoon's (City) Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure leisure centres are accessible, both physically and financially, to meet community needs.

### Background

Recreation and Sport operates six indoor leisure centres (Cosmo Civic Centre, Harry Bailey Aquatic Centre, Lakewood Civic Centre, Lawson Civic Centre, The Field House, and the Shaw Centre). These facilities provide a wide variety of fitness, aquatic, and recreation activities and are also used by local groups for recreation programming, and

## Indoor Leisure Centres and Outdoor Pools - Rental Rates and Fees

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sport organizations for competitive sport training and competitions. Recreation and Sport also operates four outdoor pools (George Ward, Lathey, Mayfair, and Riversdale).

During its December 3, 1990 meeting, City Council adopted Recreation Facilities – Rental Fees Policy No. C03-030. The financial objectives were updated in 2003 and again in 2006, and continue to provide the framework for establishing rental rates and fees at the indoor leisure centres.

Recognizing that participation in leisure activities is essential to the well being of individuals and the community as a whole, Recreation Facilities – Rental Fees Policy No. C03-030 includes several guiding objectives. These objectives are:

- a) ensure that those who benefit from using leisure facilities pay a fair and equitable share of the cost of such service;
- b) ensure consistency in the rental fees charged at all leisure facilities that provide the same or similar service to customers;
- c) encourage customers to utilize leisure facilities; and
- d) ensure that the City's rental fees do not discourage the provision of leisure facilities by outside organizations.

The challenges have been, and remain, in trying to achieve a balance between good business and what is good for the community, while maintaining a level playing field between the private and public sector.

### **Report**

#### Rental (Landlord) Operating Costs

The landlord function for the six indoor leisure centres derives revenue from the rental of activity space for the program function within Recreation and Sport (internal rentals), from the rental/lease of activity space by outside user groups (external rentals), from concession contracts, and from various other revenue sources, such as locker, parking passes, and equipment rentals. All user groups, including the internal programming function, are charged the same rental rate per activity space.

The common costs associated with facility operations include utilities, salaries, and ongoing maintenance. These common costs have the greatest impact upon the inflation rate because of the percentage of the total operations cost that they represent. In 2008, City Council approved that the annual contributions to the building reserve costs be excluded from the cost recovery calculation used to determine rental rates for indoor leisure centres (see Attachment 1).

#### Leisure Centre Cost Recovery

In May 2012, City Council confirmed a cost recovery objective of 70% for the landlord function at the five (now six) indoor leisure centres, and that the objective be achieved by increasing rental rates by 4% annually, commencing September 1, 2003.

## Indoor Leisure Centres and Outdoor Pools - Rental Rates and Fees

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The projected cost recovery calculations are based on the assumption of the following increases:

- a) rental rate (4%);
- b) rental leases (4%); and
- c) operating costs (5%).

See the table below for complete cost recovery projections:

Projected Cost Recovery of Landlord Rental Function (Rounded in 00's)						
	2012 Actuals	2013 Actuals	2014 Budget	2015 Estimate	2016 Estimate	2017 Estimate
<b>Recoverable Costs</b>	\$7,403,800	\$7,565,700	\$7,833,900	\$8,225,600	\$8,636,900	\$9,068,700
<b>Rental Revenues</b>	\$5,080,300	\$5,509,500	\$5,747,300	\$5,854,100	\$6,088,200	\$6,331,800
<b>Cost Recovery Rate</b>	68.6%	72.8%	73.4%	71.2%	70.5%	69.8%

To achieve a 70% cost recovery and maintain a fair market rate, Recreation and Sport is recommending that a 4% annual increase, effective September 1 of each year, be maintained.

### Daily Rental Rate

During its February 24, 2003 meeting, City Council adopted the Administration and Finance Committee's (Clause 10, Report No. 4-2003) recommendation to replace the rental discount with a maximum per diem rate to host special events at Harry Bailey Aquatic Centre and the Saskatoon Field House. During the May 28, 2012 meeting, City Council adopted a change to this policy to include the Shaw Centre Daily Rates. The maximum per diem rental rate is based on restricting the rental rate when a value equal to the average rental revenue per day is achieved. This rate can only be achieved when a substantial portion of the facility is booked for a nine hour period of the day. Administration is recommending the Daily Rental Rates for the Harry Bailey Aquatic Centre, the Saskatoon Field House and the Shaw Centre be adopted as outlined in this report (see Attachment 2).

### Outdoor Pool Rental Rate

The operating season for the four outdoor swimming pools is from mid-June to the end of August. The outdoor pools are open seven days a week and the hours of operation are approximately 12 p.m. to 8 p.m. Various school groups primarily rent the outdoor swimming pools in June during weekday mornings. There are occasions where other groups rent an outdoor pool during weekday evenings after regular hours. Only George Ward and Riversdale pool have light standards to accommodate after hour pool rentals.

The outdoor pool rental rate has not increased for several years and the current rate is \$50 per hour. The outdoor swimming pools do not have a targeted cost recovery rate.

## **Indoor Leisure Centres and Outdoor Pools - Rental Rates and Fees**

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The costs of utilities and pool maintenance (cleaning and pool chemicals) are the main costs associated with swimming pool operations and have the greatest impact upon the inflation rate. This rate excludes lifeguard costs, which are an additional cost to all rentals.

The Administration is recommending that the outdoor swimming pool rental rate be set to be 80% of the indoor warm-up pool rental rate. This rental rate objective reflects the same premise used in setting admission rates and fees for outdoor pools. The Administration recommends that the rental rate increases for outdoor pools be implemented over a four-year period (see Attachment 3).

### **Field House Parking Pass**

The Field House sells parking passes to U of S students, which allows them to park in designated parking spots at the Field House during the school year. These passes have been sold for several years; however, the rates have not had annual increases applied to them. As such, the current rates of \$87.50, plus GST, for a four-month pass and \$175.00, plus GST, for an eight-month pass are no longer within the market rate of parking rates at the U of S.

The Administration is recommending that the parking pass rates increase as follows for 2015:

- a) \$125.00, plus GST, for a four-month parking pass, which would come into effect January 1, 2015; and
- b) \$250.00, plus GST, for an eight-month pass, which would come into effect July 1, 2015, to coincide with the school year.

The provision of this service is currently under review.

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

Rental rates for leisure centres will continue to be published on the City's website and in the seasonal Leisure Guide.

### **Options to the Recommendation**

City Council may choose not to approve the proposed rental rates and fees outlined in this report. In this case, further direction would be required.

### **Communication Plan**

Upon approval of the proposed rate increases, the new rental rates will be published in the seasonal Leisure Guide, on the City's website, and made available at all leisure centres.

### **Financial Implications**

Since the last rate review in 2012, the 4% rental rate increase has not kept pace with actual increases in operating expenses. Consequently, this has extended the length of time that was originally anticipated to reach the cost recovery objective of 70%.

## **Indoor Leisure Centres and Outdoor Pools - Rental Rates and Fees**

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The recommended rental rates outlined in this report are based on approximately 5% inflationary increases; however, in recent years utility rates have exceeded this assumption. Using this inflation rate and a 4% rental rate increase, the Administration is projecting that the cost recovery objective, approved by City Council in May of 2003, will be achieved in 2017.

### **Other Considerations/Implications**

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

### **Public Notice**

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

### **Attachments**

1. Rental Rate Recoverable Costs
2. Leisure Centre Daily Rental Rates 2015 to 2017
3. Leisure Centre Hourly Rental Rates 2015 to 2017

### **Report Approval**

Written by: Dylan Czarnecki, Supervisor, Facility Services, Recreation and Sport

Reviewed by: Cary Humphrey, Director of Recreation and Sport

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

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**Rental Rate Recoverable Costs**

Recoverable Costs – shall include all common costs associated with operation of a facility.

Staffing and Payroll Costs	customer service, supervisors, recreation workers, building supervisors, preventative maintenance staff, building operators, and janitors;
Administration	uniforms, car allowance, courier, training, telephone, insurance, security, office supply and photocopy, banking costs;
Preventative Maintenance	all direct and indirect Facilities and Fleet Management Division, Asset and Financial Management Department costs for operations, maintenance ,and project services;
Utilities	water, sewer, gas, electrical;
Grounds Maintenance	for Saskatoon Field House;
Equipment Repairs and Purchase	contribution to the Leisure Services reserve for major equipment replacement; and
Financing Costs	interest and principal on loans for major capital equipment purchases, major renovations.



**Leisure Centre Daily Rental Rates 2015 to 2017**

Maximum Rental Rate		Fall 2014 to Summer 2015	Fall 2015 to Summer 2016	Fall 2016 to Summer 2017	Fall 2017 to Summer 2018
<b>Harry Bailey Aquatic Centre</b>					
A	Competitive Pool and Meeting Room	\$1,760	\$1,830	\$1,900	\$1,980
B	Full Building (Group A plus Leisure Pool)	\$2,830	\$2,940	\$3,060	\$3,180
<b>Saskatoon Field House</b>					
A	Main Track Area (track, infield, warm-up areas)	\$2,450	\$2,540	\$2,650	\$2,750
B	Full Building (Group A plus Meeting Rooms and Fitness Dance areas)	\$2,980	\$3,100	\$3,220	\$3,350
<b>Shaw Centre</b>					
A	Competitive Pool and Meeting Room	\$2,230	\$2,320	\$2,420	\$2,510
B	Competitive Pool, Warm up Pool, and Meeting Room	\$3,040	\$3,160	\$3,290	\$3,420
C	Competitive Pool, Warm up Pool, Multi-Purpose Room, and Meeting Room	\$3,420	\$3,560	\$3,700	\$3,850

\* Nine consecutive hours rented is used to calculate the daily rental base.

**Leisure Centre Hourly Rental Rates 2015 to 2017**

<b>Rental Space</b>	<b>Fall 2014 to Summer 2015</b>	<b>Fall 2015 to Summer 2016</b>	<b>Fall 2016 to Summer 2017</b>	<b>Fall 2017 to Summer 2018</b>
<b>Small Meeting Room</b>	\$17.00	\$17.60	\$18.30	\$19.10
<b>Preschool Room</b>	\$17.00	\$17.60	\$18.30	\$19.10
<b>Large Meeting Room/Wellness Center</b>	\$25.40	\$26.40	\$27.50	\$28.60
<b>Theatre</b>	\$25.40	\$26.40	\$27.50	\$28.60
<b>Combative Room</b>	\$25.40	\$26.40	\$27.50	\$28.60
<b>Fitness Dance Studio</b>	\$25.40	\$26.40	\$27.50	\$28.60
<b>Multi-Purpose Room</b>	\$25.40	\$26.40	\$27.50	\$28.60
<b>Leisure Room</b>	\$25.40	\$26.40	\$27.50	\$28.60
<b>Gymnasium</b>	\$42.30	\$44.00	\$45.80	\$47.60
<b>Competitive Pool</b>				
<b>20 Lane (SCC)</b>	\$222.90	\$231.80	\$241.00	\$250.70
<b>16 Lane (HBC)</b>	\$178.30	\$185.40	\$192.80	\$200.50
<b>Warm-Up Pool (SCC)</b>	\$89.30	\$92.80	\$96.50	\$100.40
<b>Leisure Pool</b>	\$119.00	\$123.70	\$128.70	\$133.80
<b>Wave Pool</b>	\$119.00	\$123.70	\$128.70	\$133.80
<b>Indoor Track</b>				
<b>6 Lane (SFH)</b>	\$119.00	\$123.70	\$128.70	\$133.80
<b>3 Lane (SCC)</b>	\$59.50	\$61.85	\$64.35	\$66.90
<b>Indoor Field</b>	\$119.00	\$123.70	\$128.70	\$133.80
<b>Track Warm-Up Area</b>	\$33.90	\$35.30	\$36.70	\$38.20
<b>Outdoor Pools</b>	\$50.00	\$60.00	\$70.00	\$80.00

\* All pricing is per/hour



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Inquiry – Councillor A. Iwanchuk (September 29, 2014) Installation of Walking/Cycling Path – Perimeter of Pacific Park**

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

That the report of the General Manager, Community Services Department, dated November 3, 2014, be considered during the 2015 Business Plan and Budget Review.

#### **History**

At the November 3, 2014 Standing Policy Committee on Finance meeting, a report of the General Manager, Community Services Department dated November 3, 2014, regarding the above matter, was considered.

#### **Attachment**

November 3, 2014 Report of the General Manager, Community Services, Files CK. 4205-35, x CK. 1700-1 and PK 4206-PA.

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## **Inquiry – Councillor A. Iwanchuk (September 29, 2014) Installation of Walking/Cycling Path – Perimeter of Pacific Park**

### **Recommendation**

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

1. That the report of the General Manager, Community Services Department, dated November 3, 2014, be forwarded to the 2015 Business Plan and Budget Review for information and consideration.

### **Topic and Purpose**

This report is to provide information regarding the installation of a crusher dust walking path and lighting in Pacific Park.

### **Report Highlights**

1. The Administration's review of the pathway routing determined that the east section of pathway is unsuitable due to safety concerns for path users and athletic field users. The Administration does not recommend construction of a walkway in this area.
2. An alternate pathway route has been identified (see Attachment 1), which will provide a pathway with good surface conditions and will be safer for the users of the park. The total estimated cost of the revised pathway routing is \$114,000 (2014 construction costs). This includes installing a new 2.4 meter wide, 358 metre long pathway with 12 light standards, which links to the existing pathway to create a 610 meter pathway loop. The estimated pathway costs, without lighting, is \$37,800.

### **Strategic Goal**

Under the City of Saskatoon's (City) Strategic Goal of Quality of Life, this report supports the long-term strategy to ensure recreation opportunities are accessible, both physically and financially, and meet community needs.

### **Background**

During its September 29, 2014 City Council meeting, Councillor Iwanchuk made the following inquiry:

"Would the Administration please report in time for the 2015 budget deliberations, the cost of installing a walking/cycling path around the perimeter of Pacific park."

In 2013, the Parks Branch, Infrastructure Services Department, discussed the feasibility of creating a walking path around the perimeter of Pacific Park with the Community Development Branch, Community Services Department, and provided City Council with an estimate of \$44,000, based on 2012 construction and maintenance costs.

## **Report**

### Original Pathway Routing Location Unsuitable

The same inquiry was addressed in a report that was submitted to the 2014 Business Plan and Budget deliberations. The Administration reviewed this report and determined that the original east section pathway routing was an unsuitable location for a walking pathway due to safety concerns for path users and athletic field users. This section of pathway would be prone to frequent erosion as a result of surface drainage through the low swale area where the pathway travels between the soccer and softball fields.

Moving the pathway out of the swale, but having it in the same general area was considered; however, the pathway would then be infringing on a 5 metre buffer zone that is required between a pathway and an athletic field. This buffer zone is part of park development specifications and is necessary for public safety as it minimizes the chances of collisions between pathway users and athletic field users. The buffer also protects athletic field users from collisions with light standards and possibly tripping on crusher dust pathways. The Administration does not recommend installation of a walking path in this location.

### Revised Pathway Routing and Estimated Costs

Revised pathway routing has been identified for Pacific Park. The total estimated cost of the revised pathway routing is \$114,000 (2014 construction costs). This includes installing a new 2.4 meter wide, 358 metre long pathway with 12 light standards, which links to the existing pathway to create a 610 meter pathway loop.

Estimated costs include tender preparation, design costs, excavation and removal of turf; installation and tamping of the crusher dust; installation of light bases and standards, along with project management, as well as anticipated changes to irrigation infrastructure.

Over and above the associated installation costs are the estimated operating costs to maintain the path, including weed control, which would be approximately \$350. The estimated annual operating/consumption costs to maintain 12 light standards would be \$2,064 (2014 costs).

Pacific Park is not scheduled for redevelopment at this time and funding is not available for this project. Normally, construction of a pathway such as this would be considered during park redevelopment or could be considered as part of a park enhancement project if requested and supported by the community association. At this time, the Pacific Heights Community Association has indicated that are not planning to take this on as a project.

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

No public or stakeholder involvement is required.

### **Communication Plan**

If the pathway is approved, communication activities will be planned to notify affected park users of any interruptions during construction; consultation with the Pacific Heights Community Association will also take place.

### **Financial Implications**

The financial implications will depend on what service levels and corresponding budgets are considered and approved.

<b>Unbudgeted</b>	<b>Capital</b>	<b>Operating</b>
\$114,000 (with lights)	\$114,000	\$2,415
\$37,800 (without lights)	\$37,800	\$350 path maintenance

### **Environmental Implications**

The activities associated with the completion and on-going operation of this project will result in the consumption of resources and the generation of greenhouse gas emissions. The overall impacts of the proposed project have not been quantified at this time.

### **Other Considerations/Implications**

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

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

The commencement and completion of this project is dependent on funding availability.

### **Public Notice**

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

### **Attachments**

1. Revised Routing - Pacific Park Pathway

### **Report Approval**

Written by: Darren Crilly, Director of Parks, Community Services Department  
Approved by: Randy Grauer, General Manager, Community Services Department  
Approved by: Murray Totland, City Manager

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## Remai Modern Art Gallery of Saskatchewan 2015 Capital Budget Request

### Recommendation

That an additional \$6.0M allocation to Capital Project 1813 – Remai Modern Art Gallery of Saskatchewan for the completion of the construction of the building, funded through the Civic Facilities Funding Plan, be approved.

### Topic and Purpose

To request an additional allocation to the Remai Modern Art Gallery of Saskatchewan (Remai Modern AGS) capital project that is required for completion of the construction of the building.

### Report Highlights

1. As the final business plans have been refined, changes to the floor plans were made to better address the business and operational requirements for the Remai Modern AGS, resulting in increased capital costs, but saving in long-term operating costs.
2. The capital project requires an additional \$6.0M to fund the remaining construction project of the Remai Modern AGS, bringing the total cost of the project to \$81.8M.
3. The approximate breakdown of the remaining construction costs include \$2.5M for outstanding building-related capital costs; \$1.5M for signage, lighting and furniture; and a \$2.0M contingency for unforeseen construction costs.
4. The increased cost of \$6.0M will be funded through the Civic Facilities Funding Plan.

### Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability by ensuring the services the City of Saskatoon (City) provides are aligned with what our citizens expect and are able to pay.

### Report

#### Reason for Additional Funding

The changes to the capital budget for the Remai Modern AGS are largely driven by the changes to better address the operating and business plans for the Remai Modern AGS. Changes to the floor plans will enable improvements to the security plan, saving approximately \$400,000 per year in operating costs, as well as improvements to floor plans for office and gallery space.

Total Project Costs

The capital project for the construction of the Remai Modern AGS requires additional funding of \$6.0M for the completion of the building, bringing the total project cost to \$81.8M.

The additional funding would enable the completion of the building construction, as well as cover items such as signage, lighting, additional furniture, gallery partitions, accommodation of additional staff on the fourth floor, and a revised contingency amount of \$2.0M.

Detail of Additional Costs

The following is the breakdown of the required funds:

<b>Item</b>	<b>Amount</b>
Outstanding building-related capital costs (changes and updates including floor plan configurations for security alterations, office space, expanded restaurant space, and gallery spaces)	\$2.5M
Signage, lighting, furniture to support business and operational requirements	\$1.5M
Contingency for any additional unforeseen construction costs that may occur between now and building completion	\$2.0M
<b>Total</b>	<b>\$6.0M</b>

Funding Plan

The existing project is funded by the Major Recreational and Cultural Facilities Funding Plan. This plan provided funding for River Landing Phase 1, the Shaw Centre, and the Remai Modern AGS. Funding was provided by dedicating \$500,000 of annual incremental tax revenues resulting from assessment growth from 2008 up to and including 2013.

Beginning in 2015, equivalent assessment growth tax revenues will be directed towards the Civic Facilities Funding Plan (which funds the Police facility, trunked radio system, two fire halls, the Civic Operations Centre, and Corporate Accommodations).

There is sufficient capacity within the Civic Facilities Funding Plan to fund the additional \$6.0M identified above.

Included in the current project funding is \$1.6M previously approved by City Council for project-related deferred costs. 100% of this will be funded by the Remai Modern AGS and still requires fundraising of \$0.9M. City Council agreed that the City would guarantee this, and if required, use the Reserve for Capital Expenditures as a back-stop.

The funding of the operational preparedness of the new gallery will be the responsibility of the Remai Modern AGS, including the transitional and branding initiatives.



**Options to the Recommendation**

City Council has the option to not approve the additional capital funding identified to complete the building construction. This would mean descoping the remaining construction to stay within the current capital budget and would likely result in a delayed opening of the Gallery.

**Public and/or Stakeholder Involvement**

The Administration has been working directly with the Remai Modern AGS management in identifying the budget and remaining scope of work.

**Financial Implications**

The financial implications are addressed in the body of this report.

**Other Considerations/Implications**

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

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

The capital budget request will be addressed during the 2015 Budget Review.

**Public Notice**

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

**Report Approval**

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

Reviewed by: Catherine Gryba, General Manager, Corporate Performance Department

Approved by: Murray Totland, City Manager

Remai Modern AGS\_2015 Capital Budget Request.docx



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

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### **Urban Design - City-Wide Program – Interim Funding Strategy**

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

1. That the interim funding strategy for the Urban Design – City-Wide Program outlined in the November 3, 2014 report of the General Manager, Community Services Department be approved; and
- 2, That the Administration report back with a long-term funding strategy for the 2017 Business Plan and Budget Review deliberations in conjunction with the Growing Forward! Shaping Saskatoon Project implementation.

#### **History**

At the November 3, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department dated November 3, 2014, regarding the above matter, was considered.

#### **Attachment**

November 3, 2014 Report of the General Manager, Community Services, Files CK. 750-1 and PL. 950-27.

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## Urban Design - City-Wide Program – Interim Funding Strategy

### Recommendation

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

1. That the interim funding strategy for the Urban Design - City-Wide Program outlined in this report be forwarded to the 2015 Business Plan and Budget Review deliberations; and
2. That the Administration report back with a long-term funding strategy for the 2017 Business Plan and Budget Review deliberations in conjunction with the Growing Forward! Shaping Saskatoon Project implementation.

### Topic and Purpose

The purpose of this report is to provide an update on the Urban Design - City-Wide Program (City-Wide Program) and to present an interim funding strategy for 2015 and 2016. In 2017, a new, long-term funding strategy will be brought forward as part of the implementation and funding plan for the Growing Forward! Shaping Saskatoon (Growing Forward) Project.

### Report Highlights

1. Demand for urban design projects throughout the city has been growing, and current funding for the program is inadequate to meet future anticipated demand.
2. The City-Wide Program is anticipated to transition into a key element of the major corridor redevelopment program in the implementation of the Growing Forward Project. Program challenges are anticipated.
3. The Administration is recommending an interim funding strategy for 2015 and 2016 and will prepare a long-term funding strategy beginning in 2017 in conjunction with the implementation of the Growing Forward Project.
4. A future capital request in 2017 is recommended in order to complete the Central Avenue Master Plan in a timely manner.

### Strategic Goals

The improvement of streetscapes through the Urban Design Program supports four City of Saskatoon (City) Strategic Goals – Quality of Life, Environmental Leadership, Sustainable Growth, and Moving Around – by enhancing and providing amenities to key corridors and districts. Streetscape projects create warm and welcoming people places, improve public safety, and make walking, cycling, and transit use easier with more accessible sidewalks, bulbed intersections, and street furniture.

### Background

The Urban Design Program is comprised of two parts that are funded from two different sources: the BID Program, which is funded from parking meter revenue; and the City-Wide Urban Design Program, funded from Land Sales Administration Fees. During its January 28, 2008 meeting, City Council approved the City-Wide Program and

funding strategy for a five-year term. Refer to Attachment 1 for additional background, goals, and information on current challenges to the Program.

At its August 15, 2012 meeting, City Council received a report containing a review of the City-Wide Program. The report contained a recommendation that the program be extended for two years, with funding to continue from the Land Sales Administration Fees. This funding was approved during the 2013 budget deliberations. A future funding report was to be submitted to City Council as part of the 2015 budget process.

## **Report**

### Growing Program Demands

The success of the City-Wide Program has led to a wide range of requests for service which can't be accommodated quickly within the current funding. Support for Local Area Plans, requests for upgrades to key transportation corridors, and potential support to new BIDs, are all elements that are targeted by the City-Wide Program. Refer to Attachment 2 for the 10-Year Projects Schedule, comparing current and proposed funding strategies.

### Key Program to Support the Growth Plan to 500,000

The methodology used in the Growing Forward Project to identify and prioritize urban design projects focuses on key transportation corridors, and the concentration of retail and related uses. The City-Wide Program will be a key element required for the successful implementation of the Growth Plan. It would provide streetscaping design and construction, in coordination with major corridor redevelopment projects identified by the Growth Plan. The staff and expertise available in the City-Wide Program will form part of a larger work group responsible for undertaking planning, design, and construction of enhanced corridors throughout the city.

### Interim Funding Strategy

The Administration is recommending that the current funding source, Land Sales Administration Fees, continue to be used for funding in 2015 and 2016, with \$750,000 in funding for 2015 (current funding level), declining to \$500,000 in 2016. In 2017, it is proposed that the City-Wide Program be incorporated into the Growing Forward Project funding plan, subject to a further report at that time.

In addition, in 2016, staff resources would begin to be rebalanced to accurately reflect the use of resources between the BID and City-Wide programs. In 2017, the Administration would also recommend that staffing and operating programs, such as maintenance, etc., transition to a mill rate-funded operating budget in order to stabilize the City-Wide Program. Requests for new capital projects would be submitted during budget deliberations, as required, with funding to come from the Reserve for Capital Expenditures or an alternative funding source identified for the Growing Forward Project. Reliance on the Land Sales Administration Fees would be eliminated.

### Future Capital Request to Complete Central Avenue Master Plan

The Central Avenue Master Plan, approved by City Council in 2009, called for streetscape improvements from 107<sup>th</sup> Street to 115<sup>th</sup> Street, including the

commercial/industrial properties along Gray Avenue. The proposed interim funding strategy for 2015 and 2016 would have the effect of reducing the sufficiency of the Reserve, and the 2018 work would be deferred.

In order to complete the majority of the Master Plan in a timely manner, with improvements along Central Avenue only, the Administration will include a capital budget request for the 2017 budget.

**Options to the Recommendation**

An option to the recommendation would be to discontinue the City-Wide Program. This is not recommended as the City-Wide Program will be a key component of the implementation of the Growth Plan. Discontinuing the City-Wide Program would also result in the loss of four permanent positions, including those positions which currently provide services to the Urban Design BID Program.

**Public and/or Stakeholder Involvement**

The Urban Design Committee, which includes the BIDs, the Meewasin Valley Authority, and Administrative representatives, reviews the sufficiency of the City-Wide Streetscape Reserve annually and identifies and prioritizes Urban Design projects.

**Financial Implications**

If the interim funding strategy is approved, \$750,000 would continue to be funded from the Saskatoon Land operating budget during 2015, and an additional \$500,000 in 2016. This will reduce the annual transfer of Saskatoon Land operating funds to the Property Realized Reserve. This recommendation has been discussed with the Asset and Financial Management Department and Saskatoon Land Division. Projections from Saskatoon Land indicate that there are sufficient funds to continue to support this City-Wide Program for these additional two years; however, should land sales slow during this period, the funding source may be insufficient, and an alternate arrangement would be required.

**Other Considerations/Implications**

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

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

The Administration will report back in 2016 for the 2017 Business Plan and Budget Review deliberations.

**Public Notice**

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

**Attachments**

1. Background and Challenges for the Urban Design City-Wide Program
2. Reserve Sufficiency Worksheet - Streetscape Reserve City-Wide

**Report Approval**

Written by: Lesley Anderson, Manager, Neighbourhood Planning  
Reviewed by: Alan Wallace, Director of Planning and Development  
Approved by: Randy Grauer, General Manager, Community Services  
Approved by: Murray Totland, City Manager

S/Reports/CP/2014/PDCS – BUDGET REVIEW – Urban Design - City-Wide Program - Interim Funding Strategy/ks

## Background and Challenges for the Urban Design City-Wide Program

### Background

The current funding for the Urban Design City-Wide Program (City-Wide Program), in the amount of \$750,000 annually, is through Land Sales Administration Fees. This funding supports the annual operating costs of the program and capital improvements.

### Intent to Leverage Other Funding

The City-Wide Program was originally intended to leverage cost-sharing opportunities to undertake capital projects with external organizations. For example, a cost sharing arrangement between the University of Saskatchewan and the City of Saskatoon (City) to upgrade College Drive was one possibility. However, since the inception of the program, the goal to leverage funding from external sources did not meet expectations. The funding available to the City-Wide Program is not sufficient, by itself, to meet the growing demands of the program going forward.

### Program Goals

The 2008 report establishing the City-Wide Program identified 16 important corridors that required streetscape and safety improvements. Some of these projects include:

- a) Central Avenue Business District;
- b) College Drive;
- c) Idylwyld Drive (20<sup>th</sup> Street to Circle Drive);
- d) 33<sup>rd</sup> Street;
- e) Airport Drive;
- f) 22<sup>nd</sup> Street; and
- g) 8<sup>th</sup> Street Commercial District.

A Master Plan for Airport Drive has been prepared, and construction of the second phase of Central Avenue will be substantially complete in 2014. The creation of a Streetscape Master Plan for Idylwyld Drive began in 2014. However, work on the other corridors is outstanding.

The City-Wide Program is intended to:

- a) identify urban design goals and objectives across the city;
- b) address the streetscape design of significant transportation corridors, including pedestrian and cycling routes, and facilities;
- c) design projects and programs affecting both public open spaces and public rights-of-way; and
- d) assist in the development of architectural controls and best practice guidelines related to public spaces.

### Services and Programs provided by the Urban Design City-Wide Program

The City-Wide Program offers a range of programs and services:

- a) \$30,000 annually for Façade Conservation and Enhancement Grants to eligible commercial locations;
- b) banner installations in co-operation with Saskatoon Light and Power;

- c) temporary art installations through the Placemaker Program;
- d) funding for partnerships with private development;
- e) flower pots for Central Avenue; and
- f) capital improvement projects such as the Central Avenue Streetscape Master Plan.

#### Current and Anticipated Challenges for the City-Wide Program

Challenges that affect the City-Wide Program include:

- a) growing demand for future city-wide projects, such as those to be identified through the Growing Forward Project, far outweigh the current funding capacity of the program;
- b) current construction costs are generally in excess of \$1.5 million per block, which requires an estimated five years to build up sufficient funds in the Reserve at the current funding level (see Attachment 2);
- c) annual increases to construction costs, currently estimated at 10%, further reduce the ability of the City-Wide Program to undertake capital projects in a timely manner;
- d) the City-Wide Program was originally set up with four staff who were to be responsible for project design and construction management for the entire city, including the core BID area. This was done to ensure consistency in approach, as well as to free up additional funds in the BID Streetscape Reserve for capital improvements. However, this approach has reduced the funds available in the City-Wide Program;
- e) new requirements to perform environmental site assessments and stricter management of contaminated material on streetscape projects increase project costs. Costs could be as much as \$250,000 per block of streetscape;
- f) as capital improvements are completed, associated maintenance costs are added and funded by the City-Wide Streetscape Reserve, which reduces funds available for further capital projects;
- g) Central Avenue Phase I and Phase II Projects have completed streetscaping from 109<sup>th</sup> Street to 112<sup>th</sup> Street. Based on the current funding model, further work could not occur until 2018 at the earliest. The funding would also be insufficient to complete the entire scope of the Master Plan.



**Urban Design City Wide 10 Year Project Schedule**

Updated May 7, 2014

Subject to Review by Urban Design Committee

<b>CURRENT FUNDING MODEL OF \$750,000/YEAR</b>	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
OPENING BALANCE	(1,450,270)	(174,970)	(363,970)	(535,970)	(690,970)							
LAND BANK ADMIN FEE REVENUE CONTRIB. TO STREETScape RE:	(224,700)	(189,000)	(172,000)	(155,000)	(137,000)							
CAPITAL PROJECT	1,500,000			750,000								
BALANCE	(174,970)	(363,970)	(535,970)	(690,970)	(77,970)							
<b>CITY WIDE</b>												
City Entrance Signs												
West Spadina Promenade Extension (Broadway Bridge to Traffic Bridge)												
Mid Spadina Promenade Extension (25th Street to Queen Street)												
North Promenade Extension (Queen Street to Weir)												
College Drive												
Central Avenue	Phase 2				Phase 3							
33rd Street												
8th Street												
22nd Street (Idywyld to Laurier Dr)												
2nd Avenue (25th Street to 33rd St.)												
Airport Drive Median (Cynthia Street to 45th Street west)												
Idywyld Drive												

Subject to Review by Urban Design Committee

<b>INTERIM FUNDING MODEL</b>	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
OPENING BALANCE	(1,450,270)	(174,970)	(363,970)									
LAND BANK ADMIN FEE REVENUE CONTRIB. TO STREETScape RE:	(224,700)	(189,000)	-									
GROWING FORWARD PROJECT FUNDING PLAN												
CAPITAL PROJECT	1,500,000											
BALANCE	(174,970)	(363,970)	(363,970)									
<b>CITY WIDE</b>												
City Entrance Signs												
West Spadina Promenade Extension (Broadway Bridge to Traffic Bridge)												
Mid Spadina Promenade Extension (25th Street to Queen Street)												
North Promenade Extension (Queen Street to Weir)												
College Drive												
Central Avenue	Phase 2											
33rd Street												
8th Street												
22nd Street (Idywyld to Laurier Dr)												
2nd Avenue (25th Street to 33rd St.)												
Airport Drive Median (Cynthia Street to 45th Street west)												
Idywyld Drive												

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## Proposed Fee Increase for New Business Licenses and License Renewals

### Recommendation

1. That the proposed fee increases for new business licenses and business license renewals, as identified in this report and included in the 2015 preliminary operating budget, be considered during the 2015 Business Plan and Budget deliberations;
2. That the Administration undertake the necessary steps to implement the proposed fee changes for new business licenses and business license renewals, including the recommended communication plan; and
3. That the City Solicitor be requested to prepare the necessary amendments to the bylaw for consideration by City Council.

### Topic and Purpose

This report outlines proposed fee increases for new business licenses and business license renewals to ensure the costs of delivering the Business License Program are fully funded through license fees.

### Report Highlights

1. The Business License Program has evolved to manage increasingly complex applications, a broad range of business types, and increased demand for value added services, such as new business start-up assistance, information services, data analysis, and policy development work.
2. The Business License Program has experienced steady increases in volumes of applications with over 10,250 businesses now licensed in Saskatoon. Increased volumes have resulted in impacts to service levels. To improve both service and efficiency, a detailed service review was undertaken in 2014.
3. Staffing levels have not increased significantly since the program was initiated in 1997. One new entry level position is recommended to maintain existing levels of service.
4. Costs of delivering the Business License Program are no longer fully covered by business license fees. The 2015 budget for the Business License Program is estimated at \$994,200. A proposed fee of \$125 for new and \$85 for renewals is recommended to ensure this program remains fully funded. These fees are currently \$95 and \$70 respectively, and have not been increased since the program was first initiated in 1997.
5. A review of other municipalities suggests that the proposed business license fees would still remain among the lowest in Canada.

## Proposed Fee Increase for New Business Licenses and License Renewals

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### Strategic Goals

The recommendations in this report support the City of Saskatoon's (City) Strategic Goal of Economic Diversity and Prosperity by establishing business license fees that are competitive with other jurisdictions while maintaining a high level of service to the business community.

### Background

Prior to 1996, businesses were licensed through the Business Tax Bylaw, or General Licensing Bylaw. In April 1997, City Council approved amendments to the Business License Bylaw No. 7630, which established the business license system by establishing a license fee of \$100. In February 1998, a further bylaw amendment established a renewal fee of \$75.

Business license fees are currently established at \$95 for new businesses, or for businesses that have changed location, and \$70 for business license renewals (annual). Fees have not increased since the program was initiated, and in fact have dropped slightly since the original bylaw was approved.

Certain businesses, such as pawn shops, farmer's markets, adult service agencies and performers, and mobile food trucks have higher fees, as there is greater oversight required in issuing these types of licenses. No increases to these fees are proposed at this time.

### Report

Since it was first established in 1997, the Business License Program has evolved significantly in the complexity of files that are now managed, the range of services provided, and the volume of businesses licensed. The 2015 budget estimate for the Business License Program suggests that the current licensing fees will no longer fully cover the costs of operating the program. The Business License Program budget for 2015 is \$994,200.

### Business License Program Delivers a Wide Range of Services

When the Business License Program was first initiated, emphasis was placed on ensuring all businesses were identified and licensed. Since then, the program has expanded to facilitate a business-friendly environment by providing additional related services including:

- a) comprehensive business start-up assistance;
- b) compiling, analyzing, and distributing business license data;
- c) responding to business-related data requests;
- d) undertaking policy updates and developing new policies;
- e) assuming responsibility for licensing a number of new types of businesses, such as mobile food trucks, sidewalk cafes, parking patios, and adult services; and
- f) addressing increasing numbers of enforcement-related issues.

## Proposed Fee Increase for New Business Licenses and License Renewals

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Recent trends, such as rising population densities, a greater variety of businesses, and more mixed-use development add additional complexity to the program operations.

In addition, a new Corporate Bylaw Enforcement Division will be implemented beginning in 2015, with the Business Licensing and Bylaw Compliance Section and Parking Services Sections forming the core of this division. Costs associated with implementing this division will be allocated across all of the participating sections, including the Business License Program.

### Increased Volumes Impact Service Levels

The number of businesses in Saskatoon has increased from 6,036 in 1998 to 10,253 at the end of 2013, representing a 69% increase in business license activity. Planners are now processing over 1,300 new business license applications per year. Volumes are expected to remain steady.

The increased volumes have resulted in higher revenues to the Business License Program; however, it is expected that the current license fees will no longer fully cover program operation costs in the 2015 budget year.

The standard set by the Business License Program for reviewing and issuing applications for new business licenses is 7 to 10 business days. With increasing volumes, the average time frame for review is being extended to the upper limit and will soon extend beyond the standard.

In 2014, the Business License program went through a detailed continuous improvement process in order to identify service improvements and efficiencies to assist in managing an increasing work load within the current staffing levels. Through facilitated workshops and detailed process mapping, a number of short- and medium-term improvements are being implemented:

#### Short-Term Improvements

- Centralized call handling for improved staff efficiency;
- Standardized data entry for improved consistency;
- Centralized license printing services for less downtime; and
- Directing clients to on-line license and renewals process for improved service and compliance rates.

#### Medium-Term Improvements

- Website improvements for better access to information;
- Improve process for refunds;
- Keep operating systems (POSSE) up to date;
- Improve application forms to increase percentage of complete applications being received;
- Streamline enforcement process for non-compliant businesses (three notices now sent); and

## Proposed Fee Increase for New Business Licenses and License Renewals

- Improve coordination with Revenue and Utilities to identify business location changes.

### Staffing

The staffing complement within the Business License Program has not changed significantly since it was initiated. A staffing complement of 6 Full-Time Equivalents (FTE's) delivered the Business License Program in 1997 and is currently at 7.8 FTE's in 2014.

The 2015 budget is based on a staffing complement of 9.3 FTE's. This includes one additional entry-level position, which will be required in the coming year to ensure that the work program of the Business License Section continues to be delivered in a timely manner and remains responsive to the needs of the business community. It also incorporates a contribution to the new Division Director salary as this new Division gets up and running.

### Proposed Fees

It is recommended that the standard business license fees be increased as follows:

Business Type	Current Fee	Proposed Fee
New business (commercial or home-based)	\$95	\$125
Change of location (commercial or home-based)	\$95	\$125
Business license renewal fee (annual)	\$70	\$85

### Comparison with Other Municipalities

Business license requirements vary among other cities. While it is difficult to undertake direct comparisons, a summary of fees for selected typical businesses provides a perspective on the fees charged in other municipalities. It should be noted that many municipalities charge additional fees for police, fire, health inspections, and/or development permit. For comparison purposes, the fees outlined in the chart below include license fees and any additional administration or service fees.

#### Comparison of Business License Fees

City	Commercial Business	Contractor	Industrial Business	Restaurant	Home-based Business
Edmonton	\$331	\$331	\$331	\$331	\$184 - \$213
Calgary	\$170	\$170	\$170	\$170	\$221 - \$621
Hamilton	\$249	\$280	\$249	\$226	N/A
Vancouver	\$181	\$210	\$181	\$737	\$118
Regina	Not required for any business paying commercial or industrial property tax				\$112.50 (initial year) \$225 annual renewal
Saskatoon	\$95 (current)		\$125 (proposed)		

## **Proposed Fee Increase for New Business Licenses and License Renewals**

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The proposed fees for new and renewing businesses in Saskatoon would continue to be among the lowest in all municipalities that have established business licensing programs.

The increase in fees will allow the program to continue to be responsive to businesses, while ensuring our Strategic Goals of Quality of Life and Economic Diversity and Prosperity are enhanced.

### **Options to the Recommendation**

1. City Council may choose not to adopt the proposed fee adjustments. This option is not recommended as the current fees are no longer adequate to cover the costs of delivering the program at the existing level of service.
2. Another option would be to phase in a fee increase. This option is not recommended as this will not provide sufficient revenue to meet existing service levels.

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

A copy of this report will be circulated to the Business Improvement Districts, Chamber of Commerce, and North Saskatoon Business Association before being submitted to the Business Plan and Budget Review.

### **Communication Plan**

The Business Improvement Districts, North Saskatoon Business Association, and Saskatoon and Greater Saskatoon Chamber of Commerce will receive notice of City Council's decision. A public hearing to consider amendments to the Business License Bylaw is not required. The website and all related communication materials will be updated.

### **Financial Implications**

The 2015 budget projects expenses for the Business License Program, including salary and non-salary costs at \$994,200. As presented in the Summary of Business License Fees, Volumes, and Revenues (see Attachment 1), the proposed fee increase will result in additional revenues of \$186,450. This additional funding, in addition to current projected revenues of \$807,750, provides a balanced budget of \$994,200 and will ensure the Business License Program remains fully funded through the license fees.

### **Other Considerations/Implications**

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

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

The Administration will review the fees associated with the Business License Program at the end of 2015 to ensure cost recovery objectives are being maintained.

### **Public Notice**

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

## Proposed Fee Increase for New Business Licenses and License Renewals

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### Attachment

1. Summary of Business License Fees, Volumes, and Revenues

### Report Approval

Written by: Jo-Anne Richter, Manager, Business License and Bylaw Compliance

Reviewed by: Alan Wallace, Director of Planning and Development

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

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**Summary of Business License Fees, Volumes, and Revenues**

<u>Business Type</u>	<u>Fees</u>		<u>Volume{# of applications}</u>			<u>Revenue { \$ ' s }</u>		
	Current	Proposed	2013 actual	2014 Budget (projected)	2015 Budget (projected)	2014 Budget	2015 Budget maintain fees	2015 Budget with fee increase
<b>01-4000-584</b>								
Commercial / Home based - New	\$95	\$125	1,317	1,300	1,450	\$123,500	\$137,750	\$181,250
Commerica l/ Home based - Change of	\$95	\$125	492	550	540	\$52,250	\$51,300	\$67,500
Commerical / Home based - Renewals	\$70	\$85	8,002	8,000	8,300	\$560,000	\$581,000	\$705,500
<b>subtotal</b>			<b>9,811</b>	<b>9,850</b>	<b>10,290</b>	<b>\$735,750</b>	<b>\$770,050</b>	<b>\$954,250</b>
Mobile Food Trucks	\$500	\$500	3	-	5	\$0	\$2,500	\$2,500
Food Trucks (Private Property)	\$500	\$500	-	-	5	\$0	\$2,500	\$2,500
Vending Carts	\$100	\$100	-	-	7	\$0	\$700	\$700
<b>subtotal</b>			<b>3</b>	<b>-</b>	<b>17</b>	<b>\$0</b>	<b>\$5,700</b>	<b>\$5,700</b>
Adult Services- Agency (new)	\$500	\$500		5	5	\$2,500	\$2,500	\$2,500
Adult Services - Agency (renew)	\$200	\$200		5	3	\$1,000	\$600	\$600
Adult Services- Independent Agency (new)	\$250	\$250		10	10	\$2,500	\$2,500	\$2,500
Adult Services - Independent Agency (renew)	\$100	\$100		10	4	\$1,000	\$400	\$400
Adult Services - Performer (new)	\$250	\$250		35	70	\$8,750	\$17,500	\$17,500
Adult Services - Performer (renew)	\$100	\$100		35	10	\$3,500	\$1,000	\$1,000
Adult Services -Worker (new)	\$250	\$250		8	15	\$2,000	\$3,750	\$3,750
Adult Services - Worker (renew)	\$100	\$100		8	5	\$800	\$500	\$500
<b>subtotal - adult Services</b>			<b>-</b>	<b>116</b>	<b>122</b>	<b>\$22,050</b>	<b>\$28,750</b>	<b>\$28,750</b>
Pawn Shops (new)	\$500	\$500	4	1	-	\$500	\$0	\$0
Pawn Shops (renew)	\$250	\$250	11	10	13	\$2,500	\$3,250	\$3,250
<b>subtotal - Pawn Shops</b>			<b>15</b>	<b>11</b>	<b>13</b>	<b>\$3,000</b>	<b>\$3,250</b>	<b>\$3,250</b>
<b>balancing line</b>								<b>\$2,250</b>
<b>TOTAL REVENUES (License Fees)</b>			<b>9,829</b>	<b>9,977</b>	<b>10,442</b>	<b>\$760,800</b>	<b>\$807,750</b>	<b>\$994,200</b>





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

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### **Update on Funding and Targets for the Housing Business Plan in 2015**

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

1. That the November 3, 2014 report of the General Manager, Community Services Department be forwarded to the Business Plan and Budget Review for information; and
2. That the 2015 target for the 2013 – 2022 Housing Business Plan be revised to 500 units across the attainable housing continuum.

#### **History**

At the November 3, 2014 Standing Policy Committee on Planning, Development and Community Services meeting, a report of the General Manager, Community Services Department dated November 3, 2014, regarding the above matter, was considered.

#### **Attachment**

November 3, 2014 Report of the General Manager, Community Services, Files CK. 750-1 and PL. 950-27.

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## Update on Funding and Targets for the Housing Business Plan in 2015

### Recommendation

1. That the report of the General Manager, Community Services Department, dated November 3, 2014, be forwarded to the Business Plan and Budget Review for information; and
2. That the 2015 target for the 2013 – 2022 Housing Business Plan be revised to 500 units across the attainable housing continuum.

### Topic and Purpose

The purpose of this report is to provide an update on funding sources and targets for the 2013 – 2022 Housing Business Plan (Housing Business Plan) in 2015.

### Report Highlights

1. Funding has been allocated to support the creation of affordable homeownership units for large families in 2015.
2. There is available funding from 2014 in the Affordable Housing Reserve that can be used to support additional affordable rental and transitional housing in 2015.
3. The Administration is not recommending a financial allocation to influence the location of affordable rental housing in 2015.
4. The Administration is recommending that the housing target for 2015 be revised to 500 units across the attainable housing continuum.

### Strategic Goal

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

### Background

On April 14, 2014, City Council resolved that the 2013 annual report on the Housing Business Plan be received as information, and the annual target for 2015 be set at 480 housing units across the attainable housing continuum. The annual report included financial allocations for the various types of housing, including \$829,800 to support the creation of 50 affordable rental or transitional housing units.

The annual report included an option that would require an additional \$750,000 in funding to achieve the following three priorities of the Housing Business Plan:

- i) \$250,000 to support ten units of affordable ownership housing for large families with low incomes;
- ii) \$200,000 to fund an additional 20 units of affordable rental and transitional housing to bring the housing target up to 500 units; and

- iii) \$300,000 to influence housing providers to locate affordable rental housing in areas with a low concentration of affordable housing.

City Council resolved that the Administration report to the 2015 Business Plan and Budget Review regarding funding sources to potentially fund the \$750,000 option which would increase the target to 500 units across the attainable housing continuum.

### **Report**

#### Funding has been Allocated for Affordable Ownership Units for Large Families

On August 21, 2014, City Council allocated \$250,000 in surplus funding from the Pleasant Hill Village project to the Affordable Housing Reserve. This funding will support the creation of ten affordable 3- or 4-bedroom units that will be sold to large families under the Mortgage Flexibilities Support Program (MFSP). Families purchasing one of these units will need to be low-income earners and have two or more dependent children.

Proposals are currently being sought for the creation of large units with appropriate financial supports that will enable low-income households to purchase one of these units. The Administration is aware of at least two builders that are working on proposals and are confident that these ten units will be available by the end of 2015.

#### Surplus Funding from 2014 is Available to Support Additional Units in 2015

The City has achieved the 2014 target of 50 affordable rental and transitional units with a total of 53 units approved for funding by City Council. A surplus of \$242,675 remains in the 2014 allocation. This surplus is due to the 2014 projects being smaller units and renovated market units, which tend to qualify for much smaller grants than new construction.

This surplus of \$242,675 will be available to support affordable rental projects, in addition to the \$829,800 previously allocated for 2015. This funding should provide grants for approximately 70 new units. This will allow the target for 2015 to be increased to 500 new units across the attainable housing continuum. Therefore, the Administration is not recommending the allocation of any additional funding for affordable rental projects in the 2015 budget.

#### Funding is Not Needed to Influence the Location of Affordable Rental Housing in 2015

The Housing Business Plan includes provisions to provide a supplemental grant of up to 5% of the total project cost to offset the higher cost of land for projects in neighbourhoods with a low concentration of affordable rental housing.

The Administration does not anticipate that there will be applications under this program in 2015 and does not see a need to allocate \$300,000 to this program in 2015. The housing providers that are currently working with the Administration on proposals for 2015 have owned their land for some time and purchased it for significantly less than what it is worth in today's market. Therefore, these providers would not qualify for a supplemental grant to offset the high cost of land. Most of these projects are not in

areas with a high concentration of affordable rental housing. The majority of the units being planned are in a neighbourhood with a medium concentration of affordable rental housing.

The Target for 2015 will be Set at 500 Units

The Administration is recommending that the target for 2015 be revised to 500 units across the attainable housing continuum as shown in the table below:

Housing Type	Original Target for 2015 (set by City Council on April 14, 2014)	Proposed Target for 2015
Affordable Rental and Transitional Housing	50	70
Secondary Suites (affordable rental)	30	30
Affordable Ownership (moderate income)	100	90
Affordable Ownership (large families with low income)	0	10
Purpose Built Rental	200	200
Entry-Level Ownership	100	100
<b>Total</b>	<b>480</b>	<b>500</b>

**Public and/or Stakeholder Involvement**

The Administration consults regularly with affordable housing providers and is aware of housing proposals that are likely to be received for 2015.

**Other Considerations/Implications**

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

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

The annual status report on the Housing Business Plan will be presented to City Council in February 2015 and will include an update on housing targets for 2015.

**Public Notice**

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

**Report Approval**

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

S/Reports/CP/2014/PDCS-BUDGET REVIEW – Update on Funding and Targets for the Housing Business Plan in 2015/ks

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**Fees for Service  
Fire and Protective Services Bylaw No. 7990****Recommendation**

1. that the Budget Committee consider the Saskatoon Fire Department's (SFD) recommendations on revenue sources; and
2. that if approved, the City Solicitor be requested to prepare the appropriate amendments to Schedule "A" of Fire and Protective Services Bylaw No. 7990.

**Topic and Purpose**

The purpose of this report is to advise the Budget Committee of proposed revenue sources through additional Fees for Service authorized by Fire and Protective Services Bylaw No. 7990.

**Report Highlights**

1. Bylaw No. 7990 currently authorizes fees for services in some areas.
2. The SFD is recommending additional fees for service in order to provide consistency and effectiveness.
3. The anticipated increase in overall revenue to the SFD would be approximately \$170,000 annually.
4. Approval of SFD recommendations would require amendments to Schedule "A" of Bylaw No. 7990.

**Strategic Goal(s)**

This project supports the Strategic Goal of Quality of Life. The implementation of additional fees for service should lead to long-term benefits in ensuring community safety.

**Background**

Bylaw No. 7990 authorizes the SFD to charge applicable fees for various services, tests and emergency responses. A review of the current Fees for Service, outlined in Appendix "A" of Bylaw 7990, and a comparative study on "Fees for Service" in both the western regions and other similar-sized Fire Departments in Canada has resulted in recommendations in the following areas:

- Lift Assists
- Alarms Bells
- File Searches
- Third Party Inspections/Requests for On-site Inspections
- Display High Hazard Fireworks
- Pyrotechnics Indoor Fireworks
- Fireworks Vendors Permits

This report will expand on each of the Fee for Service recommendations.

## **Report**

### Lift Assists

The SFD works with the Saskatoon Health Region to provide community-oriented service for those who need assistance in their residence. Presently, private care homes are requesting, on behalf of their residents, the fire service to perform non-emergent transfers and lifts. The original intent was to help those that have fallen and require emergency assistance. In 2013, 422 of the 572 lifts performed were in registered care homes. The fire service does not want to see any individual put in a position to not receive help and a fee for service would represent a tool to work with the health agencies and providers in the appropriate use of fire staff.

Other Fire Departments consulted with respect to this matter do not perform lift assists.

The SFD is recommending a fee of \$150 per lift where deemed appropriate.

### False Alarms

In 2013, the SFD Operations Division responded to 1,608 false alarms. 13% of all buildings reporting alarms accounted for 39% of all false alarms. This results in frequent users of the alarm system. To date in 2014, there have been over 1,400 false alarms with 155 properties requiring multiple responses.

False alarms are broken down into several categories as identified in the department's Records Management System (RMS). Administering a false alarm program would include monitoring the RMS for multiple alarms within a 12-month period.

Initially, when fire crews respond to a false alarm call, an information pamphlet is left with the building owner or representative to inform them of the pending charges for subsequent false alarm responses. At the end of every month, a report would be generated and a review done of all false alarms. Letters would be sent to property owners outlining the process and potential fees for subsequent false alarms. A bill for service would be issued where appropriate following the fee structure outlined below.

It will be necessary to distinguish between alarms caused by equipment malfunction or failure, improper or inadequate installation or maintenance, work taking place on the system, fire drills where SFD has not been notified or building activities such as construction, renovation, maintenance or cooking. Exceptions would be incidents out of the control of the owner such as malicious or accidental activations (e.g. children tampering with a pull station).

The SFD has consulted with Calgary, Edmonton and Ottawa with respect to this recommendation.

The SFD is recommending the adoption of a tiered fee for service for multiple false alarms in a 12-month period as follows:

- 1<sup>st</sup> false alarm - no charge
- 2<sup>nd</sup> false alarm - \$250

**Fees for Service**  
**Fire and Protective Services Bylaw No. 7990**

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- 3<sup>rd</sup> false alarm - \$500
- 4<sup>th</sup> and subsequent false alarm - \$750.

File Searches

Bylaw No. 7990 establishes a fee for service for file searches. These requests originate primarily from engineering consultants and law firms. A file search is conducted by the Fire Marshal and includes previous fires, dangerous goods spills, aboveground and underground storage tanks, and outstanding code violations resulting from the most recent inspection. Also taken into account is ensuring the review is within the requirements of *The Local Authority Freedom of Information and Protection of Privacy Act*.

The Fire Department conducts an average of 175 file searches per year and is recommending the fee for a file search increase from \$50 to \$100.

Third Party Inspections/Requests for On-Site Inspections

Bylaw No. 7990 currently establishes a fee for service for third party inspection requests for Provincial or Federal grant or license. These requests originate primarily from residential care home and daycare operators and to a lesser extent moving and storage companies storing furniture of federal employees such as military and RCMP. The fee for a requested fire inspection amounts to \$55.00 for the first hour, and \$30.00 for each hour thereafter. The Fire Department conducts an average of 250 to 300 third party inspections/requests for on-site inspections per year.

The SFD is recommending that the fee for service for Third Party Inspections/Request for On-Site Inspections be amended to \$100 per hour and eliminate the reduction for any additional hours.

Display High Hazard Fireworks

Bylaw No. 7990 regulates the discharge of Display High Hazard Fireworks by requiring a permit to be issued for each shoot. An application must be submitted to the Fire Marshal for review prior to the permit being issued. The application consists of an event description including a list of the size and quantity of each type of fireworks, proof of valid fireworks supervisor status with Natural Resources Canada, scale drawing of the fireworks display site, written confirmation that the property owner is aware of the proposed fireworks shoot, and certificate of liability insurance.

The SFD issues an average of 13 permits per year for functions such as Canada Day, the Exhibition, U of S Huskies football games, and the Fireworks Festival. The review of each application and issuance of the Display Fireworks Permit is conducted by the Fire Marshal.

Jurisdictions in western Canada that charge fees for Display Fireworks Permits include Winnipeg - \$150; Edmonton - \$157; Calgary - \$122; Vancouver - \$100.

**Fees for Service**  
**Fire and Protective Services Bylaw No. 7990**

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The SFD's recommendation is to add a fee for service for issuing Display High Hazard Fireworks Permits of \$125 per permit.

Pyrotechnic Indoor Fireworks

Bylaw No. 7990 regulates the discharge of Pyrotechnic Indoor Fireworks by requiring a permit to be issued for each shoot. An application must be submitted to the Fire Marshal for review prior to the permit being issued. The application consists of event description including a list of the size and quantity of each type of fireworks, proof of valid Special Effects Pyrotechnician status with Natural Resources Canada, a scale drawing of the pyrotechnic display, written confirmation that the property owner is aware of the proposed pyrotechnics shoot, and a certificate of liability insurance.

The SFD issues an average of five Pyrotechnic Indoor Fireworks Permits per year primarily for SaskTel Centre and TCU Place. The review of each application and issuance of the Pyrotechnic Indoor Fireworks Permit is conducted by the Fire Marshal. A fire inspector will conduct a fire inspection prior to the show when the event is scheduled on a normal working day.

Jurisdictions in western Canada that charge fees for Pyrotechnics Fireworks Permits include Winnipeg - \$150.00; Edmonton - \$79.00; Calgary - \$51.00.

The SFD's recommendation is to add a fee for service for issuing a Pyrotechnics Fireworks Permit of \$100 per permit.

Fireworks Vendor Permit

Bylaw No. 7990 regulates the sale of fireworks by requiring a permit to be issued for each sales outlet. An application must be submitted to the Fire Marshal for review prior to the permit being issued. The application consists of a certificate of liability insurance.

The review of each application and issuance of the Fireworks Vendor Permit is conducted by the Fire Marshal. A fire inspector delivers each permit and then conducts a fire inspection to ensure proper display and storage of fireworks product.

The Fire Department has issued 21 Fireworks Vendor Permits to permanent sales outlets and an average of three temporary permits to vendors prior to Canada Day. Due to the increase of requests and to better manage the existing pool of vendors, Fireworks Vendor Permits would be issued annually beginning in 2015.

Jurisdictions in western Canada that charge fees for Fireworks Vendor Permits include Edmonton - \$79.00; Vancouver - \$30.00.

The SFD is recommending an additional fee for service for issuing a Fireworks Vendor Permit of \$75 per permit.



**Options to the Recommendation**

Options to the recommendation would be to remain status quo or implement a portion or all of the SFD recommendations regarding revenue sources.

**Public and/or Stakeholder Involvement**

There is no Public or Stakeholder involvement required.

**Communication Plan**

There is no communication plan required.

**Financial Implications**

There would be an anticipated increase in SFD revenue of approximately \$170,000 annually.

**Other Considerations/Implications**

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

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

If approved, new fees for service would be implemented upon passage of amendments to Bylaw No. 7990.

**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: Dan Paulsen, Fire Chief

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# Continuous Improvement Strategy – Status Update

## Recommendation

That the information be received.

## Topic and Purpose

The purpose of this report is to provide an update on the status of the Continuous Improvement (CI) Strategy that began in 2014. Improvements in operations will improve service to citizens, increase in the effectiveness and efficiency of civic operations and increase employee engagement.

## Report Highlights

1. Continuous improvement initiatives in 2014 resulted in the identification of \$1.37 million in sustainable savings.
2. Over \$25 million in increased operational efficiencies, capital savings and service level enhancements were also identified in 2014.
3. Civic Service Reviews (CSR) resulted in a number of key findings that will enhance customer service as well as improve the efficiency and effectiveness of operations in Parks, Roadways and Waste Handling.
4. Innovation and creativity is being supported and lead in the organization through the Innovation League which empowers employees to be part of the solutions.

## Strategic Goal

This report supports the long-term strategy to focus on continuous improvement and use innovative and creative means to provide the best possible services under the Strategic Goal of A Culture of Continuous Improvement.

## Background

City Council, at its meeting held on December 3 and 4, 2013, approved the CI Strategy which includes the following three components:

- Annual Civic Service Reviews - an operational review process to find ways to control expenditures and to seek efficiencies in the delivery of municipal programs and services.
- Internal Process Reviews - identifying and removing redundancies and waste within existing processes to increase efficiencies in civic operations.
- Building capacity in the organization through innovation coaches and empowering employees.

## Report

In the first year following the launch of the Continuous Improvement Strategy, there have been several positive outcomes. The Administration identified \$1.37 million in sustainable savings. The 2015 Budget reflects this commitment as the 2014 savings are incorporated into the 2015 base budget. Over \$25 million in increased operational efficiencies, capital savings and service level enhancements were identified in 2014. Some of these initiatives include:

- Transitioning from manual to online processes in many divisions resulted in savings of over \$62,000 (i.e. electronic tendering, staffing actions, electronic submission of forms and timesheets).

- Increased communication and coordination of information internally as well as externally (i.e. *NotifyNow*, *Service Alerts*, *Building Better Roads Campaign*).
- Increased coordination on planning and budgeting for major corporate projects.
- Improved tendering and procurement processes (i.e. electronic tendering process saved \$50,000 and coordinated tendering of fitness equipment saved \$12,000).
- Optimizing chemical usage at the Water Treatment Plan resulted in savings of \$450,000.

### Civic Service Reviews Improve Efficiency in Operations and Enhance Customer Service

The purpose of the Civic Service Reviews is to continuously find ways to control expenditures and to seek efficiencies in the delivery of municipal programs and services. The CSRs involve a systematic review of a service line to determine the most appropriate way to provide the service and at what level.

In 2014, the CSRs focused on three services:

- Design, construction and maintenance of civic parks
- Design, construction and maintenance of roadways
- Waste handling

The CSRs provide an opportunity for employees to collaborate with others to identify opportunities; improving levels of service for citizens and communication across the organization. The CSRs identified a number of key findings that will be used in the business planning and budgeting processes, including:

- Review and updating of current standards (i.e. Landscape Design and Development Standards), followed by development of training programs to support the standards for new staff.
- Improved planning for major projects ensuring that all key stakeholders are involved in the right project, at the right time (i.e. ensuring maintenance is involved in the design phase of a project).
- Improve customer service through a central point of contact for citizens; ensuring issues are addressed in a timely manner by the most appropriate person (i.e. Customer Service Coordinator for Building Standards).
- Transition from manual to online processes to improve the efficiency of data entry and reporting; resulting in savings in staff time as well as savings in costs associated with processing paper.

The Fire Department also participated in a Continuous Improvement review, examining all aspects of their operations to identify opportunities for improvement in overall efficiency and effectiveness of the service. The Fire Department CI review identified \$4.9 million in operational savings as well as \$11 million in capital savings that would be realized over the short (1yr), medium (3-5 yrs) and long term (10yrs).

In the 2015 Corporate Business Plan and Budget, opportunities for continuous improvement were identified for each division. Sustainable savings resulting from these initiatives will be reflected in the 2016 Budget.

### The Innovation League - Building Capacity for Innovation within the Organization

The CI Strategy identified a need to build capacity for innovation and creativity throughout the organization through Innovation Coaches and by engaging employees.

Juice Inc. provided training earlier this year for employees and managers from across the organization. The training led to the formation of the “Innovation League,” who assists others in facilitating more efficient brainstorming sessions through the use of tools; ensuring groups/individuals are asking the right question when addressing a challenge or opportunity and also helping turn problems into solutions.

Front line employees from several divisions are also participating in the CSRs as they have experience on current processes and bring knowledge, insight and experience to the discussions. These employees have an opportunity to champion change in their operations and are a key component in the ongoing success in the overall CI Strategy.

### **Communication Plan**

The Continuous Improvement Strategy is an ongoing initiative and as such communication will also be ongoing. As key findings from the CSRs are developed and implemented, citizens and stakeholders will be asked for input and feedback on the initiatives and any changes to service levels.

The following reports will provide future updates on the CI Strategy:

- 2014 Annual Report – June 2015
- 2014 Report on Service, Savings and Sustainability – June 2015
- 2015 Corporate Business Plan and Budget –December 2 and 3, 2014
- Summary reports will be brought forward at the end of each highlighting key findings and efficiencies gained.

The City of Saskatoon was featured in the October issue of Municipal World Magazine as part one of a two part series on building a culture of innovation, see Attachment 1. The second part will be published in mid-2015.

### **Financial Implications**

Continuous Improvement initiatives in 2014 resulted in \$1.37 million in sustainable savings and over \$25 million in increased operational efficiencies, capital savings and service level enhancements.

### **Other Considerations/Implications**

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

### **Due Dates for Follow-up**

Continuous improvement initiatives are included in the business planning and budget processes. Status reports will be provided to City Council throughout 2015.

### **Public Notice**

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

### **Attachments**

1. Municipal World Article – *An “Innovation League” of Their Own*

### **Report Approval**

Written by: Kim Matheson, Director, Strategic and Business Planning  
Reviewed and Approved by: Catherine Gryba, General Manager, Corporate  
Performance Department

Continuous Improvement Strategy – Status Update.docx

by Kim Matheson and Jean-François Hivon

# An “Innovation League” of Their Own

*Saskatoon looks inward for innovative solutions*

For several years in a row, the City of Saskatoon has been one of Canada’s fastest growing municipalities. In fact, it is estimated that the city’s population will double to more than 500,000 within the next 30 years.

A recent and frequent influx of younger people is one of the key reasons for the city’s growth. According to Statistics Canada, the average age in Saskatoon is between 34 and 35 – approximately five years below the national average.

To keep up with a four percent population growth year after year and the changing needs and expectations of citizens (particularly newcomers from other provinces or across the world, as well as the younger demographics from larger cities), the city recognized the need to become more innovative and creative, to go beyond conventional approaches, and to modernize the way it provides services to citizens.

As part of its 10-year strategic plan, one of the city’s strategic goals through 2023 is to create “a culture of continuous improvement.” In particular, “building capacity” among all 3,500 employees posed a huge undertaking: that is, equipping and empowering them to regularly identify opportunities for improvement within city operations.

How could employees learn to be innovative on a regular basis and to embrace ongoing change as a good thing?

Figure 1  
**The i5 Process**



**KIM MATHESON** <kim.matheson@saskatoon.ca> is the Director of Strategic and Business Planning at the City of Saskatoon. Her portfolio includes continuous improvement, leadership development, performance targets, and business planning with a goal of aligning the organization's activities to the city's strategic plan.



**JEAN-FRANÇOIS (JF) HIVON** <jfhivon@juiceinc.com> helps organizations build energized work environments through training and consulting in the areas of innovation, employee engagement, conversation, and leadership. He is part of the team at Juice Inc., a Guelph-based training and consulting company.

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# By bringing different thinkers together, providing tools, and facilitating the “spring-boarding” of ideas, an organization can greatly increase the number, range, and originality of ideas that people come up with.

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## Innovation in a Box

Because staff members know the operations and have great ideas on how to improve service to citizens, the City of Saskatoon recognizes the importance of encouraging employees to bring forward ideas and providing opportunities for them to participate in driving organizational change. The objective, then, was to find a solution to facilitate innovative thinking across the entire organization.

In particular, the city wanted a business process that:

- ▶ was straightforward and simple for everyone to understand;
- ▶ could be easily implemented and duplicated by all levels of the organization; and
- ▶ would help staff frequently look at the organization and figure out innovative ways to get from an idea, all the way through to implementation.

Through a web search, the city learned a five-step structured innovation process to facilitate innovative thinking across the organization (see Figure 1).

According to the Torrance Test of Creative Thinking, not all people are created equal when it comes to innovation. Humans are diverse in many ways – including the way they think. And, the way people think drives how people communicate, make decisions, solve problems, and innovate.

Research shows that a structured process can produce 500 percent more useful ideas than traditional brainstorming methods. By bringing different thinkers together, providing methodologies and tools, and facilitating the “spring-boarding” of people’s ideas off one another,

an organization can greatly increase the number, range, and originality of ideas those people come up with.

## Introducing change

To support the city’s leadership commitments, 120 leaders came together in April to learn about the i5 Process and to engage in a half-day brainstorming session focused on exploring some key opportunities to improve both internal and external customer service.

The leadership commitments are a critical ingredient in accomplishing the city’s vision and mission, and helping to achieve the strategic goals.

Feedback on the session was excellent. One participant noted that “it really hit home that everyone is different and can bring different skills to the table.” Others commented on how they could see how “putting a plan together gets results,” and how using innovation tools and techniques could help generate discussion and identify wins.

Following the leadership session, approximately 30 staff – representing different parts of the organization and a broad range of experience and knowledge – came together to participate in a two-day Innovation Bootcamp. There, they learned and applied the innovation program process and tools to expand on the ideas from the leadership session and develop six concrete proposals for presentation to the city manager and senior executive team.

What evolved was a very energizing two days – and something tangible that made participating employees realize their ability to effect change.

Through the use of one of the tools, this group of staff named them-

selves the “Innovation League” and have started working with others in the organization to help use the innovation process as they work through real-life issues.

## Dragon’s Den

Two weeks following the Innovation Bootcamp, each group was given an opportunity to present its idea to the city’s senior executive team. Borrowing the concept of the CBC show *Dragon’s Den*, participants were provided with play money, so they could choose the ideas in which they wanted to “invest.”

Leaders loved the concept: not only did laughter and banter ensue, but they were also impressed with the calibre of ideas and the stages of development to which those ideas had advanced in a two-day window. (Several managers even mentioned that this was one of the best meetings they’d ever attended!)

The overall sentiment among the executive team: all ideas were fantastic – and consequently, all six were given a green light to move forward.

The experience had an incredibly positive impact on participating employees. Many of them were administrative assistants and field employees – people who had never had an opportunity to present to the senior management team. For them to have that exposure and receive the feedback they did was very empowering.

## Next Steps

Of course, being innovative doesn’t always have to be about big ideas. It can also be about doing small things to bring fun back into the workplace, thereby:

- ▶ building relationships across the organization;

- ▶ increasing the effectiveness and efficiency of operations; and
- ▶ providing a better customer experience.

For example, the city recently decided to hold a monthly pizza lunch following regular Friday management meetings. Instead of managers running off to their next meeting, they are now encouraged to stay, eat something, have a few laughs with

their colleagues, and build better relationships. The objective through this simple endeavour: to break down silos across the organization.

Over the next few months, the Innovation League will continue to use the innovation program tools, meet on a monthly basis to report on successes within their own projects, practice the tools together, and par-

ticipate in some of the city's major initiatives.

Today, more and more City of Saskatoon employees are looking forward to participating in change. Led by the Innovation League, this multi-year project will see the city build a culture of continuous improvement – embedding innovative thinking into the overall fabric of the organization. **MW**

*as published in*

# Municipal World

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The following is a copy of **Clause C1, Administrative Report No. 11-2014** which was **ADOPTED** by City Council at its meeting held on **June 23, 2014**:

### **Section C – CORPORATE PERFORMANCE**

**C1) Service Saskatoon – 311/Customer Relationship Management System and Inquiry – Councillor P. Lorje (November 26, 2012)**  
**3-1-1 Service**  
**(Files CK. 255-17, CP.374-2, and CK.255-17)**

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- RECOMMENDATION:**
- 1) that the strategy outlined in this report for a 311/Customer Relationship Management (CRM) System be approved in principle;
  - 2) that a new capital project for a 311/CRM System be established;
  - 3) that \$200,000 in funding from Capital Project 2414 CS-Customer e-Services Inquiry Tracking System be returned to the Corporate Capital Reserve;
  - 4) that \$200,000 from the Corporate Capital Reserve be transferred to the 311/CRM System Capital Project; and
  - 5) that a request for an additional \$300,000 be referred to the 2015 Business Plan and Budget deliberations.

### **TOPIC AND PURPOSE**

This report outlines an overall strategy for a 311/Customer Relationship Management (CRM) System, including a resource plan and the first steps in the strategy.

### **REPORT HIGHLIGHTS**

1. Service Saskatoon is the overall strategy for the City of Saskatoon (City) to provide citizen centred service to the citizens.
2. One component of Service Saskatoon is to provide access where citizens will have one-stop, personalized access of their choice: phone (including mobile devices), internet or in person.
3. A 311/CRM System is an easy to remember phone number that provides citizens with access to the City's services, and the benefits include using technology to focus on citizens and their needs.
4. The 311/CRM will be integrated with the digital strategy that the City is in the process of developing.
5. A Project Manager is being recommended to lead the initiative with developing processes based on best practices with proven results in other jurisdictions.



## **STRATEGIC GOAL**

The recommendations in this report support the Strategic Goal of A Culture of Continuous Improvement by providing high quality services to meet the dynamic needs and high expectations of the citizens of Saskatoon.

The recommendations in this report support the long-term strategy of providing a coordinated approach to customer service with quick and accurate responses and the 4 year priority to begin the process of implementing Service Saskatoon – a coordinated approach to responding to citizens’ calls and inquiries on programs and services.

## **BACKGROUND**

At City Council’s meeting on November 26, 2012, Councillor Lorje made the following inquiry:

“Will the Administration please report on the general matter of a 3-1-1 service or other options to improve customer service requests.”

## **REPORT**

### **Service Saskatoon**

Service Saskatoon is the overall strategy for the City to provide responsive and reliable services to the citizens. Service Saskatoon has four components:

1. Citizen Centered Service – base the City’s services on citizens’ needs rather than organizational requirements or structure.
2. Services Delivered by People Committed to Service Excellence – Service Saskatoon has skilled people who are able to deliver services to the community in an empathetic, knowledgeable, professional and consistent manner.
3. Engage Citizens – engage citizens in policy and program development to improve service outcomes.
4. Personalized Access – citizens will have one-stop, personalized access of their choice: phone (including mobile devices), internet or in person.

One of the planned initiatives under the provision of personalized access is the implementation of a 311/CRM System.

### What is a 311/CRM System?

311 is a coordinated approach to responding to citizens' phone calls and inquiries on programs and services. It is an easy-to-remember telephone number that provides citizens with simplified access to non-emergency government services. It eliminates the need for a caller to understand which department provides a service and finding a number for that service.

In a narrower sense, CRM is a software application that is used to track interactions with residents on an ongoing basis and manages data and information effectively. In a broader sense, CRM is a strategy that enables technology to focus on citizens and their needs, and encourages citizen participation in their government.

*Source: Identifying Success Factors and Challenges of 311-Driven Integration: A Comparative Case Study of NYC311 and Philly 311.*

### Benefits of a 311/CRM System

- **Access**
  - access to civic government information, programs and services through one convenient location
  - 24 hours a day, 7 days a week
  - reduces or eliminates the need to transfer calls
  - less call waiting time
  - fewer abandoned calls
  - fewer misdirected calls
- **Easy**
  - 311 is easy to remember
  - Citizens will not need to know "who to call"
  - No need for a long list of telephone numbers for various services
- **Efficient**
  - A large percentage of the estimated 550,000 incoming annual calls into the City can be handled in one location with high, first contact resolution
  - 311 staff are knowledgeable and customer service experts
  - Operational staff can focus on delivering the service
  - Eliminate duplicate service requests
- **Rich Data**
  - Data collected through the 311/CRM system can support workload management and resource allocation by determining where demand is greatest

- Enhanced reporting due to the integration/sharing of data across departments and the use of advanced business analytical tools
- Ability to capture performance reporting on teams and individuals
- Provide real-time status of service requests
- Track work, measure performance and support strategic decision-making around service levels, delivery methods, policies and budget allocations

### Digital Strategy

Digital technology is changing the way the City delivers services and the way citizens and businesses engage with the City and each other.

The popularity of smartphones and tablets, the use of social media and the growth of data, analytics and the "cloud" are all creating opportunities to improve City services, expand digital infrastructure, and strengthen Saskatoon's growing digital economy.

To this end, the City is developing a Digital Strategy that will outline both immediate and future areas of opportunity to enhance digital engagement and access, improve infrastructure and support the digital economy to the benefit of people who live, work and play in Saskatoon.

The Administration will be bringing forward a report on the proposed Digital Strategy for the City, and the 311/CRM System will be integrated into the planning for the Digital Strategy.

### 311/CRM System Project Plan

The following is the project plan to begin work for a 311/CRM System with a focus on people, processes and technology (See Attachment 1 for a more detailed description of the project plan.)

- **People**

- Project Manager - A full-time Project Manager will be required to guide the development of a detailed project plan and facilitate the implementation process. This model is based on the Project Manager role that was used for the Website Redesign project. It is anticipated the Project Manager would be required for at least 18 months.
- Civic Staff - Staff will participate on a Steering Committee, Advisory Committee, and working teams to assist in designing and implementing a solution that suits the citizens and the organization.
- Citizen Involvement - It is anticipated that citizen representation will be included on a Steering Committee, similar to the model used by the Website Redesign Steering Committee.

- **Processes**

- Customer Experience Process Mapping - Detail the citizen experience, as well as the steps taken by staff in dealing with specific types of inquiries or service requests as it happens today. Business processes may be modified to improve efficiency, eliminate unnecessary steps, and enhance the overall experience for the customer.
- Given the high number of calls that Public Works receives, the process mapping would begin with Public Works. Piloting the process in one division can allow for earlier identification of potential technology requirements.
- Knowledge Base - A system which contains information from across the organization and for all types of inquiries, consolidated into one source for the customer service agent.
- Service Requests – Determine the types of service requests and status updates which could be completed by a customer service agent.
- Consolidation Strategy – The consolidation of customer service functions across all departments and appropriate timing would be the subject of a future report.

- **Technology**

Technology is an important consideration for a fully implemented 311/CRM solution to be successful. Common technology which will need to be considered within the project plan includes:

- Knowledge Base Software
- Customer Relationship Management
- Department Application Systems
- Integration Software
- Workforce Management Software
- Interactive Voice Response (IVR) – Technology which automates interactions with telephone callers

### **OPTIONS TO THE RECOMMENDATION**

An option to this recommendation is to not move towards a fully implemented 311/CRM solution but complete process mapping for existing customer service call centres within various business units such as Public Works, Revenue, and Transit to improve customer service.

### **POLICY IMPLICATIONS**

There are no policy implications at this particular time.

## **FINANCIAL IMPLICATIONS**

The start-up costs to begin the process of a Service Saskatoon 311 initiative are estimated as follows:

### **2014 - 2015 Capital Project Estimate (2014-2015)**

Project Manager (approximately 18 months)	\$200,000
Equipment, Supplies & Other Costs	\$15,000
Assessment, Gap Analysis, Other Research	\$60,000
Process Mapping (commencing work with Public Works)	\$85,000
Knowledge Base (commencing content creation with Public Works)	\$85,000
Communications	\$50,000
Contingency	<u>\$ 5,000</u>
<b>Total</b>	<b>\$500,000</b>

If approved, a Project Manager will be appointed and will be responsible for a follow-up report outlining capital and ongoing operating costs related to people, processes, technology and space.

If approved, funding for the Project Manager in the amount of \$200,000 will be available in the 311/CRM System Capital Project. The remaining \$300,000 will be referred to in the 2015 Business Plan and Budget deliberations.

Research suggests implementation may range. Attachment 2 provides an outline of capital costs for 311/CMR solutions in other Canadian and U.S. municipalities.

## **PUBLIC AND/OR STAKEHOLDER INVOLVEMENT**

Internal stakeholder and public involvement will be important to developing a 311/CRM solution for Saskatoon.

Internal stakeholder and staff participation will be required on a Steering Committee, Advisory Committee and working teams.

In addition, the Steering Committee would include citizens to represent the broader community interests and encourage community engagement throughout the process. The Project Plan would include more detailed plans for ongoing public and stakeholder involvement at various stages of development and implementation.

### **COMMUNICATION PLAN**

During the initial stages, communication with the public, internal stakeholders and staff will be important to a successful 311/CRM solution. If approved, the Project Manager would be responsible for developing a communications plan to ensure ongoing communications with the public, internal stakeholders, a Steering Committee, Advisory Committee, working teams, unions and staff.

### **DUE DATE FOR FOLLOW-UP AND/OR PROJECT COMPLETION**

If approved, a follow-up report will be provided in approximately 3 - 5 months on the status of a Project Manager and an outline of a potential work plan.

### **ENVIRONMENTAL IMPLICATIONS**

A 311/CRM solution can improve how services are offered at City Hall. Ideally, a 311/CRM System could improve the City's service offerings to the public which would reduce the need to travel to City Hall to conduct business. While this may not be desirable for all citizens, a broader series of services which are efficient and easy to access by telephone would likely have a positive net impact on the environment.

### **PRIVACY IMPLICATIONS**

At this time, there are no privacy implications as a result of this report. During the development and implementation of a 311/CRM solution, careful consideration will be given to any privacy implications to employees or the public.

### **PUBLIC NOTICE**

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

### **ATTACHMENTS**

1. 311/Customer Relationship Management System - Project Plan
2. Overview of Capital Costs for 311/CMR solutions in other Canadian and U.S. Municipalities

**Service Saskatoon  
311/Customer Relationship Management System  
Project Plan**

**People:**

Project Manager

A full-time Project Manager will be required to guide the development of a detailed project plan and facilitate the implementation process. This is based on the Project Manager role that was used for the Website Redesign project. The initial work plan will include:

- research to conduct an 'as is' assessment and service gap analysis;
- recommendations for consolidation of existing customer service staff and business units;
- customer experience process mapping;
- content development and a knowledge base system;
- identifying other technology and training requirements; and
- ongoing communications with internal stakeholders and the public, leading a Steering Committee, coordination of an Advisory Committee, and establishing project timelines.

It is anticipated the Project Manager would be required for at least 18 months.

Corporate Staff

Staff will participate in a variety of ways in the development and implementation of a Service Saskatoon 311 solution, including participation on a Steering Committee, Advisory Committee, and working teams to assist in designing and implementing a solution that suits our citizens and our organization.

Citizen Involvement

Citizen input will be important in the development of an effective 311 solution for Saskatoon. It is anticipated that citizen representation will be included on a Steering Committee. A similar model used by the Website Redesign Steering Committee would be adopted by the Service Saskatoon 311 Steering Committee. For example, the Website Redesign Steering Committee includes eight civic staff and two members of the community who represent the broader community interests and encourage community engagement throughout the process.

## **Processes:**

### Customer Experience Process Mapping

This will detail the citizen experience, as well as the steps taken by staff, in dealing with specific types of inquiries or service requests as it happens today. Once process maps for the “current mode of operations” are completed, business processes may be modified to improve efficiency, eliminate unnecessary steps, and enhance the overall experience for the customer.

For a fully implemented 311 Call Centre, process mapping would need to be completed for all types of calls coming into the City. As part of a Project Plan, the Project Manager would make recommendations on the best approach to complete this process for each type of inquiry, including the potential use of facilitators or internal business analysts. However, we recommend commencing work on customer experience process mapping with Public Works in parallel with the design of an overall Service Saskatoon 311 Project Plan.

Public Works is one of the City's only existing 24/7 customer service centres and is already taking calls around specific types of inquiries and service requests. In addition, it is in the process of upgrading its telephone system. This upgrade will allow for easier tracking and reporting of call volumes and identifying the types of inquiries and service requests being received. The recorded calls can be used for quality monitoring and identification of process improvements. These reports and data provide an opportunity to begin developing customer experience process maps for high volume inquiries or service requests, or where the overall customer experience can be improved. In addition, piloting the process in one Division can allow for earlier identification of potential technology requirements.

### Knowledge Base

As customer experience process mapping is complete for each type of inquiry, the work can begin to formally transfer and document the knowledge into one location. A knowledge base is a system which contains information from across the organization and for all types of inquiries, consolidated into one source for the customer service agent.

Based on feedback from other municipalities it is anticipated that approximately 60% - 70% of calls will be from citizens looking for information on City programs and service so content management is integral to the success of a 311 Call Centre. This step will require time and staff commitment to ensure information is complete, consistent and accessible to 311 customer service agents. This will allow them to provide quick responses, consistent answers, and accurate information on a variety of programs and services. For example, when the City of Toronto launched their 311 solution, their knowledge base contained solutions to 15,000 questions.



Public Works has already developed a number of scripts to answer callers' questions which can be leveraged as a starting point. Furthermore, if customer experience process mapping is complete for high volume inquiries being received by Public Works, the formal transfer and documenting of the knowledge can begin. This will only improve the ability of customer service staff to provide quick, consistent and accurate response to citizen's information requests.

## Service Requests

The development of an effective 311/CRM solution for Saskatoon will also require consideration to the types of service requests and status updates which could be completed by a customer service agent. Based on feedback from other municipalities it is anticipated that approximately 30% of calls will be from citizens requesting a service or following up on the status of a service request.

## Consolidation Strategy

As part of a detailed Service Saskatoon 311 Project Plan, the Project Manager would make recommendations for consolidation of customer service function, and appropriate timing. The recommendations and timing of consolidation would be the subject of a future report if the overall Service Saskatoon 311 Call Centre strategy is approved.

## Technology:

Technology is an important consideration for a fully implemented 311/CRM solution to be successful. Common technology which will need to be considered within the project plan includes:

- Knowledge Base Software – Used to setup a knowledge base and share information and frequently asked questions with customer service agents in an organized way.
- Customer Relationship Management (CRM) – A system that is used by 311 staff to access all information and in which data on the number of and types of calls is captured.
- Department Application Systems - Existing and/or new software used by departments to perform service requests (e.g. Chameleon software is used for processing pet licenses and renewal notices).
- Integration Software – An interface between the CRM and department application systems which reduce the number of software applications a Customer Service Agent would need to learn and operate to perform service requests. It would also reduce the amount of training required for all staff and improve overall customer service.

- Workforce Management Software – Software which assists with workforce optimization including forecasting workload, staff scheduling, and quality monitoring.
- Interactive Voice Response (IVR) – Technology which automates interactions with telephone callers. Most commonly it uses pre-recorded voice prompts and menus to provide options to callers and a touch-tone telephone keypad entry to gather responses. Newer solutions also enable input and responses to be gathered via spoken words with voice recognition.

## ATTACHMENT 2

### Overview of Capital Costs for 311/CMR Solutions in Canadian and U.S. Municipalities

CITY	DESCRIPTION	CAPITAL COST	IMPLEMENTATION TIMELINE
Minneapolis	Software - \$3.2M Professional Services - \$1.8 M Facilities - \$1.2 M	\$6.2M	Grant received in 2003 and 311 call centre opened in 2006 (3 years)
Mississauga	CRM, Knowledge Base, etc. (Consolidation of 19 business units and migration of 540,000 calls). Operates Monday to Friday from 7am to 7 pm.	\$5.44M	Hired Project Manager in 2005 and implemented 311 service in October 2009 (5 years)
Vancouver	Project costs, software, facilities, and funds to provide transition support to departments.	\$12.3M	In November 2006 Council approved the funding. The service was launched in June 2009 (2.5 years once a detailed capital budget was approved) )
Edmonton	In May 2006, Council approved a capital budget to establish a call centre. Operates 24/7 and consolidated 15 business areas for more than 70 services.	\$10.0M	Capital budget approved in May 2006. Fully Operational in December 2008 (2.5 years once a detailed capital budget was approved)

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## 2014 Neighbourhood Land Development Fund Financial Information

### Recommendation

1. That \$3.75 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 \$3.75 million allocation from the Neighbourhood Land Development Fund.

### Report Highlights

1. A \$3.75 million surplus from the Rosewood neighbourhood is being recommended for allocation from the Neighbourhood Land Development Fund.
2. The Neighbourhood Land Development Fund continues to have a positive outlook.
3. Neighbourhood pro-formas are prepared using current pricing and cost estimates, which can change quickly based on changing market conditions.

### Strategic Goal

This report supports the City of Saskatoon's Strategic Goal of Asset and Financial Sustainability by increasing revenue sources and reducing reliance on residential property taxes, and by providing revenue to fund new capital expenditures, including core services such as fire halls, roadways and underground services.

### Background

To date, \$105.55 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

#### Neighbourhood Land Development Fund

The city's strong economy has resulted in a growth rate of 3% to 4% per annum. Due to this growth, a steady supply of single-family and multi-family parcels needs to be made available to the market. These conditions have resulted in strong financial performance and higher than expected return on investment (ROI) in Saskatoon Land's current neighbourhood developments.

The ROI from the Neighbourhood Land Development Fund to date is \$105.55 million. This includes the majority of the profits from Willowgrove and Hampton Village, as well as initial 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 \$3.75 million, increasing the total ROI to date to \$109.3 million.

#### New Neighbourhood Developments

The outlook for the Neighbourhood Land Development Fund continues to be positive. Kensington, the newest west side development will have its third lot draw this fall and will be followed by Elk Point, which is going through the final stages of concept plan approval. In the northeast, Evergreen is nearing completion, with all single-family lots being brought to market and approximately 100 acres of multi-family, institutional and commercial land still to be released. The spring of 2015 will also see the first phase of single-family lots in Aspen Ridge be released to the market.

#### Pro-formas

Pro-formas are prepared for every neighbourhood. The pro-formas for these developments are prepared using the best known current information, but are based on present day cost estimates and require certain judgments. While most costs are now fixed in completed areas, some enhancement costs will remain beyond the sellout periods until the neighbourhood vision is fulfilled. Experience has shown that quick swings in housing demand can occur thereby increasing carrying, marketing, and administrative costs.

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

There is no public and or stakeholder involvement.

#### **Communication Plan**

A communication plan 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.

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

Allocation of the funds will be determined in a future report to the Budget Review Committee.

#### **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

Approved by: Frank Long, Director of Saskatoon Land  
Kerry Tarasoff, Acting CFO/General Manager, Asset & Financial  
Management Department

2014 Neighbourhood Land Development Fund Financial Information.docx