



**PUBLIC AGENDA
STANDING POLICY COMMITTEE ON FINANCE**

Monday, May 30, 2016, 2:00 p.m.

Council Chamber, City Hall

Committee Members:

Councillor T. Paulsen, (Chair), Councillor A. Iwanchuk, (Vice-Chair), Councillor C. Clark, Councillor R. Donauer, His Worship Mayor D. Atchison (Ex-Officio)

Pages

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

Recommendation

That the agenda be confirmed as presented.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

Recommendation

That the minutes of the Regular Meeting of the Standing Policy Committee on Finance held on May 2, 2016 be adopted.

5. UNFINISHED BUSINESS

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

6.1.1 Letter dated April 28, 2016 from Chief Felix Thomas and Wayne Brownlee, Wanuskewin Campaign Co-Chairs - Appreciation Letter (File CK. 4225-1)

8 - 8

A letter dated April 28, 2016 from Chief Felix Thomas, Tribal Chief, Saskatoon Tribal Council, Wanuskewin Campaign Co-Chair and Wayne Brownlee, Executive Vice President and Chief Financial Officer, PotashCorp, Wanuskewin Campaign Co Chair, expressing appreciation of support for reinstatement of long-term lease with Wanuskewin Heritage Park.

Recommendation

That the information be received.

6.2 Matters Requiring Direction

- 6.2.1 2015 Centennial Auditorium & Convention Centre Corporation Audited Financial Statements (File CK. 1895-8)** 9 - 25

Recommendation

That the information be received and forwarded to City Council for information.

6.3 Requests to Speak (new matters)

7. REPORTS FROM ADMINISTRATION

7.1 Delegated Authority Matters

- 7.1.1 Retendering of 333 Avenue S South, 343 Avenue R South, 826 Avenue H North, 802A and 802B Avenue P North (Files CK. 4215-1, AF. 4131-1 and LA. 4002-015-001, 014-002, 013-001, and 4217-013-005)** 26 - 33

Recommendation

1. That the Director of Saskatoon Land be authorized to re-offer by public tender tax title lots 826 Avenue H North, 343 Avenue R South and 333 Avenue S South;
2. That the Director of Saskatoon Land be authorized to re-offer by public tender infill lot 802A and 802B Avenue P North;
3. That if the properties are not sold through the tender process, they be offered for sale over-the-counter at the reserve bid price on a first-come, first-served basis;
4. That if the properties have not sold after being offered over-the-counter for two months, that the Director of Saskatoon Land be authorized to make minor adjustments to the approved pricing and consider market value offers to facilitate sales of the properties; and
5. That the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

- 7.1.2 Request to Sell City-Owned Property - Evergreen District Village (Files CK. 4215-1 x 4110-41, AF. 4131-1 and LA. 4131-28)** 34 - 53

Recommendation

1. That the Director of Saskatoon Land be authorized to sell Parcels TT and UU (Plan No. 102209307) as a pair in the Evergreen District Village to the highest bidder through a public tender process with a reserve bid price;
2. That the Director of Saskatoon Land be authorized to sell Parcels HI, IJ, and JK (Plan No. 102209307) in the Evergreen District Village through an open market (standard terms) approach in compliance with the terms and conditions outlined in the May 30, 2016 report of the CFO/General Manager, Asset and Financial Management Department;
3. That if Parcels TT and UU are not sold through the tender process, they be placed for sale over-the-counter on a first-come, first-served basis;
4. That if no offers are received for Parcels HI, IJ, and JK over a 30-day offer acceptance period, they remain for sale over-the-counter until an acceptable market price offer is received;
5. That the Director of Saskatoon Land be authorized to make minor adjustments to the approved pricing that may be necessary to account for changes in the servicing costs and for returned parcels;
6. That the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal; and
7. That the Administration report back to Committee in one year on the results of implementing the design guidelines for commercial and institutional development in Evergreen.

- 7.1.3 Contract Award Report - January 1 to April 30, 2016 Contracts between \$50,000 and \$75,000 (Files CK. 1000-1 and AF. 1000-1)** 54 - 56

Recommendation

That the information be received.

- 7.1.4 2015 Annual Report - Saskatoon Land (Files CK. 430-61, AF. 430-1 x 4110-1 and LA. 430-4)** 57 - 84

Recommendation

That the information be received.

7.1.5	First Quarter Results - City of Saskatoon's Corporate Business Plan and Budget - Shaping Our Financial Future (Files CK. 430-72 and CP. 0115-3)	85 - 101
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Recommendation

That the report of the General Manager, Corporate Performance Department, dated May 30, 2016, be received as information.

7.1.6	Update on Key Strategic Risks (Files CK. 1600-37 and AF. 1600-1)	102 - 143
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Recommendation

That the information be received.

7.2 Matters Requiring Direction

7.2.1	Acquisition of Land Owned by Akzo Nobel Chemicals Ltd. for North Commuter Parkway Project (Files CK. 4020-1 x 6050-10, AF. 4020-1 x 6050-1 and LA. 4024-012-001)	144 - 147
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Recommendation

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

1. That the Real Estate Manager be authorized to acquire a portion of Parcel A, Plan 63S09313, Extension 0, comprising approximately 0.459 acres from Akzo Nobel Chemicals Ltd.;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That all costs associated with the land acquisition be charged to the Capital Project Land Acquisition account for the North Commuter Parkway project.

7.2.2	Renewal of Property Tax Exemption Agreement - 602 (Lynx) Wing Saskatoon R.C.A.F. Association (Files CK. 1965-11 and AF. 1965-1)	148 - 150
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Recommendation

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

1. That the 602 (Lynx) Wing Saskatoon R.C.A.F. Association be granted a further five-year property tax exemption; and

2. That the City Solicitor be requested to prepare the necessary bylaw and agreement.

7.2.3 Finning Canada - Heavy Equipment Repairs and Repair Parts - Blanket Purchase Order (Files CK. 1390-1 and AF. 1390-1) 151 - 153

Recommendation

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

1. That the Administration prepare a blanket purchase order with Finning Canada for the repair of heavy equipment and repair parts exclusive to Caterpillar (CAT) brand equipment for up to the next five years for an estimated cost of \$500,000 (plus applicable taxes) per year; and
2. That Purchasing Services, Asset and Financial Management Department, issue the appropriate blanket purchase order.

7.2.4 Inquiry - Councillor P. Lorje (January 25, 2016) Controlled Corporations - Reporting Revenues and Expenditures at Budget (Files CK. 1711-1 x 1700-1 and AF. 1711-4 and 1711-5) 154 - 156

Recommendation

That the report of the CFO/General Manager, Asset and Financial Management Department, be forwarded to City Council for information.

7.2.5 Amendments to Council Policy No. C09-001, Residential Lot Sales - Contractor Allocations (Files CK. 4110-36, AF. 4110-1 and LA. 0215-015) 157 - 186

Recommendation

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

1. That the revisions to Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations, be adopted; and
2. That the City Clerk be requested to update the policy as reflected in the May 30, 2016 report of the CFO/General Manager, Asset and Financial Management Department.

7.2.6 25th Street Parking Lot Improvements and Leases along 1st Avenue between 24th and 33rd Street (Files CK. 4130-13 x 4225-1 and AF. 4110-1) 187 - 197

Recommendation

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

1. That the Administration be authorized to proceed with the enhancement/creation of interim use surface parking lots at 85 and 88 25th Street E at an approximate cost of \$320,000;
2. That the Administration be authorized to issue a Request for Proposals (RFP) for the lease and management of pay-and-display parking lots at 85 and 88 25th Street E;
3. That the Administration be authorized (within the City Manager's authority) to enter into land lease agreements with interested adjacent landowners on the west side of 1st Avenue N between 25th Street E and 33rd Street E at market rent with a five-year term and a five-year renewal option;
4. That public space improvements be made to the vacant remnant parcel at 375 1st Avenue N at an approximate cost of \$150,000; and
5. That the Property Realized Reserve (PRR) be used as the interim funding source for the enhancement work of the parking lots at 85 and 88 25th Street E as well as the public space improvements to 375 1st Avenue N, and that the lease revenues be used to pay back the PRR for such improvements.

7.2.7 Acquisition of Land for Future Fire Station (Files CK. 4020-1, AF. 4020-1 and LA. 4020-015-007) 198 - 205

Recommendation

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

1. That the Real Estate Manager be authorized to purchase Lots 6 and 7, Block 300, Plan G921 from St. Martin's United Church at a purchase price of \$500,000 plus related disturbance and site improvement compensation;
2. That Capital Project No. 2373 be used as the funding source for this purchase, including legal, administrative costs and disbursements; and
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and

the City Clerk be authorized to execute the agreement under the Corporate Seal.

- 8. URGENT BUSINESS
- 9. MOTIONS (notice previously given)
- 10. GIVING NOTICE
- 11. IN CAMERA AGENDA ITEMS

Recommendation

That the Committee move *In Camera* to consider Items 11.1 to 11.4.

11.1 Internal Audit Report (File CK. 1600-3)

[In Camera - Third Party Information]

11.2 Internal Audit - Statement of Work (File CK. 1600-18)

[In Camera - Audits and Tests/Economic, Financial and Other Interests]

11.3 Internal Audit Update (Files CK. 1600-3 and AF. 1600-1)

[In Camera - Audits and Tests]

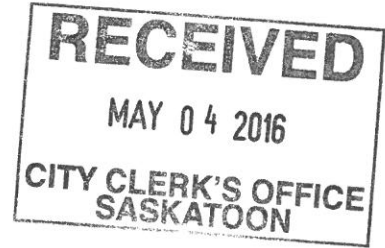
11.4 Land Matter (File CK. 4225-1)

[In Camera - Economic/Financial - Land]

- 12. ADJOURNMENT



His Worship Donald J. Atchison
 Office of the Mayor
 222 Third Avenue North
 Saskatoon, SK S7K 0J5



Thursday April 28, 2016

To: His Worship the Mayor and Members of City Council

On Monday April 25, 2016, you voted unanimously in favour of the reinstatement of a long-term lease with Wanuskewin Heritage Park, for ninety-nine years, as part of the Park's intention to apply for UNESCO World Heritage designation. This was a visionary decision, and on behalf of the Park's campaign leadership team, we thank you.

Wanuskewin's vision, as you already know, is bold. It will position Saskatoon as a world-class city with world-class amenities. With this vote, the City of Saskatoon has become a leading contributor to Wanuskewin's renewal, today and into the future as a long-term partner. Together, we can support genuine reconciliation as laid out in the Truth and Reconciliation Commission's Calls to Action. Together, we will make Saskatoon a stronger community.

Please accept our sincere gratitude for your unanimous support. We look forward to working together in the implementation of a project that will be a legacy for Saskatoon. One day in the not too distant future, we will celebrate the installation of Wanuskewin as Saskatchewan's first UNESCO World Heritage Site and it will be a day to remember, like this one.

Sincere thanks,

Chief Felix Thomas, Tribal Chief
 Saskatoon Tribal Council
 Wanuskewin Campaign Co-Chair

Wayne Brownlee, Executive Vice President
 & Chief Financial Officer, PotashCorp
 Wanuskewin Campaign Co-Chair



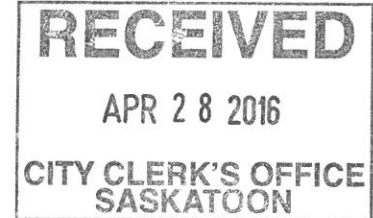
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April 28, 2016



Joanne Sproule
Office of the City Clerk
City Hall
222 - 3rd Avenue North
Saskatoon, Saskatchewan
S7K 0J5

Re: Centennial Auditorium & Convention Centre Corporation Audited Financial Statements

Enclosed please find a copy of the 2015 Centennial Auditorium & Convention Centre Corporation Audited Financial Statements to be forwarded to City Council.

Sincerely,

A handwritten signature in black ink, appearing to read 'Bob Korol'. The signature is fluid and cursive, with a long horizontal stroke at the end.

Bob Korol
CEO
TCU Place

**THE CENTENNIAL AUDITORIUM &
CONVENTION CENTRE CORPORATION**

FINANCIAL STATEMENTS

December 31, 2015



KPMG LLP
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INDEPENDENT AUDITORS' REPORT

To the Member of The Centennial Auditorium & Convention Centre Corporation

We have audited the accompanying financial statements of The Centennial Auditorium & Convention Centre Corporation, which comprise the statement of financial position as at December 31, 2015, and the statements of operations, changes in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Centennial Auditorium & Convention Centre Corporation as at December 31, 2015, and the results of its operations, changes in net financial assets, and its cash flows for the year ended in accordance with Canadian public sector accounting standards.

Chartered Professional Accountants

April 28, 2016
Saskatoon, Canada

KPMG LLP, is a Canadian limited liability partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity. KPMG Canada provides services to KPMG LLP.

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
STATEMENT OF FINANCIAL POSITION
As at December 31, 2015, with comparative information for 2014

	2015	2014
FINANCIAL ASSETS		
Cash	\$ 8,219,466	\$ 5,636,917
Investments (note 3)	4,000,000	4,023,500
Accounts receivable (note 4 and 11)	<u>1,421,116</u>	<u>1,664,738</u>
	<u>13,640,582</u>	<u>11,325,155</u>
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities (note 11)	\$ 2,127,363	\$ 1,673,559
Rental deposits	409,492	314,453
Advance ticket sales (note 5)	1,587,375	852,680
Deferred revenue (note 6)	<u>2,261,328</u>	<u>2,330,812</u>
	<u>6,385,558</u>	<u>5,171,504</u>
NET FINANCIAL ASSETS	\$ 7,255,024	\$ 6,153,651
NON-FINANCIAL ASSETS		
Tangible capital assets (note 7)	\$ 3,299,278	\$ 3,277,503
Inventory	84,940	77,294
Prepaid expenses and deferred charges	<u>65,421</u>	<u>55,791</u>
	<u>3,449,639</u>	<u>3,410,588</u>
ACCUMULATED SURPLUS (Schedule 2)	\$ <u>10,704,663</u>	\$ <u>9,564,239</u>

Commitments to the City of Saskatoon (note 8)

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

Approved by the Board:



Director



Director

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
STATEMENT OF OPERATIONS
Year ended December 31, 2015, with comparative information for 2014

	Budget (Note 13)	2015	2014
OPERATING REVENUE			
Sales	\$ 11,297,700	\$ 10,938,419	\$ 11,060,632
Sponsorships	270,000	275,523	267,834
Interest income	<u>150,000</u>	<u>176,500</u>	<u>168,525</u>
	<u>11,717,700</u>	<u>11,390,442</u>	<u>\$ 11,496,991</u>
OPERATING EXPENDITURES			
Direct (Schedule 1)	\$ 6,432,145	\$ 6,156,044	\$ 6,281,970
Plant maintenance (Schedule 1)	2,235,077	2,062,951	2,075,693
Administration (Schedule 1)	1,359,366	1,344,332	1,220,769
Amortization	<u>400,000</u>	<u>460,648</u>	<u>406,920</u>
	<u>10,426,588</u>	<u>10,023,975</u>	<u>\$ 9,985,352</u>
OPERATING MARGIN	\$ 1,291,112	\$ 1,366,467	\$ 1,511,639
OTHER REVENUE AND EXPENDITURES			
Funding by City of Saskatoon	500,000	500,000	500,000
Reimbursement to City of Saskatoon (note 8 and 11)	<u>(726,043)</u>	<u>(726,043)</u>	<u>(726,088)</u>
SURPLUS FOR THE YEAR	\$ 1,065,069	\$ 1,140,424	\$ 1,285,551
ACCUMULATED SURPLUS, BEGINNING OF YEAR	<u>9,564,239</u>	<u>9,564,239</u>	<u>8,278,688</u>
ACCUMULATED SURPLUS, END OF YEAR (Schedule 2)	<u>\$ 10,629,308</u>	<u>\$ 10,704,663</u>	<u>\$ 9,564,239</u>

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

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
Year ended December 31, 2015, with comparative information for 2014

	Budget (Note 13)	2015	2014
Surplus for the year	\$ 1,065,069	\$ 1,140,424	\$ 1,285,551
Acquisition of tangible capital assets	(505,214)	(482,423)	(246,012)
Amortization of tangible capital assets	400,000	460,648	406,920
Loss on disposal of tangible capital assets	<u>—</u>	<u>—</u>	<u>—</u>
	959,855	1,118,649	\$ 1,446,459
Use (acquisition) of inventory	—	(7,646)	3,005
Acquisition of prepaid expenses and deferred charges	—	(9,630)	(12,079)
CHANGE IN NET FINANCIAL ASSETS	959,855	1,101,373	1,437,385
NET FINANCIAL ASSETS, BEGINNING OF YEAR	<u>6,153,651</u>	<u>6,153,651</u>	<u>4,716,266</u>
NET FINANCIAL ASSETS, END OF YEAR	<u>\$ 7,113,506</u>	<u>\$ 7,255,024</u>	<u>\$ 6,153,651</u>

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

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
STATEMENT OF CASH FLOWS

Year ended December 31, 2015, with comparative information for 2014

	2015	2014
OPERATING ACTIVITIES		
Surplus for the year	\$ 1,140,424	\$ 1,285,551
Non-cash items included in surplus for the year		
Amortization	460,648	406,920
Changes in non-cash working capital relating to operations		
Accounts receivable	243,622	(110,275)
Inventory	(7,646)	3,005
Prepaid expenses and deferred charges	(9,630)	(12,079)
Accounts payable and accrued liabilities	453,804	(159,353)
Rental deposits	95,039	13,603
Advance ticket sales	734,695	(230,916)
Deferred revenue	(69,484)	(97,164)
	<u>3,041,472</u>	<u>1,099,292</u>
CAPITAL ACTIVITIES		
Purchases of tangible capital assets	\$ (482,423)	\$ (246,012)
	<u>(482,423)</u>	<u>(246,012)</u>
INVESTING ACTIVITIES		
Purchases of investments	\$ (1,000,000)	\$ (1,023,500)
Disposal of investments	1,023,500	1,000,000
	<u>23,500</u>	<u>(23,500)</u>
NET INCREASE IN CASH	\$ 2,582,549	\$ 829,780
CASH POSITION, BEGINNING OF YEAR	<u>5,636,917</u>	<u>4,807,137</u>
CASH POSITION, END OF YEAR	<u>\$ 8,219,466</u>	<u>\$ 5,636,917</u>

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

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2015

1. AUTHORITY AND PURPOSE

The Centennial Auditorium & Convention Centre Corporation (the "Corporation") operates TCU Place Saskatoon's Arts and Convention Centre on behalf of its sole member, the City of Saskatoon.

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

The financial statements of the Corporation are prepared by management in accordance with Canadian public sector accounting standards ("PSAS") for local governments.

Significant aspects of the accounting policies adopted by the Corporation are as follows:

Measurement Uncertainty

The preparation of the financial statements in conformity with PSAS requires management to make estimates and assumptions that affect reported amounts of assets and liabilities, and disclosure of contingent assets and liabilities, at the date of the financial statements and the reported amounts of revenue and expenditures during the year.

Items requiring the use of significant estimates include determination of uncollectible accounts receivable, useful lives of tangible capital assets and related amortization.

Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements. Actual results could differ from those estimates.

Investments

Investments consist of term deposits made to obtain a return on a temporary basis with maturity terms between four months and four years.

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2015

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Tangible Capital Assets

Tangible capital assets are recorded at cost which includes all amounts that are directly attributable to acquisition, design, construction, development, improvement or betterment of the asset.

The costs, less residual value, of the tangible capital assets are amortized on a straight-line basis over their estimated useful lives as follows:

Caretaking and maintenance	5 to 20 years
Computers	2 to 15 years
Kitchen	8 to 40 years
Theatre	10 to 60 years
Sound	10 to 20 years
Lighting	10 to 40 years
Furniture and fixtures	5 to 20 years

Tangible capital assets are written down when conditions indicate that they no longer contribute to the Corporation's ability to provide goods and services, or when the value of the future economic benefits associated with the tangible capital assets are less than their net book value. The net write-downs are accounted for as expense in the statement of operations.

The TCU Place Saskatoon's Arts and Convention Centre building is owned and maintained by the City of Saskatoon.

During the year the Corporation revised its estimate of the useful lives of tangible capital assets based on the results of a recent Reserve Fund Study. The changes have been applied prospectively. The change in the basis of amortization has had the effect of increasing amortization expense by \$41,389 in the year.

Inventory

Inventory consists of merchandise held for resale and are stated at the lower of cost and net realizable value. Cost is determined on a first in first out basis.

Financial instruments

Financial instruments of the Corporation include cash, investments, accounts receivable and accounts payable and accrued liabilities. All financial instruments are measured at cost or amortized cost.

Transaction costs are a component of cost for financial instruments measured using cost or amortized cost.

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2015

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense.

All financial assets are assessed annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations.

Revenue Recognition

All revenues are recorded on an accrual basis, except when the accruals cannot be determined with a reasonable degree of certainty or when their estimation is impracticable.

Government transfers are recognized as revenues when the transfer is authorized, any eligibility criteria are met and reasonable estimates of the amounts can be made except to the extent that the transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

Contributions from other sources are deferred when restrictions are placed on their use by the contributor and are recognized as revenue when used for the specified purpose.

Unrestricted contributions and pledges are recognized as revenue when received. Gifts in kind are recorded at the fair market value on the date of their donations if they meet the Corporation's criteria for capitalization. Other in-kind donations of material and services are not recognized in these financial statements.

Revenue from events is recognized in the period that the event takes place, except for box office service charges that are recognized when tickets are sold. Sponsorship revenue is recognized on a straight line basis over the term of the contract. All other revenues are recognized in the period they are earned.

Employee Pension Plans

Employees of the Corporation participate in the City of Saskatoon's Superannuation Defined Benefit Pension Plan. The Corporation follows defined contribution accounting standards specific to a multi-employer plan for its participation in the plan whereby the Corporation's contributions are expensed when due.

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2015

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Reserves

The capital expansion reserve is used to accumulate funds for eligible capital expenditures which will enhance the Corporation's existing range and quality of services.

The equipment replacement reserve is used to accumulate funds for the purpose of equivalent replacement of programming equipment not covered under other reserves.

The stabilization reserve is used to accumulate funds for the purpose of offsetting any operating deficits of the Corporation to a maximum of 5% of sales with any excess being transferred to the capital expansion reserve.

Statement of Remeasurement Gains and Losses

The Corporation has not presented a statement of remeasurement gains and losses because it does not have financial instruments that give rise to remeasurement gains or losses.

3. INVESTMENTS

	<u>2015</u>	<u>2014</u>
Term deposit, 2.15%, maturing April 28, 2019	\$ 1,000,000	\$ -
Term deposit, 2.50%, maturing April 28, 2018	1,000,000	1,000,000
Term deposit, 2.50%, maturing April 28, 2017	1,000,000	1,000,000
Term deposit, 2.55%, maturing April 5, 2016	1,000,000	1,000,000
Term deposit, 2.35%, maturing April 5, 2015	-	1,023,500
	<u>\$ 4,000,000</u>	<u>\$ 4,023,500</u>

4. ACCOUNTS RECEIVABLE

	<u>2015</u>	<u>2014</u>
Trade receivables	\$ 1,060,002	\$ 1,295,990
Funding receivable from the City of Saskatoon	300,000	300,000
Interest receivable	67,262	73,045
Other receivables	4,472	8,663
Allowance for doubtful accounts	<u>(10,620)</u>	<u>(12,960)</u>
	<u>\$ 1,421,116</u>	<u>\$ 1,664,738</u>

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2015

5. ADVANCE TICKET SALES

Advance ticket sales represent monies received in advance for events that have not yet taken place. Funds are held in trust by the Corporation and forwarded to the promoter upon settlement of the events. Contracts with promoters do not require the segregation of these monies from the on-going operating funds of the Corporation.

6. DEFERRED REVENUE

Deferred revenue represents funds received in advance for sponsorship contracts which will be recognized over terms of contracts ranging from 1 to 5 years. Funds received for naming rights will be recognized over 10 years.

	<u>2015</u>	<u>2014</u>
Sponsorship contracts	\$ 131,444	\$ 111,273
Naming rights	<u>2,129,884</u>	<u>2,219,539</u>
	<u>\$ 2,261,328</u>	<u>\$ 2,330,812</u>

7. TANGIBLE CAPITAL ASSETS

	<u>2015</u>			<u>2014</u>
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Caretaking and maintenance	\$ 188,665	\$ 117,756	\$ 70,909	\$ 63,926
Computer	560,412	420,672	139,740	203,681
Kitchen	970,984	403,713	567,271	514,144
Theatre	1,704,021	755,668	948,353	899,547
Sound	1,158,478	451,049	707,429	575,679
Lighting	779,406	426,484	352,922	398,129
Furniture and fixtures	<u>1,285,828</u>	<u>773,174</u>	<u>512,654</u>	<u>622,397</u>
	<u>\$ 6,647,794</u>	<u>\$ 3,348,516</u>	<u>\$ 3,299,278</u>	<u>\$ 3,277,503</u>

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2015

8. COMMITMENTS TO THE CITY OF SASKATOON

In connection with the productivity improvements and expansion done to the facility managed and operated by the Corporation, the Corporation agreed to reimburse the City of Saskatoon for a portion of the incurred costs. The reimbursement for these improvements to the facility, which is owned by the City of Saskatoon, are estimated to be due in each of the next five years are as follows:

2016	\$ 726,351
2017	725,506
2018	725,649
2019	726,038
2020	725,732
Thereafter	<u>812,693</u>
	<u>\$ 4,441,969</u>

9. PENSION

Employees of the Corporation participate in a retirement plan of the City of Saskatoon who is responsible for the plan. The Corporation's obligation to the plan is limited to making required payments to match amounts contributed by employees for current services. Pension expense for the year amounted to \$228,489 (2014 - \$220,826) and is included in salaries and benefits.

10. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

The Corporation is exposed to financial risks from its financial assets and liabilities. These risks include credit risk, liquidity risk, and market risk.

Credit risk

The Corporation is exposed to the risk resulting from the possibility that parties may default on their financial obligations. Credit risk related to investments is minimized by dealing with institutions that have strong credit ratings. Credit risk associated with potential non-payment of accounts receivable from customers is minimized by proactive credit and collections management. The Corporation does not have significant exposure to any one customer and bad debts have historically been minimal. Other receivables primarily represent annual funding amounts due from the City of Saskatoon and the risk associated with this is not considered to be significant.

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2015

10. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

Liquidity risk

Liquidity risk is the risk that the Corporation will not be able to meet its financial obligations as they come due. The Corporation manages liquidity risk by maintaining adequate cash balances and implementing budgeting and monitoring processes.

As at December 31, 2015, the Corporation had sufficient working capital to meet current obligations as they are due.

Market risk

Market risk consists primarily of interest rate risk and is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Corporation's interest rate risk exposure relates to cash and investments. The impact of changes in interest rates is mitigated by investing in term deposits for shorter terms at fixed interest rates. The contribution of investment income to the Corporation's overall revenue is not significant.

11. RELATED PARTY TRANSACTIONS

Included in these financial statements are transactions with the City of Saskatoon (the sole member of the Corporation) as well as with SaskTel Centre, which is related to the Corporation by virtue of common control by the City of Saskatoon (collectively referred to as "related parties"). Routine operating transactions with related parties are settled on normal trade terms.

The transactions and amounts outstanding at December 31st are as follows:

	<u>2015</u>	<u>2014</u>
Accounts receivable from City of Saskatoon	\$ 315,816	\$ 305,426
Accounts payable and accrued liabilities to City of Saskatoon	1,298,260	905,358
Accounts payable to SaskTel Centre	3,740	5,987
Revenue from events held by City of Saskatoon	119,632	175,331
Utilities expenses charged by City of Saskatoon	540,516	546,494
Operating grant from City of Saskatoon	500,000	500,000
Reimbursement to the City of Saskatoon	726,043	726,088

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2015

12. RESERVES

Reserve balances at December 31st are as follows:

	<u>2015</u>	<u>2014</u>
Capital expansion	\$ 3,169,457	\$ 2,102,277
Equipment replacement	3,689,007	3,631,425
Stabilization	<u>546,921</u>	<u>553,034</u>
	<u>\$ 7,405,385</u>	<u>\$ 6,286,736</u>

13. BUDGETED FIGURES

Budgeted figures included in the financial statements were approved by the Board of Directors on October 30, 2014 and by the City of Saskatoon Council on December 2, 2014.

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
SCHEDULE OF OPERATING EXPENDITURES
Year ended December 31, 2015, with comparative information for 2014

	Budget (Note 13)	2015	2014
DIRECT			
Cost of food and beverages	\$ 3,147,550	\$ 2,974,963	\$ 3,070,744
Salaries and benefits	1,998,409	1,934,348	1,942,967
Supplies	711,340	683,044	709,955
Credit card charges	261,500	273,674	133,635
Theatre production costs	133,000	141,633	260,715
Advertising and promotion	104,400	94,779	91,373
Telephone	33,376	27,268	31,511
Other	25,070	21,666	21,938
Equipment maintenance	12,500	6,559	10,420
Bad debts (recovery)	5,000	(1,890)	8,712
	<u>\$ 6,432,145</u>	<u>\$ 6,156,044</u>	<u>\$ 6,281,970</u>
PLANT MAINTENANCE			
Salaries and benefits	\$ 1,046,534	\$ 927,784	\$ 961,653
Utilities	777,282	666,162	728,302
Maintenance	313,371	313,298	284,851
Insurance	65,390	120,568	68,387
Service contracts	32,500	35,139	32,500
Equipment	-	-	-
	<u>\$ 2,235,077</u>	<u>\$ 2,062,951</u>	<u>\$ 2,075,693</u>
ADMINISTRATION			
Salaries and benefits	\$ 1,128,371	\$ 1,128,829	\$ 1,031,677
Travel	57,620	54,683	49,789
Office supplies and equipment	45,500	38,674	31,203
IT consultant and support	24,000	33,793	20,731
Training and staff morale	39,495	23,620	23,949
Professional fees	20,100	21,105	20,219
Bank charges and interest expense	13,000	13,524	11,994
Memberships, subscriptions and licenses	11,280	12,251	12,007
Printing and postage	12,000	11,727	13,436
Board of directors	8,000	6,126	5,764
	<u>\$ 1,359,366</u>	<u>\$ 1,344,332</u>	<u>\$ 1,220,769</u>

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
SCHEDULE OF RESERVES
Year ended December 31, 2015, with comparative information for 2014

	2015	2014
CAPITAL EXPANSION RESERVE		
Balance, beginning of year	\$ 2,102,277	\$ 3,245,042
Allocation from operations	230,877	161,727
Transfer from stabilization reserve	787,606	909,229
Interest earned	48,697	65,279
Transfer to equipment replacement reserve	-	(2,279,000)
Expenditures	-	-
Balance, end of year	<u>\$ 3,169,457</u>	<u>\$ 2,102,277</u>
EQUIPMENT REPLACEMENT RESERVE		
Balance, beginning of year	\$ 3,631,425	\$ 649,859
Transfer from capital expansion reserve	-	2,279,000
Transfer from kitchen equipment replacement reserve	-	240,762
Transfer from theatre equipment restoration reserve	-	136,644
Allocation from operations	460,648	529,798
Interest earned	79,356	41,374
Expenditures	(482,422)	(246,012)
Balance, end of year	<u>\$ 3,689,007</u>	<u>\$ 3,631,425</u>
KITCHEN EQUIPMENT REPLACEMENT RESERVE		
Balance, beginning of year	\$ -	\$ 240,762
Transfer to equipment replacement reserve	-	(240,762)
Allocation from operations	-	-
Interest earned	-	-
Expenditures	-	-
Balance, end of year	<u>\$ -</u>	<u>\$ -</u>
THEATRE EQUIPMENT RESTORATION RESERVE		
Balance, beginning of year	\$ -	\$ 136,644
Transfer to equipment replacement reserve	-	(136,644)
Allocation from operations	-	-
Interest earned	-	-
Expenditures	-	-
Balance, end of year	<u>\$ -</u>	<u>\$ -</u>
STABILIZATION RESERVE		
Balance, beginning of year	\$ 553,034	\$ 567,971
Allocation from operations	781,493	894,292
Transfer to capital expansion reserve	(787,606)	(909,229)
Balance, end of year	<u>\$ 546,921</u>	<u>\$ 553,034</u>
TOTAL RESERVES	<u>\$ 7,405,385</u>	<u>\$ 6,286,736</u>
INVESTMENT IN TANGIBLE CAPITAL ASSETS	<u>3,299,278</u>	<u>3,277,503</u>
ACCUMULATED SURPLUS	<u>\$ 10,704,663</u>	<u>\$ 9,564,239</u>

Retendering of 333 Avenue S South, 343 Avenue R South, 826 Avenue H North, 802A and 802B Avenue P North

Recommendation

1. That the Director of Saskatoon Land be authorized to re-offer by public tender tax title lots 826 Avenue H North, 343 Avenue R South and 333 Avenue S South;
2. That the Director of Saskatoon Land be authorized to re-offer by public tender infill lot 802A and 802B Avenue P North;
3. That if the properties are not sold through the tender process, they be offered for sale over-the-counter at the reserve bid price on a first-come, first-served basis;
4. That if the properties have not sold after being offered over-the-counter for two months, that the Director of Saskatoon Land be authorized to make minor adjustments to the approved pricing and consider market value offers to facilitate sales of the properties; and
5. That the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

Topic and Purpose

The purpose of this report is to receive approval to retender 333 Avenue S South, 343 Avenue R South, 826 Avenue H North, 802A and 802B Avenue P North with revised pricing and increased advertising to renew interest.

Report Highlights

1. Tax title lots 333 Avenue S South, 343 Avenue R South, 826 Avenue H North and have been available for sale for 16 months, 18 months and 30 months respectively, and limited interest has been expressed at the current advertised prices.
2. Infill lot 802A and 802B Avenue P North has been available for sale for over three years with minimal advertising.
3. The City of Saskatoon (City) incurs monthly costs associated with holding the properties.

Strategic Goal

The sale of these properties supports the long-term strategy of increasing and encouraging infill development and corridors to balance growth under the Strategic Goal of Sustainable Growth.

Background

The City obtained title to 333 Avenue S South (Attachment 1), 343 Avenue R South (Attachment 2) and 826 Avenue H North (Attachment 3) in 2013 and 2014. They were tendered at reserve bids of \$48,000, \$140,000 and \$99,900 respectively, all receiving no bids.

802A and 802B Avenue P North (Attachment 4) was originally acquired by the City for potential intersection upgrades at the Avenue P and 29th Street intersection. In consultation with the Transportation and Utilities Department, Saskatoon Land determined that the site was no longer required for intersection upgrades and could be sold via public tender. The City offered the lot for public tender at a reserve bid price of \$160,500. The tender closed on February 7, 2013 receiving no bids.

Report

Tax Title and Infill Lots

Tax tile properties, 333 Avenue S South, 343 Avenue R South and 826 Avenue H North have been available for sale for several months past the required one year period with no serious interest expressed in the properties at the set reserve price. The Administration feels that a reduction in price and increased advertising is warranted to realize a sale of the properties.

802A and 802B Avenue P North has been available for sale for over three years. The Administration feels that this lot is fairly priced, but would benefit from a slight price adjustment and increased advertising emphasizing the development potential of the property including qualification for the Vacant Lot and Adaptive Re-Use Incentive Program.

Saskatoon Land recommends that the reserve bid prices for the properties be adjusted to:

- 333 Avenue S South - \$44,900
- 343 Avenue R South - \$129,900
- 826 Avenue H North - \$89,900
- 802A and 802B Avenue P North - \$159,900

Retendering the properties at these reduced reserve bids has the potential of renewing interest while still enabling the City to achieve a higher price if market participants deem this to be warranted. In the event the properties do not sell through the tender, they would be advertised for sale over-the-counter for two months at the reserve bid prices. If the properties have not been purchased during this time, the Administration will consider offers below the reserve bid to facilitate the final sale of the property.

Costs Associated with Ownership

While the Administration has taken measures to reduce monthly holding costs as much as possible, several costs still exist. Property maintenance, such as snow

removal and grass cutting is required. These costs amount to several hundred dollars per year. Furthermore, by retaining ownership, the City forgoes all property tax revenue that would be generated by private ownership of the property. Sale of the property will eliminate these ongoing maintenance costs and return the properties to generating property tax revenue for the City.

Options to the Recommendation

The Standing Policy Committee on Finance can choose not to retender the properties at a lower price. The Administration does not recommend this option as interest in the properties is lacking and there are holding costs associated with retaining ownership.

Communication Plan

Notice of the public tender will be advertised in The StarPhoenix a minimum of two Saturdays prior to the tender and will be sold pursuant to Council Policy No. C09-033, Sale of Serviced City-Owned Lands. The tender will be posted on Saskatoon Land's website. The Administration will also be looking into additional ways to advertise and promote the properties aside from utilizing the tender emailing list.

Financial Implications

Proceeds from the sale of the tax title properties will be deposited into the Tax Enforcement Account and the proceeds of the infill property will be deposited into the Property Realized Reserve, which was the source of funding for purchasing the property.

Other Considerations/Implications

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

Public and/or stakeholder involvement is not applicable.

Due Date for Follow-up and/or Project Completion

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

Public Notice

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

Attachments

1. 333 Avenue S South Map
2. 343 Avenue R South Map
3. 826 Avenue H North Map
4. 802A and 802B Avenue P North Map

Report Approval

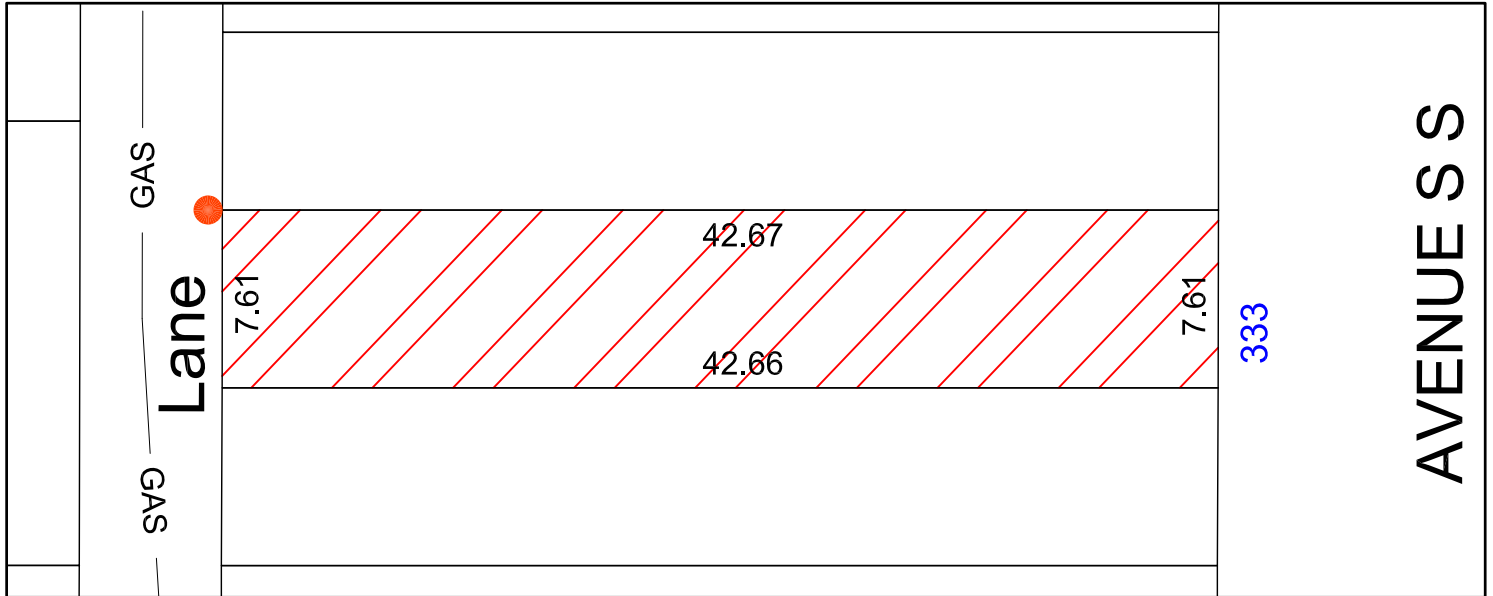
Written by: Chelsea Mamer, Staff Accountant, Saskatoon Land
Reviewed by: Frank Long, Director of Saskatoon Land
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Retender_3 Tax Titles_1 Infill.docx

333 Ave S South

ISC Surface Parcel #119950027
 Lot 24, Block 14, Plan G3978, R2A Zoning

Site Plan



Zoning Map



Legend:

- 1234 Civic
- RM1
- Subject Site
- RM3
- R2A
- RM4
- R2
- GAS Gas Line
- Wooden Power Pole



Note: Saskatoon Land does not guarantee the accuracy of this plan. To ensure accuracy, please refer to the Registered Plan of Survey. This plan is not to scale. Distances are in metres unless shown otherwise. This is not a legal plan. Lot dimensions and the location of other features are compiled from available information and are subject to change without notice. For verification please check with the appropriate authority. Do not scale.

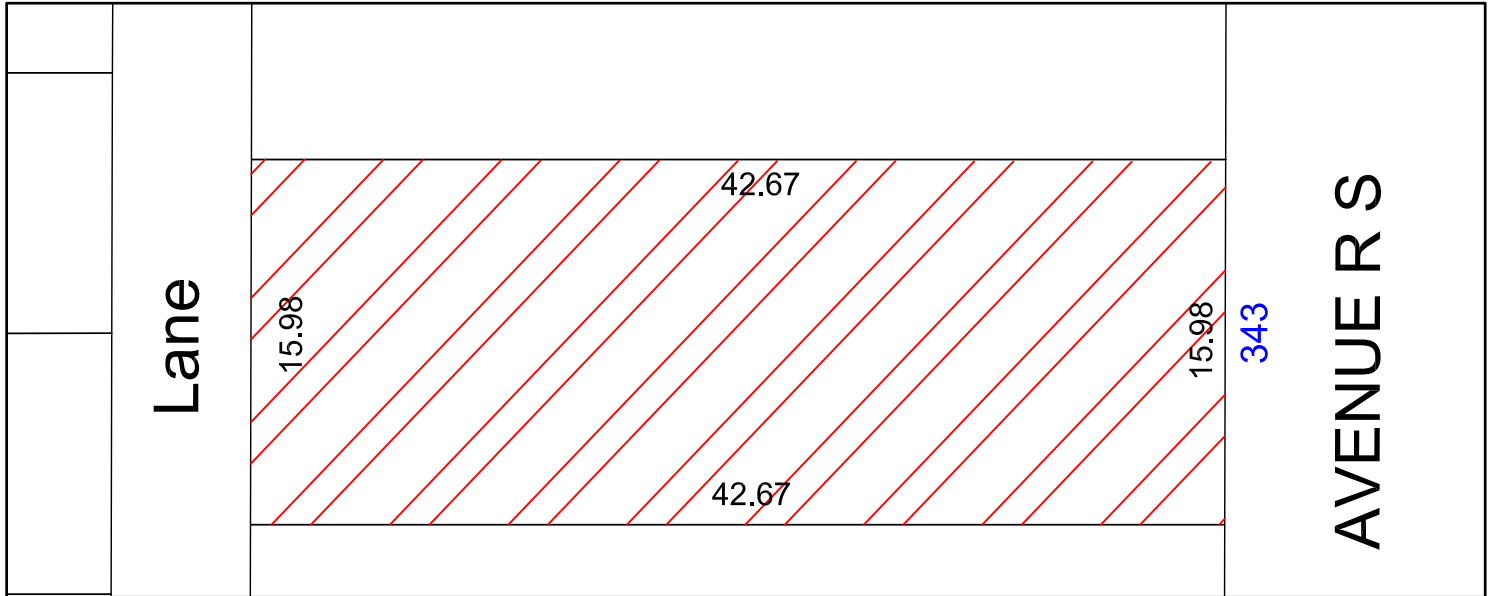
343 Ave R South

ISC Surface Parcel #144926152, 119950443 & 144926163

Lot 29, Block 11, Plan G3978, Ext. 10 & Lot 30, Block 11, Plan G3978, Ext. 0 & Lot 31, Block 11, Plan G3978, Ext. 11.



Site Plan



Zoning Map



Legend:

1234 Civic

RM1

R2

Subject Site

RM3

R2A

RM4



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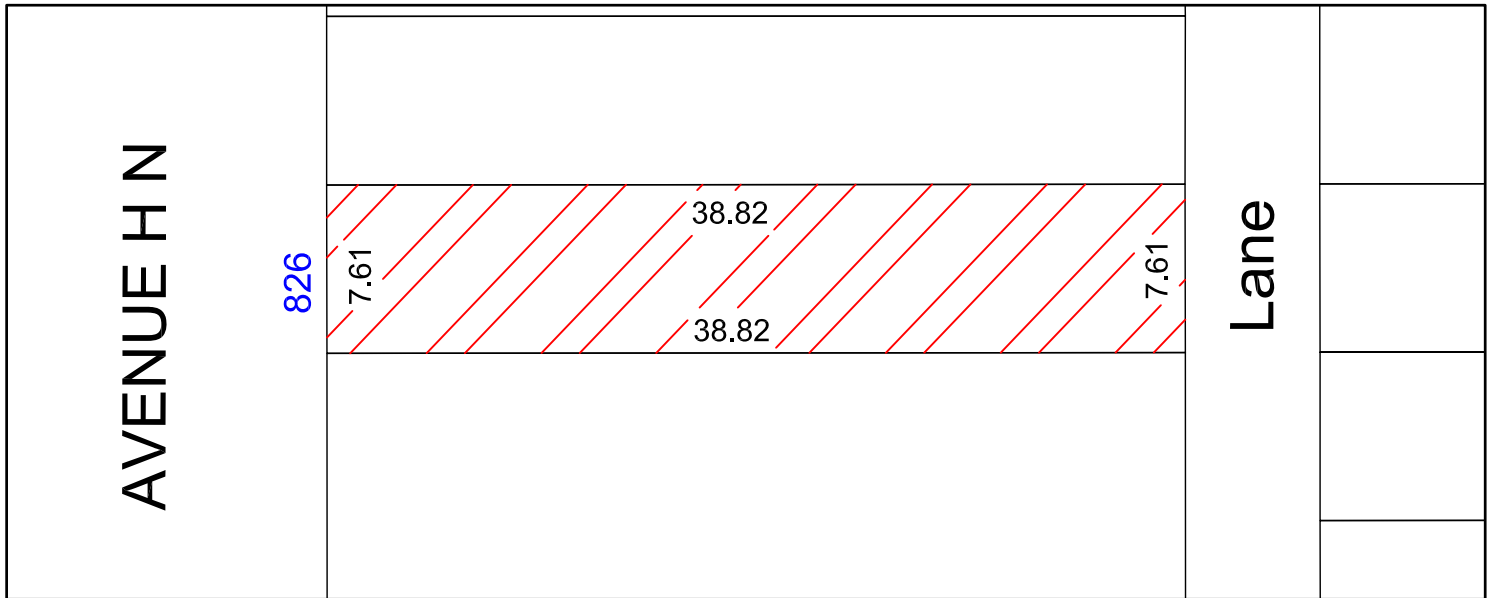
826 Ave H North

ISC Surface Parcel# 119831384

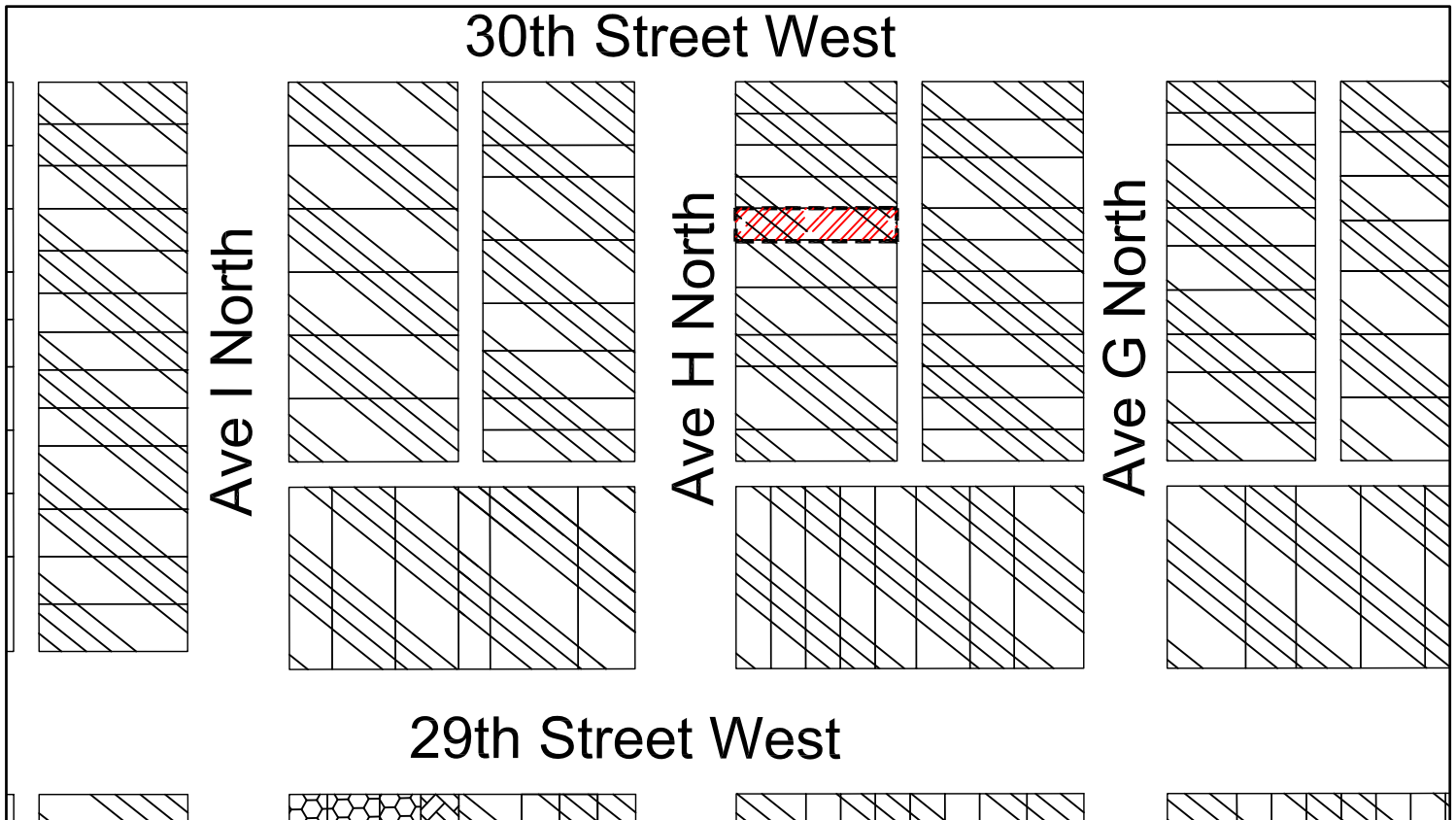
Lot 25, Block 13, Plan G4296



Site Plan



Zoning Map



Legend:

1234 Civic



Subject Site



B1



R2



B2



Note: Saskatoon Land does not guarantee the accuracy of this plan. To ensure accuracy, please refer to the Registered Plan of Survey. This plan is not to scale. Distances are in metres unless shown otherwise. This is not a legal plan. Lot dimensions and the location of other features are compiled from available information and are subject to change without notice. For verification please check with the appropriate authority. Do not scale.



#123	CIVIC ADDRESS
#123	REGISTERED PLAN NUMBER
BS	BUS SHELTER
TEL	TELEPHONE LINE
GAS	GAS LINE
POWER	UNDERGROUND POWER LINE
⊗	METAL LIGHT POLE
●	WOODEN POWER POLE
■	UTILITY BOX
▨	UTILITY EASEMENT

802A & 802B

AVE P NORTH

SALES MAP



City of Saskatoon
Saskatoon Land - April 2016

Note: Saskatoon Land does not guarantee the accuracy of this plan. To ensure accuracy, please refer to the Registered Plan of Survey. This plan is not to scale. This map is conceptual and may change.

Request to Sell City-Owned Property – Evergreen District Village

Recommendation

1. That the Director of Saskatoon Land be authorized to sell Parcels TT and UU (Plan No. 102209307) as a pair in the Evergreen District Village to the highest bidder through a public tender process with a reserve bid price;
2. That the Director of Saskatoon Land be authorized to sell Parcels HI, IJ, and JK (Plan No. 102209307) in the Evergreen District Village through an open market (standard terms) approach in compliance with the terms and conditions outlined in this report;
3. That if Parcels TT and UU are not sold through the tender process, they be placed for sale over-the-counter on a first-come, first-served basis;
4. That if no offers are received for Parcels HI, IJ, and JK over a 30-day offer acceptance period, they remain for sale over-the-counter until an acceptable market price offer is received;
5. That the Director of Saskatoon Land be authorized to make minor adjustments to the approved pricing that may be necessary to account for changes in the servicing costs and for returned parcels;
6. That the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal; and
7. That the Administration report back to Committee in one year on the results of implementing the design guidelines for commercial and institutional development in Evergreen.

Topic and Purpose

The purpose of this report is to obtain approval to sell two commercial parcels (Parcels TT and UU, Plan No. 102209307) as a pair located in the Evergreen District Village to the highest bidder through a public tender process. Parcels TT and UU are respectively zoned B4A District (Special Suburban Centre and Arterial Commercial) and B4MX District (Integrated Commercial Mixed-Use).

This report also requests approval to sell three institutional parcels (Parcels HI, IJ, and JK, Plan No. 102209307) in the Evergreen District Village through an open market (standard terms) sales approach to proponents with the highest priced offer in compliance with the terms and conditions outlined in this report. Parcels HI, IJ, and JK

are zoned M3 District (General Institutional Services) and will be sold as individual parcels.

Report Highlights

1. Commercial and mixed-use parcels TT and UU in the Evergreen District Village are proposed to be sold as a pair through a public tender process and awarded to the highest bidder upon determination of proper adherence to tender protocol.
2. Institutional parcels HI, IJ, and JK are proposed to be sold through an open market (standard terms) sales approach whereby non-binding offers are received from interested proponents and used to determine with which party further negotiations will take place.
3. Where relevant, proposed building permit plans will be reviewed for consistency with Saskatoon Land's Architectural Controls for Multi-Unit Dwelling Districts and Evergreen Commercial and Institutional Design Guidelines.

Strategic Goal

The sale of these parcels supports the long-term priority of continuing to create and support a business-friendly environment and increase the tax base that is non-residential under the Strategic Goal of Economic Diversity and Prosperity.

This report also supports the long-term priority of increasing revenue sources and reducing reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability.

Background

With the exception of two smaller mixed-use, neighbourhood commercial offerings, Saskatoon Land's last commercial land offering in Saskatoon's east side was in 2008. Since then, significant residential growth has occurred in Willowgrove and Evergreen creating a need for conveniently located commercial amenities and institutional services.

The five parcels being sold are located in the Evergreen District Village, which is envisioned as a mixed-use hub, providing a range of land uses including medium to high-density residential, commercial and institutional. The District Village is intended to serve several neighbourhoods within the University Heights Sector.

Report

Commercial and Mixed-Use Sites (Parcels TT and UU) Tender

The purpose of this report is to obtain approval to sell Parcels TT and UU in the Evergreen District Village through a public tender process. Parcels TT and UU will be sold as a pair. Attachment 1 shows the subject parcels located on Baltzan Boulevard and Horner Crescent.

Parcel TT is zoned B4A District and can accommodate a range of commercial development forms. Parcel UU is zoned B4MX District and can accommodate stand-

alone land uses or horizontally or vertically integrated mixed-use development in a manner which promotes a pedestrian-oriented built form. Parcel UU is the first parcel in Saskatoon to utilize the recently approved B4MX District. Pairing Parcels TT and UU together enables greater flexibility in site planning and design, and will assist in facilitating a more comprehensive and consistent development form.

McOrmond Drive's function as the east connecting roadway to the North Commuter Parkway Bridge enables a high degree of visibility for Parcels TT and UU with estimated traffic volumes between 14,600 to 21,700 vehicles per day. To provide for the expedited movement of through traffic on McOrmond Drive, municipal buffer strips have been registered on Parcels TT and UU adjacent to McOrmond Drive, which serve to restrict vehicular access to and from McOrmond Drive.

Due to expected demand and interest received on the sites, Parcels TT and UU are proposed to be sold through a competitive public tender with a combined reserve bid price. The Administration recommends the establishment of a reserve bid price based on per acre values of \$1,100,000 for Parcel TT and \$1,150,000 for Parcel UU (Attachment 2). Both sites feature a high degree of visibility and benefit from flexible zoning designations that can accommodate a range of permitted uses. The per acre price for Parcel UU factors in the presence of 33 on-street parking spaces located along Baltzan Boulevard, which may be credited towards the Zoning Bylaw off-street parking requirement for future development on Parcel UU. Reserve bid pricing is based on a review of comparable land sales in the Saskatoon market.

Tenders will be awarded to the highest bidder over the reserve bid price. If there is any uncertainty regarding the bids received, the appropriate reports and recommendations will be presented to the Standing Policy Committee on Finance. If the parcels are not sold through the tender process, they will be made available for sale over-the-counter on a first-come, first-served basis from Saskatoon Land.

Institutional Sites (Parcels HI, IJ, and JK) Open Market (standard terms) Sales Approach

This report also requests approval to sell Parcels HI, IJ, and JK through an open market (standard terms) sales approach. This involves the establishment of an asking price by Saskatoon Land and the solicitation of non-binding offers from interested parties. Interested parties will have a 30 day period to submit non-binding offers on the subject parcels.

The open market (standard term) sales approach allows for greater flexibility in offering serviced land parcels to market and helps to qualify proponents interested in purchasing and building on the properties. Standard terms for these parcels are identified in Attachment 3.

Parcels HI, IJ and JK are zoned M3 District and provide opportunities for medium to high-density residential development, and office and institutional development. For Parcels HI, IJ and JK, the Administration proposes sale price establishment based on a per acre value of \$1,025,000. Potential land uses anticipated for these sites include

high-density multi-family, offices, financial institutions and medical clinics. The establishment of asking prices for these sites is based on a review of comparable land sales for similar zoned sites in the Saskatoon market.

Offers received during the application period will be reviewed by the Administration to determine compliance with standard terms and to identify which proponents will be contacted for negotiation of a Sale Agreement for the respective parcels. It is generally accepted that highest offer received will determine the preferred proponent, assuming the standard terms and conditions are met. If no offers are received, the parcels will remain available over-the-counter until an acceptable offer is received. Any offer accepted will be conditional upon approval of the CFO/General Manager, Asset and Financial Management Department.

Including all five sites, the average price per acre is \$1,065,000 and the total estimated sales revenue is \$11,445,750.

Design Guidelines

Potential multi-family development on Parcels HI, IJ and JK will be reviewed for consistency with Saskatoon Land's Architectural Controls for Multi-Unit Dwelling Districts to promote high-quality architecture and street appeal.

Development on Parcels TT and UU and non-residential development on Parcels HI, IJ, and JK will be reviewed for consistency with Saskatoon Land's Evergreen Commercial and Institutional Design Guidelines (Attachment 4). These guidelines provide a guiding document to facilitate an enhanced level of commercial and institutional development in the Evergreen District Village. The intent of these guidelines is to encourage a more pedestrian-friendly development form through architectural detailing, building placement and external and internal site landscaping. Saskatoon Land will review plans submitted in support of a Building Permit Application to ensure consistency with the Commercial and Institutional Design Guidelines.

Options to the Recommendation

The Standing Policy Committee on Finance could choose not to proceed with the sale of the land at this time.

Public and/or Stakeholder Involvement

The parcels being offered for sale are consistent with the approved Evergreen Concept Plan. Public and stakeholder consultation specific to the Evergreen District Village occurred in 2014 as part of Saskatoon Land's Neighbourhood Concept Plan Amendment.

Communication Plan

In November 2015, a promotional document was distributed to interested parties providing notice of the commercial development opportunity on Parcels TT and UU. Additional promotional material providing notice of the development opportunities for all five parcels will be distributed prior to the planned tender and offer dates.

Request to Sell City-Owned Property – Evergreen District Village

Notice of the public tender for Parcels TT and UU and the offer period for Parcels HI, IJ and JK will be advertised in The StarPhoenix a minimum of two Saturdays prior to the tender/offer period and will be sold pursuant to City Council Policy No. C09-033, Sale of Serviced City-Owned Lands. The tender and offer period will also be posted on Saskatoon Land's website.

Financial Implications

Proceeds from the sale of this land will be deposited into the Evergreen Neighbourhood Land Development Fund.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A report regarding design guidelines for commercial and institutional development in Evergreen will tabled with the Standing Policy Committee on Finance in 2017.

Public Notice

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

Attachments

1. Evergreen District Village – Location Plan
2. Evergreen District Village Pricing
3. Open Market Sales Approach – Terms and Conditions
4. Evergreen Commercial and Institutional Design Guidelines

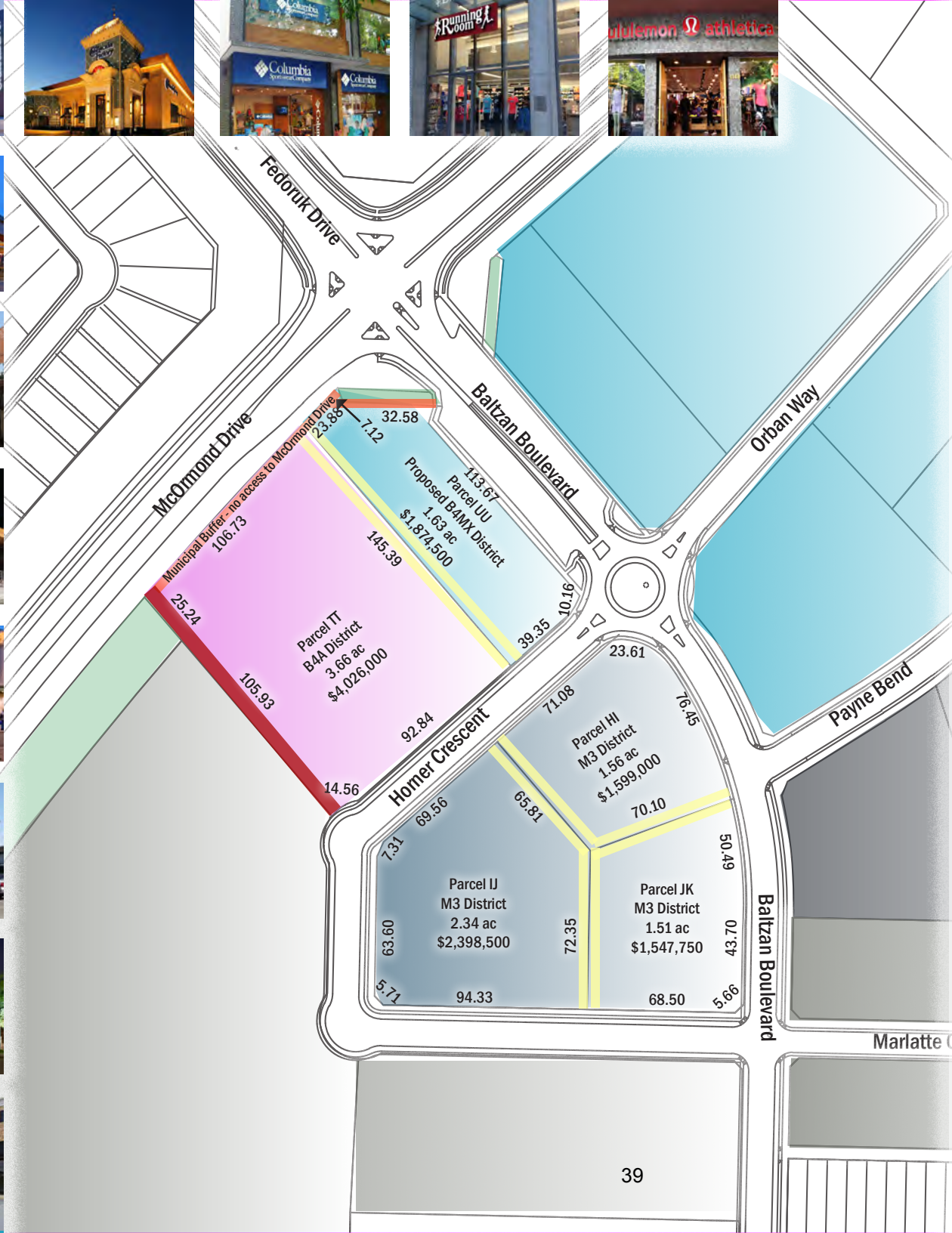
Report Approval

Written by: Matt Grazier, Senior Planner
Reviewed by: Frank Long, Director of Saskatoon Land
Approved by: Kerry Tarasoff, CFO/General Manager, Asset and Financial Management Department

Request to Sell City Property_Evergreen May 30, 2016.docx

Evergreen

District Village Sales Map



Saskatoon Land does not guarantee the accuracy of this plan. This plan is not to scale. Please refer to the registered plan of survey. Lot dimensions and the locations of other features are compiled from available information and are subject to change without notice. For verification, please contact the appropriate authority

Table 1 - Evergreen District Village Pricing

	Zoning District	Parcel	Plan No.	Area (ac)	Price/Acre	Total	Grouped Price ¹
Via Public Tender	B4A	TT	102209307	3.66	\$1,100,000	\$4,026,000	\$5,900,500
	B4MX	UU	102209307	1.63	\$1,150,000	\$1,874,500	
Via Open Market (standard terms) Sales Approach	M3	HI	102209307	1.56	\$1,025,000	\$1,599,000	NA ²
	M3	IJ	102209307	2.34	\$1,025,000	\$2,398,500	NA
	M3	JK	102209307	1.51	\$1,025,000	\$1,547,750	NA
	Total					\$11,445,750	
	Average				\$1,065,000		

1. Denotes combined price for Parcels TT and UU, which are being sold as a pair.
2. Not applicable.

Standard Terms & Conditions (to be used with the open market disposition)

1. Deposit/Closing Date/Possession/Adjustment Date:

- (i.) 10% deposit due within 10 days of offer acceptance.
- (ii.) Sixty (60) days following acceptance of the Saskatoon Land proposal letter or as agreed to between the vendor and purchaser.

2. Conditions Precedent:

- (i.) Approval of the sale by the CFO/General Manager, Asset and Financial Management Department.

3. Special Terms and Conditions:

- (i.) A building commitment will be imposed for the commencement of construction to be satisfied within thirty six (36) months from the closing date.
- (ii.) The purchaser will be required to enter into a separate agreement to permit repurchase of the lands by the vendor as security for fulfillment of the building commitment.
- (iii.) The property is sold "as is" and the purchaser shall assume all responsibility and liability including any environmental matters existing as of the closing date.
- (iv.) Real Estate Commissions to be paid based on a rate of 3% of the land portion only of the selling price.
- (v.) Non-residential development on this site will be subject to review for consistency with the Evergreen Commercial and Institutional Design Guidelines. Multi-family development on this site will be required to meet Saskatoon Land's Architectural Controls for Multi-unit Dwelling Districts.
- (vi.) The purchaser further agrees to grant the City of Saskatoon, Saskatchewan Telecommunications, Saskatchewan Power Corporation, SaskEnergy Incorporated, and any utility agency any easements, which may be required by any or all of the said agencies at no cost.
- (vii.) Purchasers are required to demonstrate past experience with completing multi-family, commercial or institutional development projects.





Evergreen Commercial & Institutional Design Guidelines



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1.0 Introduction

Saskatoon Land's Evergreen Commercial and Institutional Design Guidelines are intended to provide a guiding document to facilitate an enhanced level of commercial and institutional development in the Evergreen District Village Area. These guidelines shall be used to assist in forming the basis of detailed site planning, building design and landscaping for Parcels TT and UU and non-residential development on Parcels HI, IJ and JK. These guidelines will help achieve Saskatoon Land's objectives for the Evergreen District Village, which are outlined below:

- Creating a high-quality commercial amenity for residents of Evergreen and surrounding neighbourhoods.
- Creating an enhanced pedestrian environment both within the development sites and within the surrounding streets, which provides safe and comfortable pedestrian movement to the site and within it.
- Facilitating the development of a vibrant commercial focal point within the Evergreen District Village Area.

These guidelines are intended to supplement the City of Saskatoon's (City) Zoning Bylaw. All developments will be governed by the City's zoning regulations. In the event that there are contradictions between these two documents, the Zoning Bylaw shall take precedence.

1.1 Site Context

All five development sites are located in the northeast portion of Evergreen, forming part of the Evergreen District Village Area. Site locations are identified in Figure 1.

1.2 Parcel TT

Parcel TT is 3.66 acres in size and is zoned B4A District (Special Suburban Centre and Arterial Commercial District) in the City's Zoning Bylaw. This site fronts onto Horner Crescent and backs onto McOrmond Drive. Primary vehicle access to Parcel TT is via Horner Crescent.

1.3 Parcel UU

Parcel UU is 1.63 acres in size and is zoned B4MX District (Integrated Commercial - Mixed-Use District) in the City's Zoning Bylaw. This site fronts onto Baltzan Boulevard, flanking both McOrmond Drive and Horner Crescent. Development on this site is envisioned as a pedestrian-oriented retail development that fosters a vibrant streetscape, with options for mixed-use development.

1.4 Parcels HI, IJ, and JK

Parcels HI, IJ and JK are all zoned M3 District (General Institutional Services District) in the City's Zoning Bylaw and range in size from 1.5 to 2.3 acres. Access to these sites is via Horner Crescent and Baltzan Boulevard. Potential land uses include high-density residential, offices, financial institutions, medical clinics and personal service trades.

Figure 1

Evergreen

District Village Sales Map



- 7 metre easement
- 5 metre easement
- 3 metre easement
- mixed-use commercial
- group/street townhouse
- multi-family apartment
- commercial
- institutional
- buffer/berm



City of Saskatoon

Saskatoon Land

Saskatoon Land does not guarantee the accuracy of this plan. This plan is not to scale. Please refer to the registered plan of survey. Lot dimensions and the locations of other features are compiled from available information and are subject to change without notice. For verification, please contact the appropriate authority



2.0 Evergreen at a Glance

Evergreen, located in northeast Saskatoon, is one of the newest and most sought after neighbourhoods in the city. It contains a range of housing forms and a variety of amenities, including the Village Square Park and Green Bridge. At full build-out, it is anticipated to be one of the densest neighbourhoods in the city.



Evergreen Village Square Render



Evergreen Village Centre Aria Condos by Meridian

2.1 Evergreen District Village

The Evergreen District Village is envisioned as a vibrant mixed-use area which includes medium to high-density residential uses, institutional uses and a mix of commercial lands geared towards both pedestrian and auto-oriented retail. At build-out, the District Village Area will have the highest density in the neighbourhood, enabling a high number of residents to be within walking distance of these commercial amenities.

2.2 North Commuter Parkway Bridge

Both commercial sites will be highly visible, resulting from the anticipated traffic volumes associated with the North Commuter Parkway Bridge. Completion of the bridge has been set for late 2018. Traffic volumes on opening day are expected to range from 14,600 to 21,700 vehicles per day.



3.0 Benefiting Enhancements

The Evergreen District Village Area includes several improvements which add value to and contribute towards enhancing the character and vibrancy of the area.

3.1 Baltzan Boulevard Streetscaping

Baltzan Boulevard will include a landscaped median and roundabout, consisting of a mix of soft and hard landscaping and planters. These enhancements will reinforce the District Village as a unique place, while adding to the pedestrian and visual appeal of the area. Median and roundabout streetscaping is anticipated to be constructed in 2017-2018.

Landscaping of the boulevard between Parcel UU's front property line and the street curbing will be required as a condition of sale.

Maintenance of the boulevard landscaping will be the responsibility of the successful purchaser.

3.2 Baltzan Boulevard On-street Parking

The west blockface of Baltzan Boulevard currently includes 33 angled on-street parking spaces. These parking may be credited towards the off-street parking requirement of Parcel UU based on the off-street parking rate requirements in Section 6 of the City's Zoning Bylaw. The determination of the number of on-street parking spaces to be credited on the subject property shall be at the discretion of the Development Officer.



Evergreen Boulevard Landscaping



Figure 2 - Baltzan Boulevard Street Parking



4.0 Site Planning and Setbacks

This section contains site planning and setback guidelines specific to each site.

4.1 Parcels TT, HI, IJ, and JK - Site Planning and Setbacks

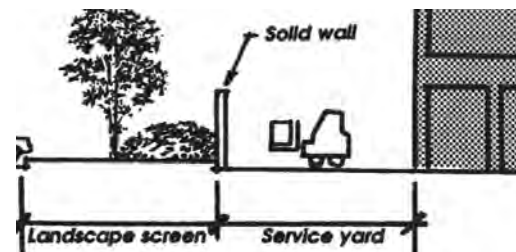
- Building placement on these sites should be planned cognizant of the surrounding residential community to achieve more of a "human scale" along the street edge, while helping to buffer the view of the internal parking areas.
- For Parcel TT, the southwest side yard setbacks should be established to prevent negative impacts on the adjacent townhouse site with respect to sun/shadow and site lines.
- For Parcel TT, the placement of back-to-back units and Commercial Retail Unit (CRU) clusters are encouraged to better screen loading areas and create a more attractive, walkable site.
- Front building placement at the Zoning Bylaw's minimum front yard setback is encouraged. Buildings may be pushed back further from the front property line, though a limit of two rows of off-street parking between the front property line and closest building wall is encouraged.
- For Parcel TT, anchor stores should be located towards the rear of the site, backing onto McOrmond Drive, unless the front elevation contains significant architectural detailing and is designed in a manner sensitive to the residential nature of the area.
- Loading and garbage areas must be screened from surrounding properties and public streets through mechanisms such as fencing and/or more intensive landscaping.
- Site signage should be selected and designed cognizant of the area's residential context. In general, wall-mounted signage is encouraged over free-standing signage.



Large format store with significant front elevation detail



Good example of large format store with significant front elevation detail



Example of screened loading area



4.2 Parcel UU - Site Planning and Setbacks

- To take advantage of on-street parking, buildings are encouraged to be street-oriented and generally be no more than 3 metres from the front property line.
- All off-street parking should be provided at the rear of the building(s). Off-street parking located along the side wall of a building may be permitted, provided that the parking area is appropriately buffered from the fronting street.
- A mixture of retail and service-based land uses are recommended at grade level to facilitate a vibrant pedestrian-oriented street and to create a 'main street' feel that is attractive and comfortable for pedestrians.
- Provisions for active transportation facilities including strong linkages with transit facilities and bicycle storage.
- The use of proactive site planning and building layouts that can adapt and retail that facilitates pedestrian amenity areas and an animated public realm, through the use of sidewalk patios, seating areas, etc.



Bicycle storage to encourage active transportation



Allowances for sidewalk patios through proactive site planning



Pedestrian-oriented streetscape with angled street parking



Building-lined streets with angled on-street parking



5.0 Site Landscaping and Pedestrian Circulation

This section contains guidelines for landscaping and pedestrian circulation specific to Parcels TT, HI, IJ, JK, and UU.

5.1 Parcels TT, HI, IJ, and JK - Site Landscaping and Pedestrian Circulation

- A high degree of internal landscaping should be provided to help with pedestrian wayfinding and to provide an enhanced level of safety and comfort along internal walkways.
- Green spaces or amenity spaces should be provided at walkway edges which serve the buildings.
- Use of boulevard-style landscaping within parking lot islands and linear green spaces which align with internal site pathways.
- Establishment of a strong tree canopy along the major pedestrian and vehicle traffic (routes).
- Use of curbed landscaped islands at the end of each parking aisle.
- Changes in parking lot paving treatment to help delineate pedestrian routes or other forms of traffic calming including bulbing and raised or textured cross-walks.
- Changes in walkway entrance paving treatment to add visual appeal.



Green space at walkway CRU corner



Internal parking lot landscaped islands



Linear green spaces aligned with pedestrian pathway



Storefront walkway treatment change



Figures 3 and 5 provide examples of appropriate building entrance treatments and parking lot configuration, relative to Parcels TT, HI, IJ, and JK.

Figure 3 - Desirable Building Entrance

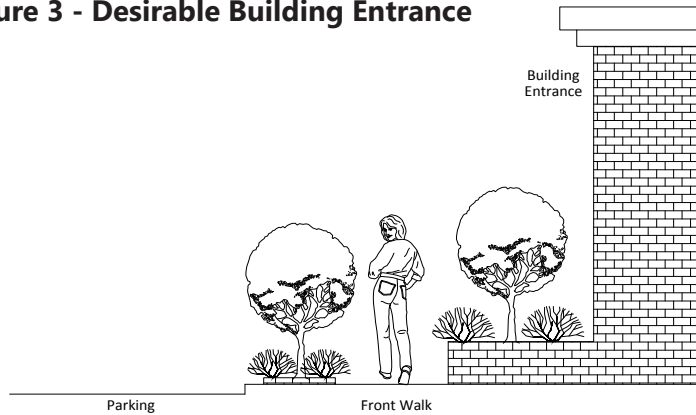


Figure 4 - Undesirable Building Entrance

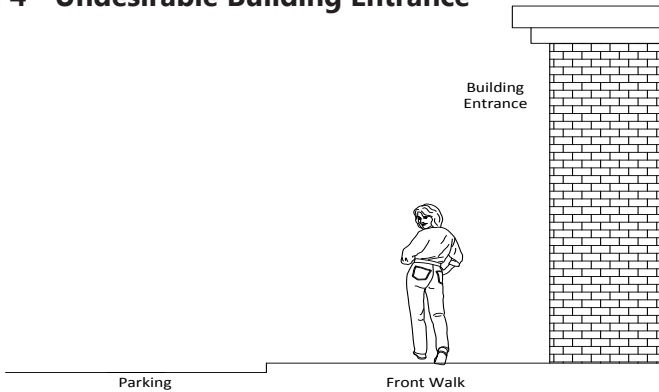


Figure 5 - Desirable Parking Lot Layout

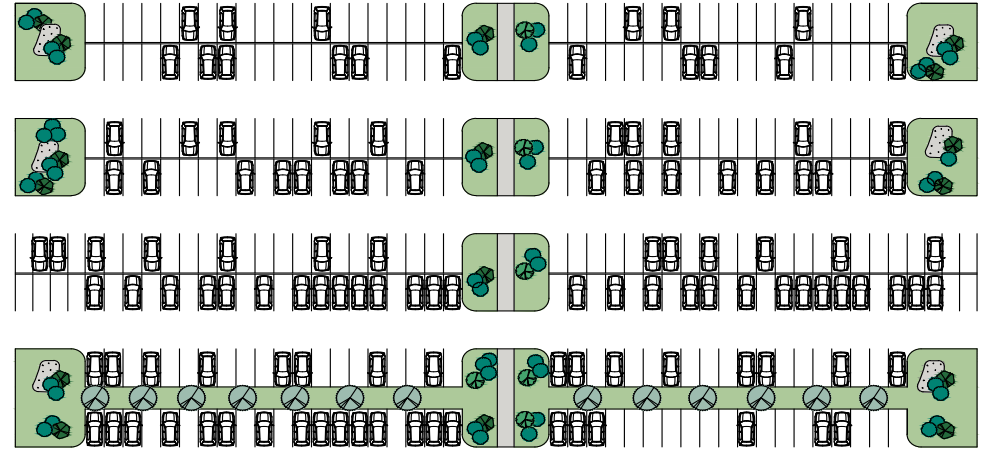
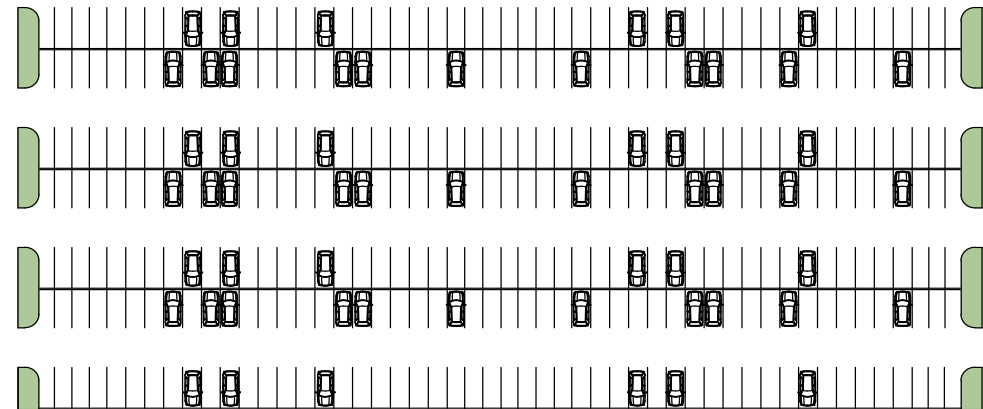


Figure 6 - Undesirable Parking Lot Layout





5.2 Parcel UU - Site Landscaping and Pedestrian Circulation

- Front-yard landscaping should include a mixture of soft and hard landscaping and be landscaped up to the Baltzan Boulevard and Horner Crescent curb faces, providing opportunities for possible patio or outdoor extension of retail uses.
- Select clusters of more intensive landscaping at various points along the block face are encouraged to facilitate pedestrian focal points, including the use of benches and other forms of street furniture.
- A combination of sidewalk textures should be used to enhance the visual character of the street.
- Intensive tree/shrubbery plantings should be used to help buffer the impacts of Baltzan Boulevard vehicle traffic.
- A well lit, safe and clearly demarcated pedestrian access way must be provided to and from any rear yard off-street parking area.
- A well lit, safe and clearly demarcated pedestrian connection between Parcels TT and UU.
- Planting of species suitable for winter climate.



A good example of sidewalk texture changes



A good example of intensive landscaping clusters along the streetscape to foster pedestrian amenity areas



6.0 General Architectural Design Guidelines

The following information includes general architectural design guidelines which apply to Parcels TT and UU and non-residential development on Parcels HI, IJ and JK.

- Front building elevations should include changes in wall plane to provide relief and encourage development at a pedestrian scale.
- Building massing should avoid long, continuous, blank wall surfaces throughout the development.
- Building massing should create visual interest by using varied roof lines, heights and pitches.
- Building frontages should be constructed to define the edges of any public street or pedestrian-oriented area.
- Architectural elements should be incorporated into front building elevations including canopies, window projections, awnings, recessed entry ways, specialty signs, etc.
- The use of a variety of different exterior building materials and exterior building material colours are encouraged throughout the site to facilitate a vibrant pedestrian-oriented streetscape.
- The use of a consistent fenestration pattern along building elevations.
- Lighting on any site and on/in any portion of a building shall be arranged and shielded such that it does not become a hazard, annoyance or compromise the function of adjacent properties.



Changes in wall plane and the use of a variety of canopies and awnings along the front elevation



A good example of the use of multiple colours



A good example of varied roof heights



A good example of a consistent fenestration pattern

Contract Award Report – January 1 to April 30, 2016 Contracts between \$50,000 and \$75,000

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to provide the Standing Policy Committee on Finance with information regarding competitive and sole source contracts between \$50,000 and \$75,000 from January 1 to April 30, 2016.

Report Highlights

1. Competitive contracts totaled just over \$1.142 million, and sole source contracts totaled just over \$323,000.

Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability through the open, accountable, and transparent disclosure of the award of contracts.

Report

In accordance with Council Policy No. C02-030, Purchase of Goods, Services and Work, the Administration is required to report three times a year on the award of contracts and requests for proposals between \$50,000 and \$75,000. Attachment 1 is a detailed list of the competitive contract awards, and Attachment 2 is a detailed list of the sole source contract awards, both for the period January 1, 2016 to April 30, 2016.

Due Date for Follow-up and/or Project Completion

The next contract award report will be tabled in October 2016 for the period May 1, 2016 to August 31, 2016.

Public Notice

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

Attachments

1. Competitive Contracts – January 1, 2016 to April 30, 2016
2. Sole Source Contracts – January 1, 2016 to April 30, 2016

Report Approval

Written by: Linda Leedahl, Purchasing Services Manager
Reviewed by: Linda Rauckman, Director of Materials Management
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial
Management Department

Contract Award Report Jan to Apr 2016.docx

**Competitive Contracts between \$50,000 - \$75,000
for the Period January 1, 2016 to April 30, 2016**

ATTACHMENT 1

Date	Project Title	Department	Contractor/Supplier	Contract Amt
16/03/29	Door to Door Paper Notice Delivery B.O.	Asset & Financial Mgmt.	Custom Courier Co. Ltd.	\$ 50,000.00
16/02/08	VMWare Support Renewal	Saskatoon Police Service	Horizon Computer Solutions Inc.	\$ 52,218.06
16/02/17	Traffic Cones	Transportation & Utilities	Latoplast Ltd.	\$ 52,989.20
16/04/08	Ammunition	Saskatoon Police Service	Korth Group Ltd.	\$ 53,724.05
16/02/26	Consulting Services for Pleasant Hill Spray Pad for design requiring specialized expertise on CSA Standards	Asset & Financial Mgmt.	Crosby Hanna & Associates	\$ 54,841.50
16/04/26	Custodial Services at Outside Washrooms	Asset & Financial Mgmt.	Erical Cleaning Services	\$ 55,000.00
16/04/18	Trenching and Backhoe Services	Transportation & Utilities	Klark's Trenching Ltd.	\$ 56,290.50
16/04/16	Sodium Fluorosilicate	Transportation & Utilities	Brenntag Canada Inc.	\$ 56,437.50
16/04/11	Kingsmere Boulevard Lift Station Decommissioning	Transportation & Utilities	Prairie Boyz Excavating Ltd.	\$ 58,111.20
16/04/25	Laboratory Testing Services	Transportation & Utilities	Maxxam Analytics	\$ 60,000.00
16/03/30	Brush Chipper	Asset & Financial Mgmt.	Arborist Supply Co Inc.	\$ 60,720.00
16/03/14	Street Sweeping Broom Material	Transportation & Utilities	Fer-Marc Equipment Ltd.	\$ 61,221.63
16/02/25	Sutherland Hall Repairs and Upgrades	Asset & Financial Mgmt.	Wells Interiors Inc.	\$ 61,835.27
16/05/06	Compost Bins and Rain Barrels (five-year contract)	Asset & Financial Mgmt.	Saskatoon Co-op Centre	\$ 63,000.00
16/01/27	Electrical Work	Saskatoon Police Service	Aim Electric Ltd.	\$ 66,412.50
16/03/08	Consulting Services for a Review of Development Delivery Options for Blairemore Station	Asset & Financial Mgmt.	KPMG	\$ 68,250.00
16/04/13	PotashCorp Playland Ride Maintenance	Asset & Financial Mgmt.	Access 2000 Elevator & Lift Inc.	\$ 70,000.00
16/04/12	One(1) 40-50 P.T.O. HP Tractor	Asset & Financial Mgmt.	Earthworks Equipment Corporation	\$ 70,436.36
16/03/23	Consulting Services for Wooden Playground Structure Replacement for design requiring specialized expertise on CSA Standards	Asset & Financial Mgmt.	Crosby Hanna & Associates	\$ 70,875.00
Total				\$ 1,142,362.77

Competitive Contracts between \$50,000 - \$75,000
for the period January 1, 2016 - April 30, 2016

Attachment 1

Sole Source Contracts between \$50,000 - \$75,000
January 1 - April 30, 2016

ATTACHMENT 2

Date	Project Title	Department	Contractor/Supplier	Contract Amt
16/03/31	Genesis E-Force Rescue Tool	Saskatoon Fire Dept.	WFR Wholesale Fire & Rescue Ltd.	\$ 50,940.02
Policy Section 4.3(a) Proprietary rights (sole authorized distributor). Other manufacturers' products were tested and the Genesis brand of extrication tools was chosen in 2015. This is the second purchase of Genesis tools.				
16/01/29	Message & Arrow Boards	Transportation & Utilities	Guardian Traffic Services Ltd.	\$ 63,068.50
Policy Section 4.3(a) Proprietary rights (sole authorized distributor) and 4.3(b) Standardization/compatibility. This brand of equipment is needed for compatibility with existing equipment.				
16/04/13	EA Solar Repeater with Mounting Kit	Transportation & Utilities	Elster Metering	\$ 65,782.64
Policy Section 4.3(b) Standardization/compatibility. This equipment is for the Advanced Metering Infrastructure Project approved by City Council and awarded to Elster.				
16/03/04	Vectobac	Community Services	CPS (Canada) Inc	\$ 68,640.00
Policy Section 4.3(a) Proprietary rights (sole authorized distributor). This is a specialized biological product for treating water bodies for mosquito larvae.				
16/02/23	Steelcase Furnishing	Asset & Financial Mgmt.	Business Furnishings (Sask) Ltd.	\$ 75,000.00
Policy Section 4.3(a) Proprietary rights (sole authorized distributor) and 4.3(b) Standardization/compatibility. This brand of furniture is needed for compatibility with existing furniture.				
Total				\$ 323,431.16

Sole Source Contracts between \$50,000 - \$75,000
January 1 - April 30, 2016

ATTACHMENT 2

2015 Annual Report – Saskatoon Land

Recommendation

That the information be received.

Topic and Purpose

The 2015 Annual Report highlights key Saskatoon Land accomplishments and summarizes revenues and inventory levels for the 2015 calendar year.

Report Highlights

1. Land sales for 2015 totaled \$63,425,578. Sales highlights include 159 single-family lot sales, 30.17 acres of institutional/multi-family sales and 20.97 acres of industrial sales/leases.
2. Since 2011, Saskatoon Land, in conjunction with private-sector developers, has met or exceeded the minimum supply targets for residential and industrial land. Estimates for 2015 yearend indicate the following inventory levels for each land category: 2,002 single-family units, 3,382 multi-family units, and 183 industrial acres.
3. Throughout the 2015 calendar year, a variety of accomplishments were realized by Saskatoon Land staff. Notable examples include: completion of the Green Bridge structure in Evergreen, administration of 80 leases totaling almost \$2 million in annual revenue, and the successful implementation of new single-family lot allocation process for lot draws.
4. Since 2007, \$123.3 million in net proceeds from the sale of property in Hampton Village, Willowgrove, Rosewood and Evergreen have been made available for City Council to allocate to various civic projects.

Strategic Goals

In the daily operation of Saskatoon Land, staff is committed to assist City Council and the Administration in achieving many of the goals and priorities outlined in the Strategic Plan. Specific examples include:

- enhancing and improving the land development business, through customer and builder surveys, up-to-date inventory control and project management software, and continual analysis of market demand and consumer preferences under the Strategic Goal of Continuous Improvement;
- generating investment returns that provide City Council with additional funding to invest in what matters and provide increased revenue sources and reduced reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability;

- incorporating community focal points in new neighbourhood design such as village squares, streetscaping, and Linear Park design, as well as pre-designating rental, affordable and entry-level housing projects in each neighbourhood, under the Strategic Goal of Quality of Life;
- striving to be a leader in promoting environmental practices through incorporating energy efficient and responsible land use strategies in new neighbourhood design under the Strategic Goal of Environmental Leadership;
- designing complete communities that support a range of household types and contain a mix of commercial, institutional and residential land uses, purposefully designed to promote transportation options and increase density under the Strategic Goals of Moving Around and Sustainable Growth; and
- facilitating employment growth and business expansion in the industrial and commercial sectors through the use of the innovative Industrial Land Incentives Program and the development of suburban centres under the Strategic Goal of Economic Diversity and Prosperity.

Background

In 1954, after years of obtaining and selling tax enforcement properties, City Council formalized its involvement in the land development business by actively acquiring land through purchase for future development.

Since that time, the City of Saskatoon (City) has been actively involved in the land development industry in all areas of Saskatoon, including residential, institutional, commercial, and industrial.

The core mandates of Saskatoon Land are to:

- provide an adequate supply of residential, institutional and industrial land at competitive market values;
- provide innovation and leadership in design for new growth;
- ensure timely and financially responsible acquisitions of all land requirements for the corporation's various capital projects and to ensure a sufficient long-term supply of future development lands for the City's Land Development business line;
- provide financial returns at competitive rates of return on investment to the City for allocation to civic projects and programs;
- assist in the attainment of orderly urban growth;
- coordinate and oversee the ongoing maintenance and leasing of all City-owned future development lands; and
- operate on a level playing field with other land development interests in the city.

Report

The 2015 Annual Report (Attachment 1) is an abstract of Saskatoon Land revenues and activities during 2015 and highlights key accomplishments of the Sales and Accounting, Real Estate, and Land Development Sections, as well as the financial benefits of the City's Land Development Program.

Sales Highlights

Saskatoon Land revenues for 2015 totalled \$63,425,578 and are summarized as follows:

- 159 residential lots were sold for a total of \$23,207,900;
- 7 institutional and multi-family parcels totalling 30.17 acres were sold for a total of \$28,788,678;
- 8 industrial parcels totalling 17.72 acres were sold for a total of \$9,851,000; and
- 2 industrial parcels totalling 3.25 acres were entered into long-term leasing contracts which represents revenue of \$1,578,000.

Supply of Residential and Industrial Lands

Ensuring sufficient supply of serviced land is critical in meeting building demand. Saskatoon Land sets annual targets for single-family lots, multi-family residential land, and industrial land to ensure sufficient inventory is maintained to provide an adequate supply of serviced land for the market. The annual inventory targets ensure a balanced market exists that is not subject to significant price swings due to land shortage or oversupply. Since 2011, Saskatoon Land, in conjunction with private-sector developers, has met or exceeded the minimum supply targets for residential and industrial land.

Estimates for 2015 yearend indicate the following inventory levels for each land category: 2,002 single-family units, 3,382 multi-family units, and 183 industrial acres.

Saskatoon Land Accomplishments

In 2015, the Sales and Accounting Section introduced new initiatives to enhance efficiency, increase customer satisfaction and attain sales objectives, including, but not limited to:

- updated the Industrial Land Incentive Policy; and
- created a Saskatoon Land builder committee to review improvements for the lot allocation process as well as criteria to maintain builder eligibility.

Saskatoon Land's eligible contractors were invited to complete a survey regarding customer service (Attachment 2). The survey results demonstrate the staff's commitment to provide an exceptional level of customer service.

In 2015, the Real Estate Section continued to achieve its many land procurement goals such as:

- administered approximately 80 leases generating \$1,924,000 in annual revenue;
- coordinated an agreement to relocate Saskatoon Police Service’s outdoor shooting range and remediation of existing site;
- finalized land acquisitions required for the North Commuter Parkway project; and
- negotiated an agreement to take over lease and management of the Sutherland Memorial Hall.

In 2015, the Land Development Section undertook a variety of activities related to development of many neighbourhoods and development areas. These activities include enhancement projects, such as entrance landscaping, fencing, and signage, park and dry/wet pond landscaping and decorative fence construction. In Evergreen, these activities also included landscaping of the Village Square Park and Green Bridge.

Activities also included ongoing concept plan development in Elk Point, University Heights Neighbourhood 3, Blairmore Neighbourhood 3, and South Caswell, as well as concept plan amendment and rezoning applications related to development areas in Kensington, Rosewood, and Evergreen.

Further information on these projects and the accomplishments of each Section of Saskatoon Land can also be found in Attachment 1.

Financial Benefits

In 2015, a further \$4 million in net proceeds from land sales in the Rosewood development were allocated by City Council. To date, \$123.3 million in net proceeds from the sale of property in Hampton Village, Willowgrove, Rosewood and Evergreen have been made available for City Council to allocate to various civic projects. The following table outlines various projects and programs that have been funded by allocations from net proceeds generated by Saskatoon Land.

Project	Allocation*
Funding for the City’s Affordable Housing Reserve commitments	\$ 14.5
Inner-city urban renewal projects, including Pleasant Hill Revitalization and 25 th Street entrance treatments	\$ 11.7
Operating Budget contributions (2007 – 2013)	\$ 8.2
Bridge Reserve	\$ 2.5
Land Acquisitions	\$ 13.0
Contributions to various future capital expenditures and reserves over six years (fire hall land, Reserve for Capital Expenditures, lane paving, Infrastructure Surface Reserve)	\$ 18.5
Mayfair Pool replacement	\$ 5.0
Paved street rehabilitation and road maintenance equipment	\$ 4.7

Project (continued)	Allocation*
2013 - 2022 Housing Business Plan	\$ 2.0
Road rehabilitation and preservation	\$ 13.9
Prepaid reserve deficiency	\$ 28.3
Ice Arena Partnership	\$ 1.0
TOTAL	\$ 123.3

*in millions

Due Date for Follow-up and/or Project Completion

Saskatoon Land produces an annual report which highlights key Saskatoon Land accomplishments, summarizes revenue sources for the calendar year, and outlines the benefits of the Land Development Program. The 2016 Annual Report will be tabled at the Standing Policy Committee on Finance in spring 2017.

Public Notice

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

Attachments

1. City of Saskatoon, Saskatoon Land 2015 Annual Report
2. Customer Service Survey Questions

Report Approval

Written by: Chelsea Mamer, Staff Accountant
Reviewed by: Frank Long, Director of Saskatoon Land
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

Land Annual Report 2015.docx

2015 Saskatoon Land Annual Report





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The City of Saskatoon (City) has been active in the business of developing and selling land since the 1920s, at a time when numerous properties were obtained through tax enforcement. In 1954, City Council formalized its involvement in the land development business by actively acquiring land for future development. This land-banking function was unique among municipalities at that time and continues to be one of the more extensive operations of its type. Since the 1950s, the City has played a significant role in developing Saskatoon communities, and more recently, supplying serviced industrial land to accommodate growth in Saskatoon's vibrant business community and local economy. The Saskatoon Land (Asset and Financial Management Department) team takes pride in building innovative communities that provide valued amenities, enhanced quality of life, community identity, and lasting value to the investors and families that choose Saskatoon Land developments.

The core mandates of Saskatoon Land are to:

- provide an adequate supply of residential, institutional and industrial land at competitive market values;
- provide innovation and leadership in design for new growth;
- ensure timely and financially responsible acquisitions of all land requirements for the Corporation's various capital projects and to ensure a sufficient long-term supply of future development lands for the City's Land Development business line;
- provide financial returns at competitive rates of return on investment to the City for allocation to civic projects and programs;
- assist in the attainment of orderly urban growth;
- coordinate and oversee the ongoing maintenance and leasing of all City-owned future development lands; and
- operate on a level playing field with other land development interests in the city.

Saskatoon Land is comprised of 18 staff members who administer the City's land development and real estate operations. In the process of developing the land and offering it for sale, Saskatoon Land staff examines the demand for four different markets: institutional, commercial, industrial and residential. Based on these market assessments, they arrange for the appropriate quantity and type of land to be designed and developed for eventual sale. In attaining planned land servicing objectives, Saskatoon Land draws heavily on the engineering experience and skills of the staff at the Saskatoon Water and Construction and Design Divisions within the Transportation and Utilities Department. This group of civic staff provide the engineering design, drafting, and project management during the servicing phase of the land development process.

As with private sector land developers, Saskatoon Land is subject to all procedures and regulations that govern the land development process in Saskatoon. This process is subject to extensive negotiations and influences from many stakeholders including, but not limited to, civic departments, external agencies, and in most instances, private developer partners and land owners.

The City's land development operation, including Saskatoon Land, is self-financing. This includes all business operations, including the land development levies and fees, payment of staff salaries, overhead costs, marketing, and the administration of sales. An administration fee is received on all sales and leases and is allocated to the Land Operations Reserve to finance all of the annual operating costs of the Division.

Growing Forward! Shaping Saskatoon: Growth Plan to Half a Million

Growing Forward! Shaping Saskatoon is a public planning initiative to develop a Growth Plan to Half a Million (Growth Plan) for Saskatoon that will guide infrastructure investments as our city doubles its population over the next 30 to 40 years.

In 2011, Saskatoon citizens developed a comprehensive vision for the city through the Saskatoon Speaks process. This City-led initiative engaged a large portion of the community in a discussion about Saskatoon's future. Citizens were asked to share what they value and their aspirations for Saskatoon. Eight interrelated themes and visions were identified that contributed significantly to City Council's Strategic Plan 2013 - 2023 (Strategic Plan).

The Growth Plan is comprised of a number of initiatives that fit together to form a new growth model for Saskatoon – one that will provide more choices for residents to move around the city while making it easier to work, shop and play closer to home. The plan focuses on three core initiatives: Corridor Growth, Transit, and Core Bridges, and four supporting initiatives including Employment Areas, Active Transportation, Water and Sewer, and Financing Growth.

A Growth Plan Summit was held on March 14, 2016 in Council Chambers, and the Growth Plan was approved by City Council in April 2016.

Saskatoon Land is helping to shape Saskatoon in line with the vision put forth in the *Growing Forward! Shaping Saskatoon* model. Support

of the Growth Plan initiatives are essential considerations in drafting plans for Saskatoon Land's development areas and in supporting projects that further the initiatives of the Growth Plan.

Key neighbourhood design elements that support the Growth Plan initiatives are:

- designing master planned communities with high overall dwelling units per acre, which contributes substantially to an overall denser urban form;
- developing mixed-use parcels which promotes lower vehicle dependence by setting the stage for goods and services to be available locally;
- developing transit-oriented development parcels along arterial streets (such as the complete street concept to promote transit);
- preserving important natural features such as drainage, wildlife corridors, healthy tree belts, and prairie remnant grassland areas;
- naturalized reconstruction of wetland areas within new development areas;
- incorporating alternative transportation routes into new neighbourhoods with connections to internal and external trail systems; and
- designing with solar orientation of streets and key sites in mind to maximize opportunities for active, passive and solar gain.

To further support the City's *Growth Plan* initiatives related to corridor development and transit, Saskatoon Land will increase its focus on infill development opportunities, and provide support to other departments fostering development opportunities on corridor and transit-oriented development sites.





2015 Land Sales Highlights

Land sales for 2015 totaled \$63,425,578. Sales highlights include: 159 single-family lot sales, 30.17 acres of institutional/multi-family sales and 20.97 acres of industrial sales/leases. A five-year sales comparison by property type is detailed throughout this report. Properties with options or deposits in 2015, to be exercised or paid out in 2016, amount to \$3,433,500 on industrial land and \$3,422,250 on multi-family land. These two amounts are in addition to the 2015 sales.

An evident moderation in the new home market resulted in less demand for single-family lots throughout 2015. Lower single-family sales were reflective of higher levels of builder inventory. Single-family sales have decreased 61.76% from the previous 2014 sales year, with sales of \$23,207,900. Continuing demand in the multi-family market resulted in sales of \$28,788,678 totalling 30.17 acres. Although this shows a decrease of 19.42% in sales from the previous 2014 record high sales year, it is the second highest annual multi-family sales figure. The winter Evergreen multi-family tender saw two of the six sites sold with one bid over \$1.1 million per acre. Three additional sites were optioned in 2015 with the remaining site still available for sale over-the-counter at yearend. Sales from this phase of multi-family sites totalling \$3,422,250 were not accounted for in 2015 and will be realized in early 2016.

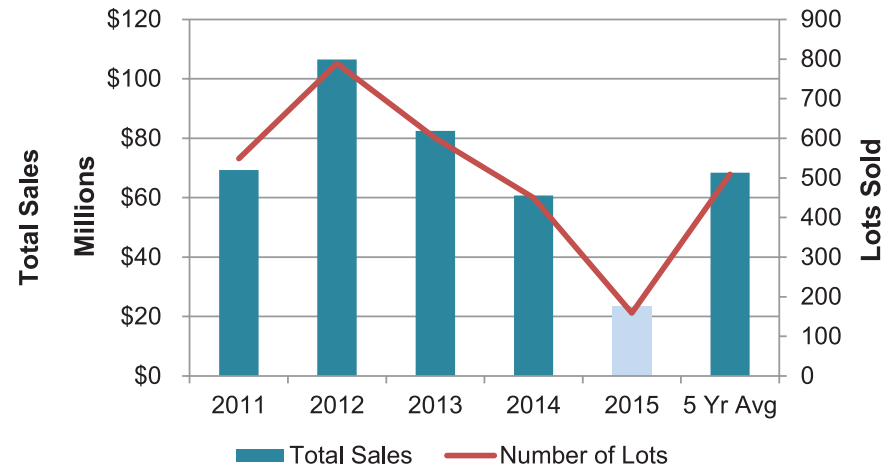
Increased sales of large premium lots remaining in inventory and lower overall lot sales throughout 2015 resulted in an increased average lot price of \$140,599 from the average price of \$134,872 in 2014.

Residential Properties

Year	Total Sales	Number of Lots	Average Price
2011	\$ 69,309,800	549	\$126,247
2012	\$106,566,000	789	\$135,065
2013	\$ 82,501,916	600	\$137,503
2014	\$ 60,692,558	450	\$134,872
2015	\$ 23,207,900	159	\$140,599*
5 Yr Avg	\$ 68,455,635	509	\$134,490

*Average price excludes Montgomery properties.

Single-Family Residential Lot Sales



Institutional/Multi-Family Properties

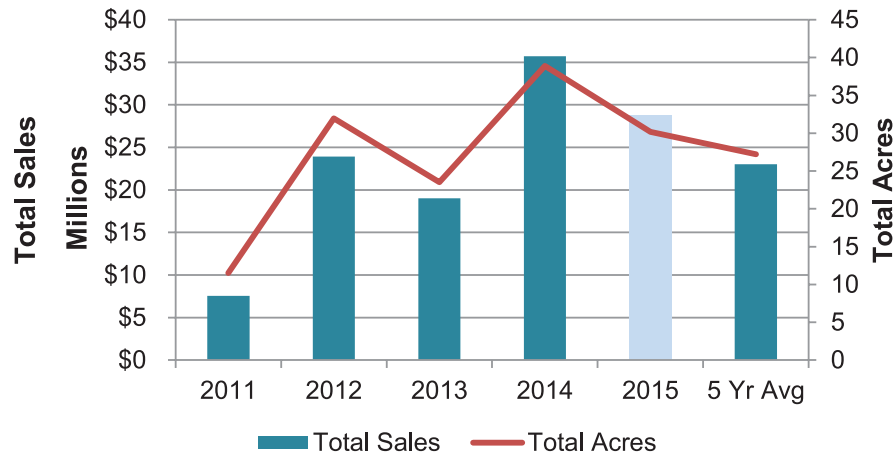
Year	Total Sales	Number of Parcels	Total Acres	Average Price/Acre
2011	\$ 7,556,360	4	11.51	\$656,504
2012	\$23,917,100	16	31.96	\$748,345
2013	\$19,026,400	8	23.52	\$808,946
2014	\$35,727,267	15	38.88	\$918,911
2015	\$28,788,678	7	30.17	\$954,215
5 Yr Avg	\$23,003,161	10	27.21	\$845,456

Industrial Properties

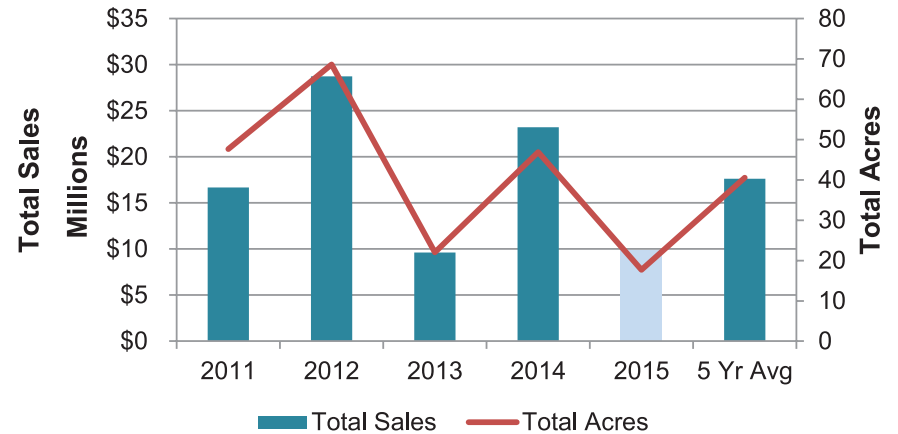
Year	Total Sales	Number of Parcels	Total Acres	Average Price/Acre
2011	\$16,692,900	22	47.62	\$350,544
2012	\$28,728,687	33	68.63	\$418,602
2013	\$ 9,629,406	13	22.03	\$437,104
2014	\$23,215,670	17	46.87	\$495,320
2015	\$ 9,851,000	8	17.72	\$555,926*
5 Yr Avg	\$ 17,623,533	19	40.57	\$434,355

* In 2015, Saskatoon Land realized sales of five Southwest Industrial parcels, which had an average price per acre of \$600,000. These sales significantly increased the average price per acre typically realized in the Marquis Industrial area in previous years.

Institutional/Multi-Family Sales 2010-2014



Industrial Sales 2010-2014



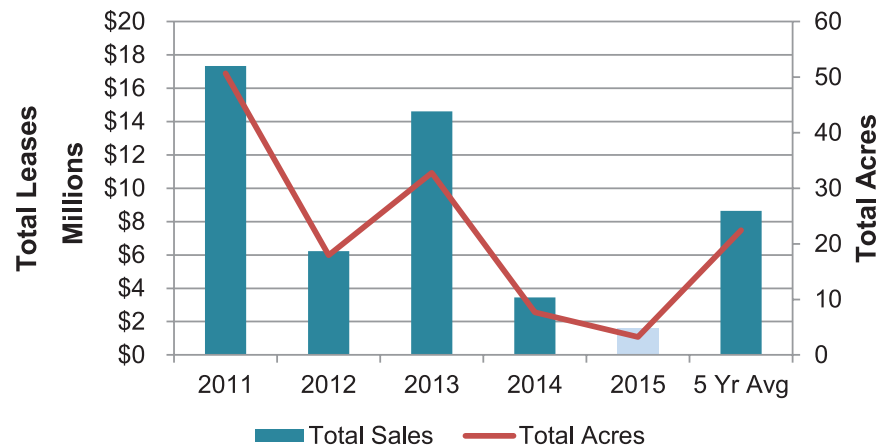
Industrial Long-Term Leases

Year	Total Sales	Number of Parcels	Total Acres	Average Price/Acre
2011	\$17,331,550	23	50.66	\$342,115
2012	\$ 6,219,500	5	17.94	\$346,683
2013	\$14,615,900	18	32.77	\$446,015
2014	\$ 3,459,400	2	7.69	\$449,857
2015	\$ 1,578,000	2	3.25	\$485,538
5 Yr Avg	\$ 8,640,870	10	22.46	\$384,688

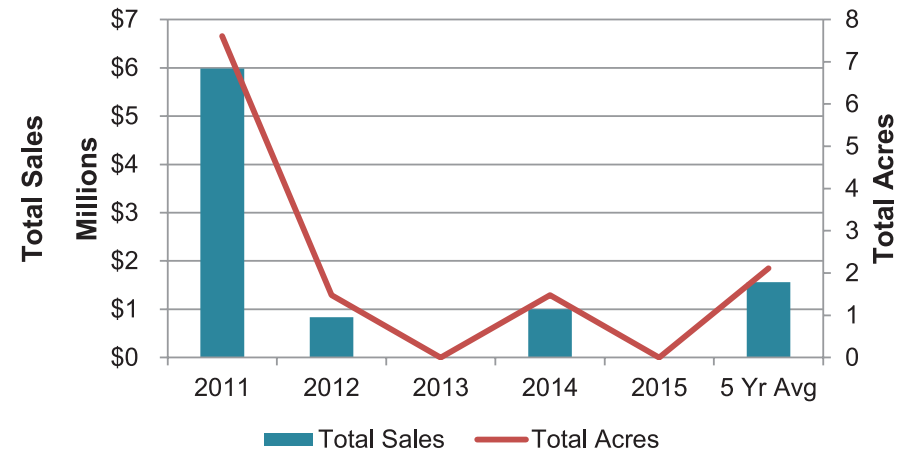
Commercial Properties

Year	Total Sales	Number of Parcels	Total Acres	Average Price/Acre
2011	\$5,982,426	3	7.61	\$786,127
2012	\$ 838,100	1	1.48	\$566,284
2013	\$ 0	0	0	\$ 0
2014	\$ 999,000	1	1.48	\$675,000
2015	\$ 0	0	0	\$ 0
5 Yr Avg	\$1,563,905	1	2.11	\$739,785

Industrial Long-Term Leases



Commercial Sales



Industrial land sales in 2015 totalled \$11,429,000, which is a 57.15% decrease in sales from 2014. Of these sales, 3.25 acres (15.50%) were long-term leases, which have a term of 15 years and an option to purchase the land at its original price. Additionally, \$2,466,000 (21.58%) of total industrial land sales were the result of direct land sales. At yearend 2015, 13 parcels of land totalling 28.5 acres were completely serviced and available for sale.

Commercial land sales over the last four years have been low due to few land parcels being made available. Commercial land sales are expected to gain momentum over the next five years as more land parcels are serviced and brought into the development stream in Evergreen and Aspen Ridge.



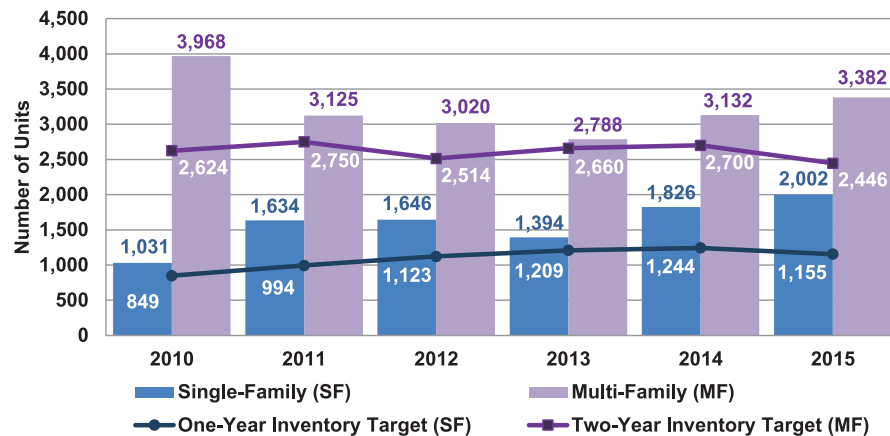


Supply of Residential and Industrial Land

Servicing sufficient amounts of land to ensure adequate supply levels is a key objective of Saskatoon Land. In striving to achieve this objective, minimum supply targets of a one-year supply of single-family lots and two-year supply of multi-family and industrial land have been set by the City. Saskatoon Land monitors land inventory supply throughout the year and works with private developers to quantify servicing plans on lands located in growth areas within Saskatoon. Since 2010, the local land development industry has met or exceeded the minimum supply targets for residential and industrial land.

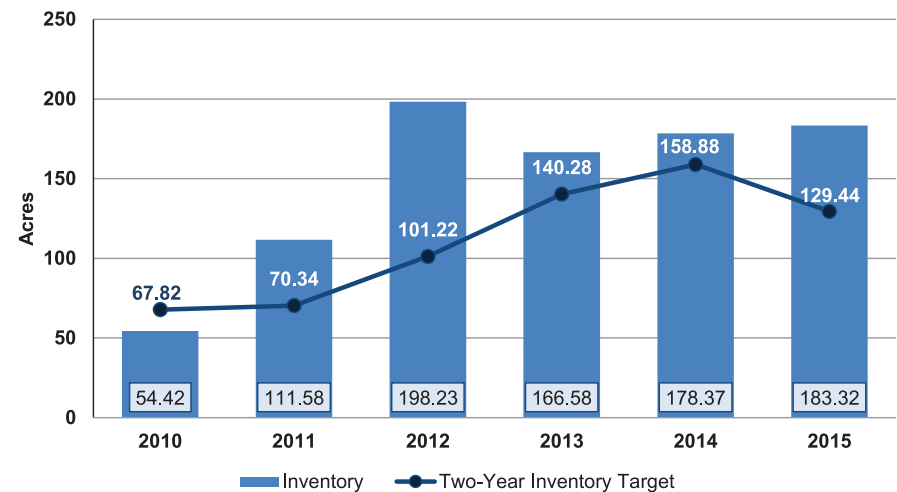
Targets for industrial land supply were exceeded in 2015. City land tenders yielded few bids in excess of reserve prices, however, most parcels were tied up by purchasers shortly after the land was placed for sale over-the-counter. Absorption of industrial land remained steady throughout 2015 with building permits issued on 14 parcels totalling over 50 acres. At 2015 year end, Saskatoon Land held 16 parcels totalling 16.8 acres, which represents 9% of the total vacant industrial parcels available within new industrial areas in Saskatoon. While fully serviced industrial land inventories remained relatively stable in 2015, continued monitoring of industrial vacancy rates and available land parcels will take place throughout 2016 to inform decisions on further industrial land tenders and future servicing phases in the Marquis Industrial area.

Builder and Developer Inventory Levels



The servicing completed by the City and private developers in 2015, as well as subsequent moderation of serviced lot absorptions, has increased yearend single-family builder and developer inventory levels to 2,000 dwelling units. Multi-family inventories remained relatively consistent throughout 2015. Land tenders offered by Saskatoon Land throughout 2015 received considerable interest. Dwelling unit demand and land absorption in the multi-family category exceeded single-family as builders continued to offer attractive price points for newly constructed units throughout the city.

5-Year Industrial Inventory



Single-Family Inventory

	Hampton Village	Evergreen	Rosewood	Kensington	Parkridge	Aspen Ridge	Misc	Total
Beginning Inventory: January 1, 2015	6	100	17	236	0	0	0	359
Less: Lots sold in 2015	2	29	7	36	15	65	5	159
Add: Lots serviced in 2015	0	0	0	85	174	134	5	398
Ending Inventory: December 31, 2015	4	71	10	285	159	69	0	598

Pending servicing completion and continued lot absorption, one lot draw is planned for Aspen Ridge in fall 2016. Further lot releases in Kensington are dependent on further inventory absorption.

Multi-Family/Institutional Inventory

	Hampton Village		Evergreen		Total	
	Parcels	Acres	Parcels	Acres	Parcels	Acres
Beginning Inventory & Parcels Under Agreement: January 1, 2015	0	0	6	15.46	6	15.46
Less: Sales Recognized in 2015	1	3.50	7	26.67	8	30.17
Add: Parcels Brought to Market in 2015	1	3.50	6	22.82	7	26.32
Ending Inventory & Parcels Under Agreement: December 31, 2015	0	0	5	11.61	5	11.61

Industrial Inventory

	Marquis				South West				Total			
	LI		HI		LI		HI		LI		HI	
	Parcels	Acres	Parcels	Acres	Parcels	Acres	Parcels	Acres	Parcels	Acres	Parcels	Acres
Beginning Inventory & Parcels Under Agreement: January 1, 2015	10	17.75	2	3.73	0	0.00	0	0	10	17.75	2	3.73
Less: Sales Recognized in 2015	1	3.72	4	6.85	5	10.40	0	0	6	14.12	4	6.85
Add: Parcels Brought to Market in 2015	0	0.00	8	20.60	6	13.19	0	0	6	13.19	8	20.60
Ending Inventory & Parcels Under Agreement: December 31, 2015	9	14.03	6	17.48	1	2.79	0	0	10	16.82	6	17.48

LI = Light Industrial
HI = Heavy Industrial

Saskatoon Land 2015 Key Accomplishments

Sales Section

In 2015, Saskatoon Land implemented a new inventory management system (Reflex). This system consists of all important sales transaction data and dates for next steps on the file that need attention by the sales staff. The Reflex system also allowed for the tracking of customer communications to be linked to the purchaser and the lot it pertains to. Implementing this process was one of the recommendations from the internal 2014 audit on Saskatoon Land's inventory and revenue system.

A review of the Industrial Land Incentive Program was initiated in 2015 to ensure it is being utilized for the intended purposes. The program exists to attract new industry and encourage the expansion of existing industry. It exists to aid those businesses which are unable to finance both the cost of land and a building by deferring the cost of land through a low monthly rate based on the City's cost of borrowing. In the past, the program has been used heavily for speculation which resulted in no improvements being made on the parcels. In order to reduce this risk going forward, a build commitment has been incorporated that gives the City the option to cancel a lease if construction of a building has not started within three years.

In order to review the lot allocation process, a committee was established comprised of representatives from the Saskatoon and Region Home Builders' Association and builders of

varying sizes. Through discussions with the committee, a new lot draw process consisting of two categories of builders was done on a trial basis during the Aspen Ridge Phase 1 lot draw. All builders who over the last five years purchased six or more lots per year were considered a Category 1 builder. Saskatoon Land then allocated lots to this Category 1 group through a separate lot draw based on a percentage of purchases compared to the total of all builders. Any lots not selected by these builders were then added to the Category 2 draw, which consisted of the remaining builders and individuals. The Category 2 draw operated as per the usual process used over the last three years.

One additional change to the process included how lots were allocated to builders. Previously, this was done solely on the five-year purchase history, which did not give any credit to those builders who focused on high-end custom homes. In order to factor this in, a new weighted average ranking system was used that gave equal weight to both the number of lots purchased and the value of those lots. This allows builders who purchase high-end lots to be rewarded with a slight increase to their ranking.

Other significant accomplishments include another good year for multi-family sales in which 18.68 acres of land was sold for a total of \$19,728,408.50. The 2015 year also saw the sale of school sites in Evergreen and Hampton Village in order for the Ministry of Education to

begin construction of new elementary schools in these neighbourhoods. The first phase of lots in Aspen Ridge was released in the fall, which saw the sale of 65 single-family lots out of the 134 available for sale. The next phase of this neighbourhood is scheduled for release in fall 2016.

Real Estate Services

Real Estate Services provide a wide range of real estate related services to the corporation to assist with securing real estate needs and objectives.

Land procurement for future urban development continued to be a priority with two significant transactions north of the city limits totalling 230 acres. Real Estate Services continues to pursue strategically located future development lands that are consistent with the goals and objectives of City Council, thereby ensuring continued success of the land development program.

In addition to securing lands for future development, Real Estate Services also acquires lands required for a variety of roadways and infrastructure projects undertaken by the City each year. The North Commuter Parkway (NCP) is a major transportation project linking the developing neighbourhoods in the northeast with the Marquis Industrial area. In 2015, Real Estate Services completed the last two remaining land acquisitions required for the project.

Two additional properties that are being impacted by the NCP project are the outdoor shooting ranges of the Saskatoon Police Service (SPS) and the Saskatoon Wildlife Federation (SWF). Due to the lands being immediately adjacent to the NCP, the outdoor ranges could no longer continue to operate. Real Estate Services negotiated and coordinated an agreement with SPS and SWF to cease operations of the range, relocate to a new site owned by the SWF, have the existing target wall and side berms relocated to the new site for use in construction of the new earth berms, and for the existing site to be remediated to a residential-zoned standard.

Further to the NCP land dealings, numerous other land acquisitions and negotiations were completed in support of several smaller roadway and infrastructure projects such as the 33rd Street pathway project, a long-term snow management facility site, and lands to accommodate an earth berm for the Civic Operation Center (COC) project.

During 2015, a total of four abandoned spur lines were purchased from the Canadian National Railway (CN) primarily for future transportation considerations. Locations of these CN lands included Airport Industrial, Kelsey Woodlawn, and the North Downtown. A number of these lands included existing lease arrangements, which are now being overseen by Real Estate Services; lease uses include parking, billboard, and storage. A number of additional lease opportunities for these abandoned spur lands were also developed, and working toward implementation continues.

Over the past few years, Real Estate Services has acquired a number of strategically located parcels for future corporate purposes and subsequently added to the Real Estate Services management portfolio. Given the location of these parcels in the downtown and beltline areas, an interim use of surface parking provides

many benefits to the City. In addition to the benefit of reducing ongoing maintenance costs while providing added supply of market parking, financial benefits were also realized. In 2015, over \$650,000 in revenues were received from the interim parking use on these properties.

Other significant responsibilities of Real Estate Services include provision of leasing, property management, project management, and property maintenance services for the corporation. These functions generate a significant amount of revenue and cost savings for the City. Gross revenue generated through leases administered by Real Estate Services in 2015 was almost \$2 million. This includes revenues from parking lots, billboards, short- and long-term leases, and farm leases, as well as two buildings that the City owns and operates while co-sharing space with external tenants. In 2015, Real Estate Services entered into five new billboard license agreements resulting in \$30,000 of annual revenue.

In the past year, Real Estate Services assisted in establishing, renewing and negotiating several non-revenue generating leases where the City is the landowner, such as the Bowerman House, which is a historical property located on the former sanatorium site in Holiday Park. The Meewasin Valley Authority leases and operates the property.

Another example of a non-revenue generating lease is Sutherland Hall, which is a City-owned facility that has been managed and operated for the past 57 years by the non-profit Sutherland Memorial Hall Corporation (SMHC). With only two directors remaining, SMHC indicated they would be open to another party taking over management and operation of the Hall. Real Estate Services subsequently negotiated a lease agreement with another well-recognized and established non-profit corporation, POW City Kinsmen, which has now taken over

management and operation of the Hall. A sizeable portion of the funds built-up under the stewardship of SMHC will be invested immediately in improvements to the property. The balance will be retained for future repairs and maintenance.

Real Estate Services also oversees the disposal of raw material accumulated through land development, such as the sale of topsoil and rock. In 2015, revenue generated through topsoil and rock sales totalled approximately \$870,000. The long-term office accommodation vision for the corporation continues to be a major focus for Real Estate Services. The goal of this vision is to ensure the corporation's office requirements are satisfied, while ensuring both customer service levels and space/cost efficiencies are enhanced.





Land Development Section

Kensington

The first lot draw offering for the Kensington neighbourhood took place in spring 2013. Since then, approximately 210 lots have been sold. Saskatoon Land continues to employ a new approach to the implementation of development controls whereby staff review each development control form submitted at the permit application stage. The process and related requirements are expected to evolve along with changes in the market and builder and consumer preferences.

Additional Kensington projects that were completed or initiated in 2015 include:

- a marketing campaign which includes a video, promotional radio spots, bus banners and billboards to promote the Kensington neighbourhood is underway
 - this campaign, developed by the Community Services' Marketing Section, won the Bridges Award for Best Marketing Campaign award at the 2015 Awards Gala;
- conceptual design for the Kensington Village Square and Village Centre was completed; detailed design and tender document preparation for construction of the Square is anticipated to be complete in late 2016;
- 33rd Street entrance landscaping project was completed;
- decorative concrete entrance fencing was constructed at the most easterly roundabout entrance to Kensington;
- decorative concrete entrance fencing construction at Kensington Gate West will be constructed in 2016;
- landscape design for the central pond in Kensington is underway, with construction scheduled for summer/fall of 2016; and
- the concept plan amendment for the Village Square area was approved which will result in improved pedestrian safety, traffic circulation, parking, and site development flexibility.

Parkridge Extension

The extension of the Parkridge neighbourhood was approved by City Council in 2005 as part of the Blairmore Suburban Centre Neighbourhood Concept Plan. Key accomplishments in Parkridge for 2015 include:

- completion of shallow utilities servicing;
- lot draw for 174 lots was held in the spring;
- completion of the linear park and greenspace aluminum fencing;
- initiation of the park design and completion of tree pruning and removal to prepare for 2016 park construction; and
- initiation of landscape enhancements for the Blairmore Wet Pond including preparation of a funding strategy with the Parks Division and the Construction and Design Division.

Rosewood

At 2015 year end, there were ten single-family lots remaining for sale in Rosewood. These, in addition to one mixed-use site in the Village Square and one multi-family site adjacent to the Village Square, represent Saskatoon Land's remaining land holdings in the Rosewood neighbourhood. Saskatoon Land intends to complete servicing and sale of the multi-family site in 2016/17.

The Rosewood Gate North entrance streetscaping project and the landscaping of three cul-de-sac islands within Saskatoon Land's development area has been completed.

A concept plan amendment and rezoning application for the redesign of Rosewood Village Square was approved in 2015. The redesign results in a configuration that allows more efficient access, parking, and circulation for pedestrians and vehicles which improves the development potential of the building sites and will create a vibrant public space in the village square.



Evergreen

Increased demand for housing in Saskatoon and the popularity of Saskatoon Land's northeast development has contributed to the rapid development of Evergreen. Approved by City Council in June 2009, the first lot draw in Evergreen was held in fall 2010. The final single-family lot draw was held in spring 2014. All single-family residential lots and most multi-family parcels were brought to market within three and one-half years. There were 71 single-family lots in inventory at the end of 2015.

Key accomplishments in Evergreen for 2015 include:

- a multi-family tender for six parcels in the southeast totalling 18.36 acres;
- four Residential Care Home lots were sold; two direct sale and two tendered;
- detailed design and tender package preparation for the entrance streetscaping of Fedoruk/Zary, Fedoruk/Evergreen Boulevard (including the roundabout landscape), and McOrmond/Baltzan south were completed;
- the re-tender, correction of deficiencies from the previous contract, and most of the underground structure for Evergreen Square was completed in 2015; the Square will be completed by mid to end of summer 2016;
- Green Bridge structure construction was completed; the landscaping contract has been tendered and the landscape construction will be completed in 2016;
- 70% of the final linear park fencing was completed; Zary Road and Baltzan Boulevard south masonry fencing was completed;
- the three final entrance signs were substantially completed;
- District Village legal subdivisions were initiated;
- Edward S. Blaine and Korpan Parks were completed; Funk Core Park area is tendered and construction will be initiated in 2016; and
- construction of the two Evergreen elementary schools commenced.

Elk Point Neighbourhood Concept Plan

Elk Point, located north of Kensington, is the next neighbourhood to be developed in the Blairmore Sector. Development is scheduled to begin once the sales of the City's land holdings in Kensington are substantially complete.

The Elk Point Neighbourhood Concept Plan was developed by Saskatoon Land in consultation with its development partner and co-owner of lands within the neighbourhood, DREAM Development.

The design of Elk Point neighbourhood has been undertaken with the aim of creating a walkable, well-connected, mixed-use neighbourhood that meets the goals of the City's Strategic Plan and Growth Plan.

The design proposes a return to elements commonly found in pre-war North American neighbourhoods, including a largely grid-based street layout, a substantial number of rear-lane lots, and a mix of land uses. The neighbourhood includes three major constructed wetland areas that will feature native plantings, be designed to function as wetlands to manage and filter stormwater, and provide recreational and educational amenities for the neighbourhood and surrounding communities.

The design of the street layout is intended to accommodate a mix of housing options, while supporting connectivity for all modes of transportation. Housing options will include a variety of types and tenure options in the single- and multi-family market, including purpose-built rentals, and attainable and entry-level housing. This mix of housing forms will promote affordability, diverse lifestyles and accommodate a variety of income levels within the neighbourhood.

Commercial uses have been located on the western edge of the neighbourhood, providing accessibility to traffic along Neault Road and also residents living in surrounding neighbourhoods. These locations also allow for the commercial sites to be integrated with the mixed-use sites and medium density developments in the village centre and western area of the neighbourhood.

The proposed plan includes a centrally located corridor and linear park lined with multi-family parcels, which will provide multi-modal connections between shops, services and residential areas. The placement of a significant amount of the neighbourhood population along this central corridor will also promote transit viability and accessibility for residents.

In keeping with the Growth Plan, the neighbourhood was designed to ensure that access points into the neighbourhood provide connectivity with adjacent neighbourhoods. These connections ensure that amenities in Elk Point are convenient and accessible, and provide connections to existing and future transit facilities to those in adjacent neighbourhoods in addition to those living in Elk Point.

The Elk Point Neighbourhood Concept Plan was submitted to the Planning and Development Division in 2013; City Council approval is anticipated in 2017.

Aspen Ridge

Aspen Ridge is the newest neighbourhood in the northeast being developed by Saskatoon Land, which the City owns approximately 70%. The Aspen Ridge Neighbourhood Concept Plan was approved by City Council in June 2014.

Key accomplishments in Aspen Ridge for 2015 include:

- completion of roadways, and substantial completion of shallow utilities for 134 lots in Phase 1;
- completion of the area grading and water and sewer for the remaining 237 lots in Phase 1;
- completion of area grading and water and sewer for 400 lots;
- commencement of area grading for 333 lots;
- completion of the McOrmond Drive roadway functional design;
- Feheregyhazi Boulevard streetscaping consulting contract was awarded and the detailed design was substantially completed; tender and construction will be completed in 2016;
- Feheregyhazi Boulevard entrance sign design consulting contract was awarded and the conceptual design process commenced;
- single-family architectural controls for Phase 1 were created and implemented;
- first lot draw for 134 lots in Phase 1 was completed; and
- preliminary lot and parcel design for the entire neighbourhood was initiated.

University Heights Neighbourhood 3

In 2015, some preliminary studies for the design and development of the neighbourhood were completed.

Key accomplishments in University Heights Neighbourhood 3 for 2015 include:

- completion of the hydro geotechnical investigations;
- completion of the natural area screening and heritage inventory report; and
- continuation of internal discussions regarding possible constraints and opportunities within the neighbourhood boundary.

Marquis Industrial Area

Industrial demand remained strong in the Marquis Industrial area in 2015. To keep up with demand, Saskatoon Land is continuing to design, legally subdivide and service industrial land.

Key accomplishments in the Marquis Industrial area for 2015 include:

- completion of the legal subdivisions, including raising titles, for Phases 8 and 10;
- completion of the area grading and water and sewer for Phase 8;
- ongoing work with the Construction and Design Division and the Parks Division to evolve surplus topsoil management and disposal strategies;
- substantial completion of area grading and water and sewer in Phase 11A; and
- completion of Phase 11 design revisions to comply with railway crossing policy.



Blairmore Neighbourhood 3

In 2013, background research for the proposed Blairmore Neighbourhood 3 in the Blairmore Sector included an Environmental Site Assessment, Natural Areas Screening, Heritage Sensitivity Study, and a Noise and Vibration Study.

In 2014, Saskatoon Land hired Global Retail Strategies to undertake a market demand and impact study for the site, and subsequently hired Reztark Design Studios to develop a concept plan and related site renderings for the plan.

The proposed concept plan will provide for a variety of housing options and building forms, high-quality public spaces and recreation amenities, and various levels of office and retail uses. The proposed plan is expected to undergo the review and approval process in 2017/18.

Infill Projects

Adolph Crescent

Saskatoon Land attended a public information meeting and conducted a Transportation Impact Study, and Noise and Vibration Analysis with the intent of rezoning an infill site for the development of townhouses on Adolph Crescent in the Sutherland neighbourhood.

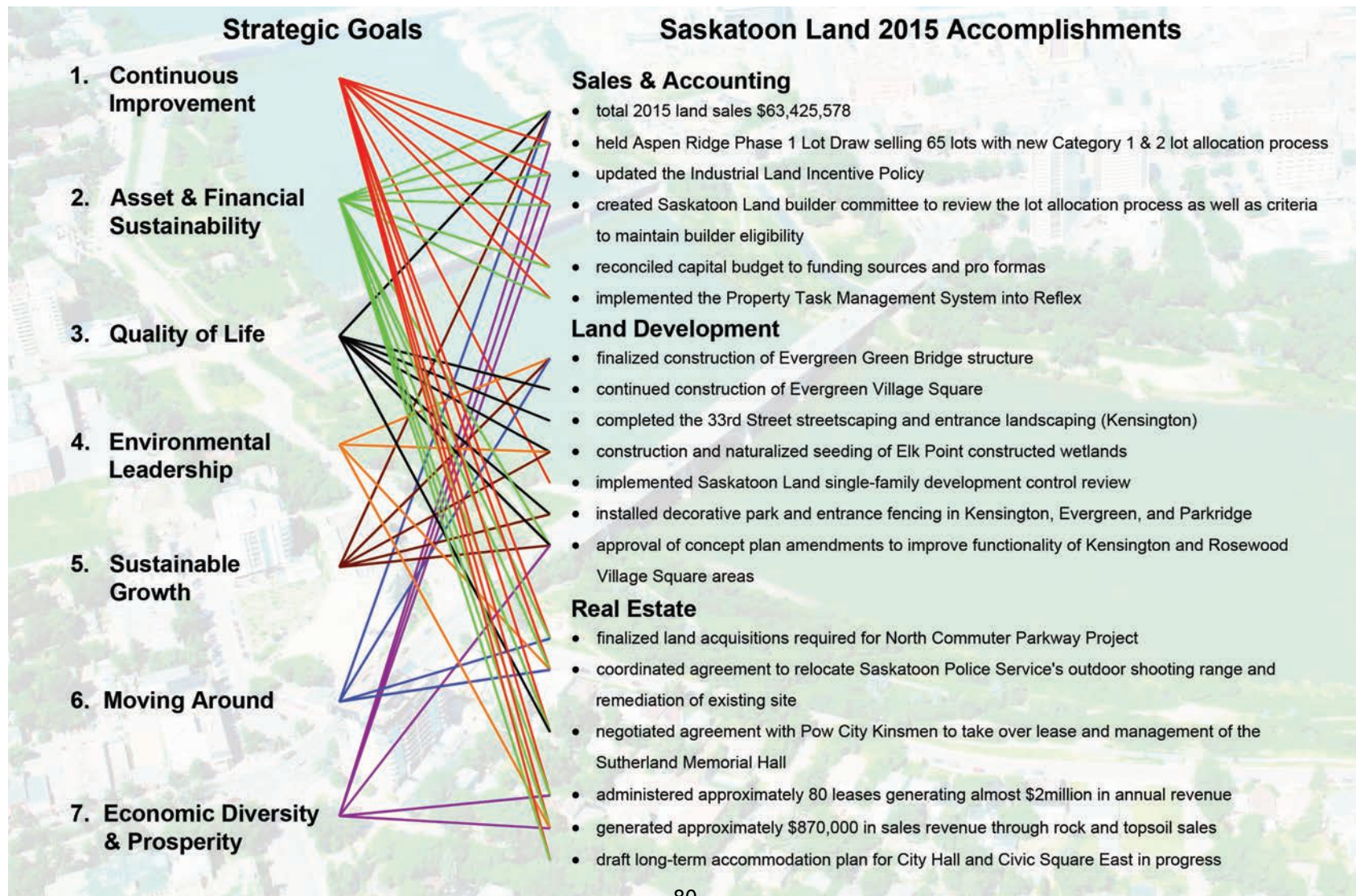
South Caswell Redevelopment

Saskatoon Land has been working with the Neighbourhood Planning Division with the goal of facilitating the redevelopment of the Saskatoon Transit bus barns site in south Caswell Hill. Saskatoon land has provided input related to estimated costs to upgrade infrastructure, potential land values, and design concepts. Saskatoon Land has also assisted in the review and assessment of Expression of Interest proposals, and participated in interviews with prospective proponents.

Strategic Alignment

Saskatoon Land plays a significant role in helping the Administration and City Council achieve the goals and priorities outlined in the Strategic Plan. The strategic goals and priorities provide the main direction for Saskatoon Land

in its daily operations. The figure below provides a visual demonstration of how Saskatoon Land's 2015 accomplishments connect with the seven core goals of the plan.



Financial Benefits

The table outlines various projects and programs that have been funded by allocations from net proceeds generated by Saskatoon Land. To date, \$123.3 million in net proceeds from the sale of property in Hampton Village, Willowgrove, Rosewood and Evergreen have been made available for City Council to allocate to various civic projects.

Project	Allocation*
Funding for the City's Affordable Housing Reserve commitments	\$ 14.5
Inner-city urban renewal projects, including Pleasant Hill Revitalization and 25th Street entrance treatments	\$ 11.7
Operating Budget contributions (2007–2013)	\$ 8.2
Bridge Reserve	\$ 2.5
Land Acquisitions	\$ 13.0
Contributions to various future capital expenditures and reserves over six years (fire hall land, Reserve for Capital Expenditures, lane paving, Infrastructure Surface Reserve)	\$ 18.5
Mayfair Pool replacement	\$ 5.0
Paved street rehabilitation and road maintenance equipment	\$ 4.7
2013–2022 Housing Business Plan	\$ 2.0
Road rehabilitation and preservation	\$ 13.9
Prepaid reserve deficiency	\$ 28.3
Ice Arena Partnership	\$ 1.0
TOTAL	\$123.3

*in millions

Several other civic programs and projects have resulted from contributions or financing provided by the Property Realized Reserve, including:

- land acquisitions for numerous infill developments: Pleasant Hill revitalization, River Landing, North Downtown Brownfield redevelopment, and COC facility;
- interim financing of land purchases for new roadways, intersection improvements, trunk sewer outfalls, future snow dump/material handling, and future land development projects; and
- lands purchased for the purpose of riverbank stewardship and natural area protections (North East Swale).

The Property Realized Reserve also provides yearly transfers to the Reserve for Capital Expenditure when funds within the Reserve exceed \$24 million. These funds are allocated to various community priorities through the annual budget cycle, thereby reducing the potential for mill rate increases to fund the programs and projects.

Other corporate programs funded by the contributions from Saskatoon Land include:

- Expanded Urban Design mandate (\$750,000 per year since 2005);
- Municipal Enterprise Zone (\$500,000);
- Façade Appearance Grants (\$75,000 – 2011);
- Accelerated new neighbourhood design (\$3.0 million); and
- North Downtown Master Plan prep and site remediation (\$1.0 million).

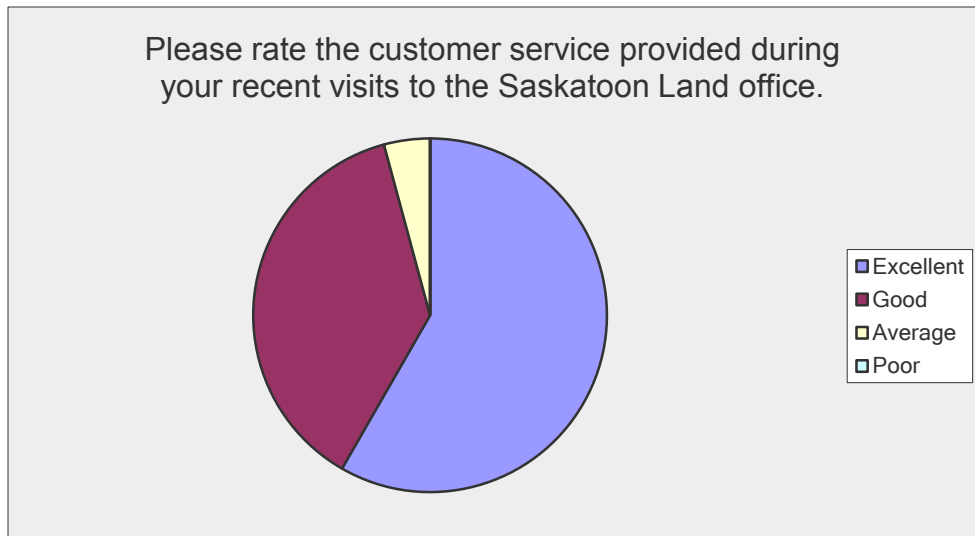
Over time, the City's involvement in land development has proven to be a financial asset that would be difficult to replace. Contributions made by returns from the investment in and subsequent sale of development lands have resulted in significant savings for Saskatoon taxpayers and contributed to the City being in the enviable position of having one of the lowest property tax rates in western Canada.



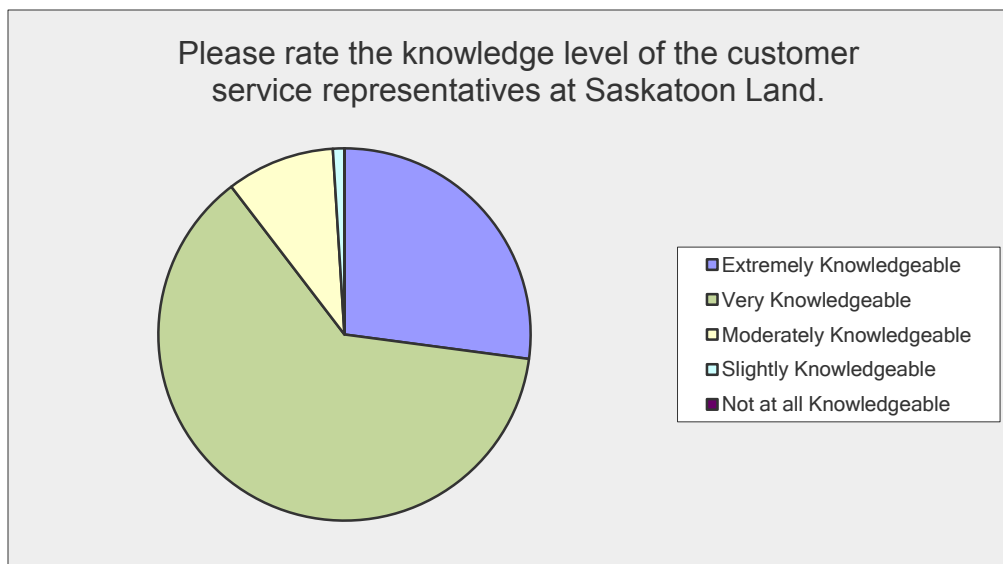


201 3RD AVENUE NORTH, SASKATOON, SK
306-975-3278

Customer Service Survey Questions



Answer Options	Response Percent	Response Count
Excellent	58.3%	56
Good	37.5%	36
Average	4.2%	4
Poor	0.0%	0



Answer Options	Response Percent	Response Count
Extremely Knowledgeable	27.1%	26
Very Knowledgeable	62.5%	60
Moderately Knowledgeable	9.4%	9
Slightly Knowledgeable	1.0%	1
Not at all Knowledgeable	0.0%	0

First Quarter Results – City of Saskatoon’s Corporate Business Plan and Budget – Shaping Our Financial Future

Recommendation

That the report of the General Manager, Corporate Performance Department, dated May 30, 2016, be received as information.

Topic and Purpose

In the interest of being more accountable, transparent, and efficient in the ongoing management of the City of Saskatoon’s (City) key priorities and financial resources, this report presents the first quarter results for the City of Saskatoon’s 2016 Corporate Business Plan and Budget – *Shaping Our Financial Future*, as of March 31, 2016.

Report Highlights

1. The 2016 budget projections to year-end show a 0.27% negative variance upon reviewing quarter one results. The Administration will be taking all reasonable measures to bring in a balanced budget at year-end.
2. The key projects and initiatives outlined in the 2016 Corporate Business Plan and Budget are on track and initiatives are progressing well.

Strategic Goals

This report supports the Strategic Goals of a Culture of Continuous Improvement and Asset and Financial Sustainability. With a long-term strategy to focus on continuous improvement, openness, accountability, and transparency when it comes to resource allocation, Saskatoon will become the best-managed city in Canada and invest in what matters.

Report

Quarterly status updates on the City’s Corporate Business Plan and Budget help to ensure that City Council and the Administration are aware of emerging business plan and budget issues and challenges, so they can react accordingly. By providing these quarterly reports, this helps the City to mitigate any financial or corporate risks that may result from unplanned events or new challenges that may emerge throughout 2016.

The initiatives that are approved in the business plan have been sorted according to the Strategic Goals that were approved as part of the City of Saskatoon’s Strategic Plan 2013 - 2023. The budget allocations are reported according to Business Lines.

Business Plan Highlights

Attachment 1 provides a summary of the status (as of March 31, 2016) of several key projects and initiatives outlined in the 2016 Corporate Business Plan and Budget.

Attachment 2 provides a year-to-date building permit summary report to the end of March, 2016.

- Permits issued for one unit dwellings on single family lots are approximately 16% lower than in 2015 for the same time period.
- The number of building permits issued to the end of March 2016 are approximately 17% lower than 2015 for the same time period.
- The value of construction associated with building permits issued to the end of March 2016 is approximately 50% lower than 2015 for the same time period
- Building permits issued so far in 2016 represent the creation 331 residential units compared to 773 last year end of March. The difference is associated with fewer apartment residential units.

Overall building permits and construction value continue to be lower last year’s values for the same time period. This is true for Regina as well. The March 2016 year-to-date value of construction for Regina is also approximately 33% lower than 2015.

As a direct comparison Regina’s March year-to-date values (Saskatoon in brackets) are: 634 (694) permits issued for a value of construction of \$104.8 million (\$90.9 million).

As a side comparison, based on **February** Statistics, Calgary’s 2016 February YTD value of construction is approximately 33% lower than 2015.

Year-end Budget Projections

With respect to the 2016 quarter one results, a negative variance of 0.27% is being projected (Attachment 3). It is cautioned that this is still an early projection and subject to substantial variance as the remainder of the year proceeds. The Administration will be taking all reasonable measures to bring in a balanced budget at year-end.

The following is a summary of the items contributing to the projected variance:

Environmental Health (\$1.24 million deficit or 9.76% variance)

- Waste Handling Services: A projected \$1.19 million deficit (17.45%) due to increased competition in the Landfill sector which has resulted in several lost commercial haulers and tonnages. This is compounded by higher than anticipated expenditures related to Garbage Container replacements. The Administration is implementing mitigation strategies to decrease expenditures as well as increase revenues. This issue will be the subject of a future report.

Police (\$0.16 million deficit or 0.19% variance)

- \$0.16 million projected deficit (0.19%) which includes the hiring of additional paramedics to meet the needs related to detained persons in police cells.

Recreation and Culture (\$0.41 million deficit or 1.51% variance)

- Recreation Competitive Facilities - Programs: An estimated \$0.25 million deficit (6.35%) largely due to lower paid admissions and increased staffing costs. Although the City has seen favourable returns from the revised Leisure Card rates as year over year revenues are increasing, considering the current admission trends at the City’s Recreation Facilities a deficit compared to budget is still anticipated.

Transportation (\$0.92 million surplus or 0.90% variance)

- Street Cleaning: A \$0.23 million projected unfavourable variance (6.07%) due to increased trucking fees due to lack of west side site to dispose of street sweeping tailings.
- Transit: An anticipated \$0.29 million favourable variance (1.10%) largely due to fuel savings offset by lower than budgeted fare revenue and increased maintenance costs related to the current fleet.
- Snow and Ice Management: A \$0.78 million surplus (6.09%) due to below historical average snowfall from January to March, 2016. Any surplus realized in this program would be transferred to the Snow and Ice Stabilization reserve.

Corporate Asset Management (\$0.48 million surplus or 5.86% variance)

- Corporate Asset Management is projecting a surplus of \$0.48 million due to fuel savings offset by overages in staffing due to higher than anticipated facilities management requirements for the Police Headquarters.

Utilities (\$0.128 million surplus)

- Saskatoon Light and Power (SL&P): \$0.81 million unfavourable variance due to lower than anticipated metered revenue and higher maintenance expenses. This projected deficit will be offset by the SL&P Utility Stabilization Reserve if still present at year end.
- Water: An estimated \$0.45 million deficit largely due to increased expenditures for water connection and service repairs and maintenance. This projected deficit will be offset by the Water and Wastewater Utility Stabilization Reserve if still present at year end.
- Wastewater: Revenue is higher due to increased surcharges and direct dumping fees resulting in a \$1.15 million projected surplus for this Utility. Any realized surplus will be transferred to the Water and Wastewater Utility Stabilization Reserve at year end.

Communication Plan

This report will be posted to the City’s website.

A news release will be prepared to highlight the reasons for the projected deficit and to highlight the progress that has been made to date on the projects and initiatives in the 2016 Corporate Business Plan.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Second Quarter Report for 2016 will be tabled with the Standing Policy Committee on Finance in August, 2016.

Public Notice

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

Attachments

1. 2016 Corporate Business Plan – First Quarter Report (January 1, 2016 to March 31, 2016)
2. Building Permit Statistics for YTD March 31, 2016 vs. YTD March 31, 2015
3. Year-end Projection for Period Ending March 31, 2016

Report Approval

Written by: Kim Matheson, Director of Strategic & Business Planning
Clae Hack, Director of Finance, Asset & Financial Management
Department

Reviewed by: Catherine Gryba, General Manager, Corporate Performance
Department
Kerry Tarasoff, CFO/General Manager, Asset and Financial
Management

Approved by: Murray Totland, City Manager



2016 Corporate Business Plan
First Quarter Report
January 1 to March 31, 2016

Community Support

Action	Comments
<p>Collaborate with the Saskatoon Council on the Age Friendly Saskatoon Initiative. Develop an action plan to become a more “age-friendly” city where older adults can lead healthy independent lives and are active and engaged members of the Saskatoon community.</p>	<p>Recently met with the Age Friendly Steering Committee, reviewed the interim evaluation report, and provided feedback. Also, participated in an information session titled "Adapting to Aging Communities: Developing a Strategy for Your Municipality".</p>
<p>Implement the Immigration Action Plan, through community intersectoral collaboration. Ensure the City’s programs and services are changing along with the changes in the community.</p>	<p>Assisted with the community response to the reception of Syrian Refugees. Also worked with the Institute for Canadian Citizenship and the Saskatoon Police Services to host a Community Citizenship ceremony, over 150 people attended, 50 people took the oath of citizenship and over 28 community members hosted discussion tables.</p>
<p>Enhance activities for youth to increase positive race relations and civic engagement among the young adult community.</p>	<p>Met with the Saskatoon Children’s Festival to incorporate the ‘I am the Bridge’ anti-racism education campaign into the Children’s Festival programming.</p>
<p>Implement the Culture Plan recommendations with a focus on a long term strategy to invest in and support the cultural sector in Saskatoon. Specific initiatives are highlighted in the Recreation and Culture business line.</p>	<p>Year 5 Culture Plan action items were identified and include: integrating culture as the 4th pillar of sustainability into the OCP; reviewing supports to Saskatoon’s arts, heritage and festival organizations; supporting and enabling cross cultural arts initiatives; and continuing to measure economic impacts and benefits to municipal cultural investment.</p>
<p>Undertake initiatives to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services on identified gaps.</p>	<p>The City of Saskatoon, Office of the Treaty Commissioner (OTC), and other community partners have developed a draft communication strategy and a schedule of reconciliation community events in response to the Truth and Reconciliation Commission (TRC) Calls to Action which will be implemented over the next six months. A number of community partners came together to share ongoing work and research on improving services for Aboriginal citizens with a goal to establish a Saskatoon Aboriginal Community Action Plan.</p>

Corporate Asset Management

Action	Comments
<p>Construction of the new Saskatoon Transit Operations Facility and the City's first Snow Management Facility as part of the new Civic Operations Centre.</p>	<p>Construction of the Transit and Snow Management Facilities is progressing as expected, and will be completed by December 30, 2016.</p>
<p>Continue defining the immediate and long-term space requirements and opportunities for co-located efficiencies and the new Call Centre in our civic accommodation plans.</p>	<p>Office space pressure at both City Hall and Civic Square East prevail. Opportunities for further optimizing the use of current office spaces are being explored. A long-term space requirement plan is in progress.</p>

Corporate Governance and Finance

Action	Comments
<p>Develop a strategy for a new engagement process and reimagine what an engaged community can look like by implementing a wide range of tools and opportunities that will enable everyone to participate more fully in City decisions.</p>	<p>Preliminary work has begun on developing ten principles for engaging Saskatoon. The engagement principles will help guide the City of Saskatoon's engagement with a citizen first perspective to shape Saskatoon's future.</p>
<p>Develop a life-cycle costing model which departments can utilize to provide consistent and reliable information during budget deliberations regarding major asset acquisitions.</p>	<p>Internal Auditors have begun a review of best practices and will report on recommendations and improvements to our Capital Budget process in the second quarter.</p>
<p>Develop a policy and standardized process for defining, establishing, and obtaining approval of asset and maintenance/operational service levels and associated costs for key assets outlined in the Corporate Asset Management Plan.</p>	<p>A report was presented to the Standing Policy Committee on Finance in February that outlined the process and methodology for the Asset Management Plans.</p> <p>Individual asset plans are being developed with the objective to establish an overall strategic corporate asset management plan.</p>
<p>In collaboration with all divisions across the organization, develop a four-year plan for Civic Service Reviews and continuous improvement initiatives that are coordinated with the Internal Audit Plan and Strategic Plan to improve the effectiveness and efficiency of programs and service delivery to our citizens.</p>	<p>A review of major initiatives planned for 2016 and 2017 at the City has been conducted. Projects that may benefit from support through the Civic Service Review or Internal Process Review programs have been highlighted. Discussions with division leads will begin in the second and third quarters.</p>
<p>Utilize the Succession Planning Framework to develop a succession plan for each General Manager and Director position.</p>	<p>The Succession Planning and Competency Frameworks were approved in 2015. In March 2016, the General Managers began development of a succession plan for each of their departments utilizing both Frameworks. Many divisions have also started development of a succession plan for key positions within the division.</p>

Environmental Health

Action	Comments
<p>Expand tools and training to help civic employees with environmental reporting and improving sustainability outcomes such as increased recycling, paper reduction, energy and water conservation, and fewer releases of pollutants into the environment.</p>	<p>A corporate Environmental Protection Plan has been drafted. This document includes protocols and risk management activities for small projects that may unexpectedly encounter contaminated soils during excavation. A tool for report writers to complete the "Environmental Implications" report section will be released in May. Environmental & Corporate Initiatives is working with Saskatoon Transit and Parks to identify sustainability opportunities within their operations and workplace. Communications about the civic recycling program were rolled out this quarter.</p>
<p>Implement an effective Dutch elm disease program to prepare for the impacts of climate change and stop the spread of this disease.</p>	<p>An awareness campaign has been developed and is underway. Additional staff will be utilized in the Pest Management Program to provide increased elm surveillance. Elm inventory data collection is planned for this season.</p>
<p>Develop additional emergency response plans for emerging invasive pest issues, particularly Dutch Elm disease and Emerald Ash borer.</p>	<p>The current graduated response plan has been completed for Dutch Elm Disease and Emerald Ash borer and will be reviewed on an annual basis to ensure it continues to provide effective graduated levels of response to insect and disease activity.</p>

Fire

Action	Comments
Relocation of Fire Station No.3	The Saskatoon Fire Department (SFD) continues with the deployment analysis and response time coverage for the entire city. The relocation of Station No. 3 being a priority for the SFD.
Develop a plan for future upgrades or replacement of the department training/mechanical maintenance shop.	The SFD continues to work with Saskatoon Land to determine replacement options for the maintenance/mechanical shop and to meet with stakeholders to determine the needs of a training center.
Undertake a service review focused on the fire prevention/inspection process to maximize efficiencies when performing property inspections.	The SFD is currently going through a Process Review which is a committee that includes other corporate divisions to determine efficiencies in the Fire Prevention division. An update is expected in the second quarter of. Technology is one of the main focuses for this process review.
Continue building partnerships with Provincial Emergency Management and Fire Safety (EMFS) in the areas of disaster response, communications, and departmental certifications.	SFD and Emergency Measures Operations continue partnerships with Emergency Management and Fire Safety (EMFS) to address disaster response and departmental certifications. SFD has also started communications (emergency fire dispatch) for a number of communities surrounding the City of Saskatoon. This increased role increases the long term partnership with our greater Saskatoon area.
Upgrade station headquarters to accommodate accessibility needs, communications, and the apparatus bay for larger equipment.	An upgrade to station headquarters to accommodate accessibility needs, communications, and the apparatus bay for larger equipment is being assessed with a Feasibility study being completed in partnership with Saskatoon Land.
Develop a coordinated by-law enforcement group to address increased property maintenance concerns within the City.	The SFD continues discussions with Community Services to determine best practice for concerns around property maintenance within the City of Saskatoon.

Land Development

Action	Comments
New arterial road construction includes Fedoruk Drive, Central Avenue, McOrmond Drive, and Zimmerman Road.	There has been ongoing functional detailed design work taking place for Fedoruk Drive and McOrmond Drive. The Central Avenue and Zimmerman Road projects will commence when the 2016 construction season starts.
Development of new parks in Montgomery, Parkridge, Stonebridge, Rosewood, Evergreen, and Kensington is estimated at \$13.5 million for 2016.	In Rosewood, Mackay Park and Glen Penner Park have approved concepts in place and the construction documents have been initiated. Additionally, in Rosewood, Parks has recently been engaged by Arbutus Properties to design and project manage the construction of Struthers Park. In Montgomery, base information has been assembled for the preparation of the park concept for MR 4. In Evergreen, Richards Park (District Park and Secondary Neighbourhood Core Park) have concepts in place, and are ready for presentation to the Community Association on April 14th, the construction documents have also been initiated.
The Elk Point neighbourhood concept plan will be submitted for approval in 2016.	Concept Plan submission is complete. Submission to Committees and City Council is likely to take place in late 2016/early 2017 based on the timeline of the Development Review section.
Neighbourhood Concept plans for the next new neighbourhoods in the Blairmore Suburban Development Area and University Heights Suburban Development Area will be designed and submitted to Planning and Development for initial review.	<p><u>University Heights 3</u> - Continuing to complete initial studies, researching site and situation, and engaging in preliminary design concepts.</p> <p><u>Blairmore 3</u> – The Draft Concept Plan is complete. Submission of the draft plan will take place once phasing is determined.</p>
Further phases of the Aspen Ridge neighbourhood will be serviced to accommodate new dwelling construction in the Northeast (2016 - 241 lots, 2017 - 382 lots, 2018 - 333 lots).	Saskatoon Land continues to service new lots in Aspen Ridge as the market dictates, and is on schedule to have 238 single-dwelling lots and three multi-dwelling lots available for sale in late fall, depending on current absorption rates.

Recreation and Culture

Action	Comments
<p>Develop and implement a new service delivery model that includes new satellite parks maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods.</p>	<p>Satellite maintenance building designs for facilities at Lakewood park, Zakreski park and Hyde park are at 80% completion. Expecting construction tendering to occur in the second quarter.</p>
<p>Develop a new “Naturalized Park” classification that will reflect the unique nature of the management vision, policies, goals, and maintenance strategies associated both with existing naturalized areas and new naturalized parks that will be established in accordance with the Wetlands Policy.</p>	<p>A New Naturalized Park Classification has been developed and included in the amended Park Development Guidelines. These amended guidelines will be submitted to the Standing Policy Committee on Planning, Development & Community Services meeting on April 4, 2016.</p>
<p>Work with the Meewasin Valley Authority (MVA) to complete the detail design for Chief Whitecap Park followed by construction of the North parking lot, installation of parking lot fencing, and off-leash dog park area, and the installation of site amenities (garbage cans, benches, and dog waste dispensers).</p>	<p>The Administration presented the updated Chief Whitecap Park Master Plan at three public information sessions in January. 96 people attended these sessions and 82% of people approved, were satisfied, or listed maybe in regards to the plan. The Administration presented an updated report to City Council and the MVA in March, 2016.</p>
<p>In an effort to strategically increase participation and revenues at the six indoor leisure centres, Recreation and Culture is implementing a new rate and fee structure.</p>	<p>Following a successful launch of the new Leisure Centre admission prices in September 2015, the Pick Your Perk Program for long-term LeisureCard Customers was formally launched on March 4. Customers who sign up for a 12-month LeisureCard will get to pick one of the following perks at the end of their term: 1) Early Bird Registration; 2) 12 months for the price of 11; 3) \$45 PerkCard.</p>
<p>Recommendations for the next 5 to 15 years have been identified in the Recreation and Parks Master Plan that are intended to build upon a strong core of recreation and park services currently provided by the City. The 2016 operating and capital budgets have included a number of initiatives to begin addressing some of the recommendations from the Plan.</p>	<p>Recommendations that have been started or completed include the following: Update and enhance the Parks and Open Space Classification system; Update and enhance the Park Development Guidelines and the Landscape Development Standards; Complete the feasibility study for the city centre recreation facility; and review fees and charges schedule for the leisure centres.</p>

Transportation

Action	Comments
Continue to implement the Neighbourhood Traffic Management Process.	City Council adopted the Meadowgreen and Lakeview Traffic Management Plans on February 29, 2016. The remaining six plans for 2015 are expected to go to City Council for approval in the spring. Public consultation began in January 2016 for the eight 2016 neighbourhoods.
Build interchanges at Boychuk Drive and Highway 16 and at College Drive and McOrmond Drive to improve traffic flows and enhance safety as the areas continue to develop.	The Request for Qualifications went out in March, 2016. The proponents will be submitting their qualifications on April 28, 2016. The Administration will then shortlist three proponents from those who have submitted to participate in the Request for Proposal stage.
Build the North Commuter Parkway project and Traffic Bridge.	Phase 1 and 2 demolition of the Traffic Bridge was completed and work is underway on the south in-river pier (Pier 3) and new north and south abutments. In-river construction of the North Commuter Parkway bridge commenced in late-March, and site preparation for the new roadways is underway.
Utilize automated road condition assessment technology to provide a condition assessment of all of Saskatoon's roadways in an objective manner at the same point in time to truly assess the overall condition of the roadway network and to assist in establishing service levels for the repair and rehabilitation of our roadway network.	The updated road condition data is being utilized in an objective manner to help make better decisions to ensure overall condition of the network is improving as per the Level of Service endorsed by City Council.
Long Range Transit Plan and Rapid Transit are being recommended as a key part of Growth Plan to Half a Million. This will require carefully timed and phased investments over medium to long term to re-shape the transit system and transit culture in Saskatoon.	Long Range Transit Plan and Rapid Transit are part of the Growth Plan to 500,000.
Continue to focus on improving the condition of the transportation network through the Building Better Roads initiative.	Major Projects is continuously building on and monitoring the updated dataset to ensure better decisions are made to back positive change through the Building Better Roads initiatives.

Urban Planning and Development

Action	Comments
<p>Growing Forward Plan completed for adoption by City Council in March 2016.</p>	<p>The Growth Plan Summit was held in March to present the final Growth Plan Technical Report for information. The Growth Plan to Half a Million will be brought forward for approval in April.</p>
<p>Expand the capacity of the Urban Design City-Wide program with a stable funding source to enable continued construction of streetscape projects aligned with the Growth Plan to Half a Million. Capacity in the Urban Design program will be increased to meet the needs of the new Growth Plan.</p>	<p>Following approval of the Growth Plan to Half a Million, a Corridor Area Planning Program will be developed. Urban Design will be one of the components of the Program and funding will be required through the subsequent capital projects to enable this and other components of the Corridor Area Plan and redevelopment for major corridors.</p>
<p>Holmwood Sector Plan amendments will be completed for adoption by City Council in 2016.</p>	<p>The Draft Sector Plan has been completed and Long Range Planning is reviewing the final report. Consultations with the RM of Corman Park, and Dream Developments to share the draft Concept Plan and obtain preliminary comments have occurred. Conversation has been initiated with the school boards.</p>
<p>A new Sector Plan for the South West area of Saskatoon will be completed by 2017.</p>	<p>A Draft Sector Plan has been completed and land owners and relevant stakeholders have reviewed it. Additional consultations with land owners will occur throughout the summer and the plan is expected to be brought to City Council in late 2016 or early 2017.</p>
<p>A new Long Range Transportation Plan will be introduced as part of the Growth Plan to Half a Million. Beginning in 2016, all plans focusing on ways to 'Move Around' in Saskatoon will be merged and integrated into a single Transportation Plan.</p>	<p>The development of a consolidated Long Range Transportation Plan will begin in the second quarter once the Growth Plan to Half a Million is approved.</p>
<p>Engage First Nations and Metis about Regional Growth Planning through educational materials, events, and face to face meetings.</p>	<p>Federation of SK Indian Nations hosted the Prosperity through Partnerships Conferences, a three part conference series in partnership with City administration from Regional Planning and the Director of Aboriginal Affairs, as well as administration from the City of Regina, SREDA, and the Federal and Provincial Governments. The second conference focused on legislative tools to facilitate economic development for First Nations. The third and final conference focused on enhancing government to government partnerships to generate new economic opportunity. New First Nation Community Profiles are being created for two new partners, Thunderchild First Nation and Fishing Lake First Nation.</p>

Utilities

Action	Comments
<p>Conservation education programs will continue in an effort to help ensure citizens understand how they can reduce costs and reduce their environmental footprint. The City will lead by example by improving efficiency at civic properties and communicating benefits once achieved.</p>	<p>The City launched the 2016 Healthy Yards program in February. The Student Action for a Sustainable Future program is wrapping up and the final showcase is on April 19th. Saskatoon Curbside Swap information will be available in April to encourage community groups and individuals to start planning swaps. The City is a partner in the development of a Master Naturalist program which will be launched in May. Efficiencies in water conservation, fleet efficiency (garbage collections), and building energy efficiency are being identified and communicated in 2016 as successes occur.</p>
<p>The Wastewater Utility is proceeding with the odour abatement capital project. Construction is scheduled to be complete in 2016. It is estimated that this work will reduce approximately 76% of all odor emissions during normal operation.</p>	<p>Construction is 66% complete, with full completion expected in the first quarter of 2017.</p>
<p>Transfer pumping and electrical upgrades at the Water Treatment Plant will provide dedicated efficient pumps to transfer water to the Avenue H Reservoir facility.</p>	<p>The Utility is currently finalizing procurement of consultant engineer. Preparation of tender documents will occur throughout 2016.</p>
<p>Design and construction of a liquid waste haulers station in the North Industrial area at a cost of \$6.25 million will replace the existing station at the Wastewater Treatment Plant. This will eliminate the need for waste haulers to travel through residential neighborhoods and school zones.</p>	<p>Conceptual design is being prepared along with an opinion of probable cost.</p>
<p>Preliminary design work will continue in 2016 and 2017 to identify routing options to add a second source of power from SaskPower to serve Saskatoon Light & Power.</p>	<p>The new transmission line will connect SaskPower's Martensville Switching Station to our J. R. Cowley substation near Warman Road and Circle Drive.</p>

March 2016 Projections (as at Mar. 31, 2016 - in millions)			
Mill Rate Programs	2016 Total Budget	2016 Forecasts	2016 Variance Forecast vs Budget
Community Support	13,678.3	13,767.7	89.4
Corporate Asset Management	8,136.0	7,659.2	(476.8)
Corporate Governance & Finance	51,384.9	51,384.9	0.0
Environmental Health	12,659.2	13,895.2	1,236.0
Fire & Protective Services	46,616.8	46,616.8	0.0
Land Development	0.0	0.0	0.0
Art, Culture & Event Venues (Mendel, TCU Place, SaskTel Centre)	7,206.5	7,206.5	0.0
Policing	84,323.9	84,483.9	160.0
Recreation & Culture	27,074.7	27,483.4	408.7
Taxation and General Revenues	(358,967.8)	(358,967.8)	0.0
Transportation	102,224.7	101,300.4	(924.3)
Urban Planning & Development	5,662.8	5,615.5	(47.3)
Mill Rate Deficit/(Surplus) before transfers	0.0	445.7	445.7
Transfer to Snow & Ice Stabilization			775.0
Mill Rate Deficit/(Surplus) after transfers			1,220.7
Utility Programs	2016 Total Budget	2016 Forecasts	2016 Variance Forecast vs Budget
Saskatoon Light & Power	0.0	810.4	810.4
Saskatoon Storm Water Management	0.0	17.1	17.1
Saskatoon Waste Services	0.0	0.0	0.0
Saskatoon Waste Water Utility	0.0	(1,145.0)	(1,145.0)
Saskatoon Water Utility	0.0	445.9	445.9
Transfer To / (From) Utility Reserve		(128.4)	(128.4)
Utility Rate Deficit/(Surplus)⁽¹⁾	0.0	(0.0)	0.0
TOTAL PROJECTED MUNICIPAL (SURPLUS)/DEFICIT			1,220.7

Update on Key Strategic Risks

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to provide an update on how the Administration is managing the City of Saskatoon's (City) key strategic risks.

Report Highlights

1. Risk Registers have been developed for each high and medium strategic risk and have been reviewed by the Corporate Risk Committee.

Strategic Goal

This report supports the long-term strategy of creating and encouraging a workplace culture of continuous improvement that encourages innovation and forward-thinking under the strategic goal of Continuous Improvement.

The City's Risk Based Management program sets a positive and proactive risk management culture for the Administration through the adoption of a systematic, practical and ongoing process for understanding and managing risk.

Background

At its meeting on June 22, 2015, when considering the report of the CFO/General Manager, Asset and Financial Management Department, regarding key risks and the risk based management program, City Council resolved that the Corporate Risk Committee report further on key corporate risks, and that there be an overall ongoing review and report back to the Standing Policy Committee on Finance.

Report

In 2015, the City's internal auditors, PricewaterhouseCoopers (PwC), assisted the Administration in conducting a strategic risk assessment in order to identify and prioritize the key strategic risks being faced by the City. The Corporate Risk Committee (comprised of the City Manager, General Managers, City Solicitor, Director of Government Relations, Fire Chief, Police Chief and Director of Corporate Risk), with input from City Council, evaluated each strategic risk that was identified and prioritized them based on the likelihood of the risk event occurring on a scale of 1 (rare) to 4 (very likely), and the impact if the risk event were to occur on a scale of 1 (negligible) to 4 (critical).

A total of 5 strategic risks were ranked as "high risk," 20 were ranked as "medium risk" and 7 were ranked as "low risk" (Attachment 1). In order to understand each strategic risk, a template for the development of a Risk Register for each strategic risk was developed (Attachment 2).

Update on Key Strategic Risks

Risk Registers record the details related to each risk in one centralized document regarding the following:

- overall ranking and scoring of the risk
- root causes of the risk
- significant impacts that could result if the risk were to occur
- what is currently being done to manage the risk, and
- additional activities that are planned in the short and medium term that will further manage the risk.

For each strategic risk, a short summary risk statement was developed, a unique identification number was assigned, and for those that had more than one component (e.g. roads and sidewalks), each component was further identified and recorded in the Strategic Risk Master Register (Attachment 3).

Through literature research, examination of corporate documents and feedback from the Administration, a Risk Register for each high and medium ranked strategic risk has been developed (Attachment 4). At its meeting on May 11, 2016, the Corporate Risk Committee reviewed the strategic risk registers, confirmed the content of each, and ensured the reasonableness of the target dates provided for planned mitigation strategies.

Communication Plan

A detailed communications plan has been developed to ensure that internal and external stakeholders, along with the public, are provided with the most accurate and appropriate information on the City's identified Key Strategic Risks and in the City's commitment to a Risk Based Management (RBM) Program for the corporation.

A variety of tools will be used to effectively communicate the City's RBM Program, key strategic risks, actions being taken to manage those risks and internal audit plan. Communication tools will include, but may not be limited to, the following:

- News release to provide an update on the Key Strategic Risks and on the mitigation highlights of the RBM Policy and Program.
- An online presence on the City's website will be created for Corporate Risk. The webpages will include information related to updates on the City's progress, Frequently Asked Questions about the RBM Policy, Program and Audit Plan. The webpages will continue to be updated as new programs are developed.
- Future reports to Council and Committees of Council will identify and report on risk management efforts particularly related to those on the prioritized list of risks.

Financial Implications

The financial implications of planned mitigation strategies will be incorporated into future Business Plan and Budget submissions of the responsible Department as required.

Due Date for Follow-up and/or Project Completion

The Corporate Risk Committee will meet in the summer of 2016 to confirm the inherent risk score assigned to each strategic risk, determine the residual risk score and develop a target risk ranking. In order to ensure consistency in the risk scoring process, the likelihood and impact assessment criteria that were used to determine inherent risk scores will also be used by the Corporate Risk Committee at these meetings to determine residual risk scores. Opportunities will also be identified to consolidate risks that have similar impacts, causes and/or mitigation strategies in order to focus and refine risk management efforts.

The updated Risk Registers will be submitted for confirmation and approval to the Standing Policy Committee on Finance in late 2016, and will also be shared with PwC in advance of the development of the 2017 internal audit plan.

Public Notice

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

Attachments

1. Strategic Risk Ranking (Approved by City Council September 28, 2015)
2. Strategic Risk Register Template
3. Strategic Risk Master Register (Effective May 11, 2016)
4. Individual Strategic Risk Registers – High and Medium Only

Report Approval

Written by: Nicole Garman, Director of Corporate Risk
Reviewed by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department
Approved by: Murray Totland, City Manager and Chair, Corporate Risk Committee

Key Strategic Risks Update.docx

Strategic Risk Ranking

(Approved by City Council September 28, 2015)

Strategic Goal	Risk	Ranking
Moving Around	The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: <ul style="list-style-type: none"> • Roads, Sidewalks 	High
Moving Around	The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> • Road Maintenance, Snow Removal, Bridges 	High
Asset & Financial Sustainability	The City may not have adequate business continuity planning and/or emergency preparedness in place.	High
Sustainable Growth	There may be limitations on non-property tax revenue options and taxing powers, resulting in an over reliance on property tax.	High
Continuous Improvement	City may lack the right initiatives to adequately engage and inform citizens. An expectation gap between citizens and the City may be leading to dissatisfaction with services.	High
Moving Around	The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: <ul style="list-style-type: none"> • Transit 	Medium
Quality of Life	The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: <ul style="list-style-type: none"> • Parks and Recreation 	Medium
Asset & Financial Sustainability	While making capital investment decisions, adequate funding for asset lifecycle costs may not be getting identified.	Medium
Sustainable Growth	The City carries the risk of over/under investing within its future infrastructure and not being aligned to economic scenario within the city/province.	Medium
Environmental Leadership	The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> • Garbage Collection 	Medium
Asset & Financial Sustainability	The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> • IT, Buildings 	Medium
Moving Around	The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> • Transit 	Medium
Quality of Life	The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> • Parks Maintenance 	Medium

Strategic Goal	Risk	Ranking
Asset & Financial Sustainability	The lack of Integrated Asset Management approach and systems may be affecting the overall process of asset maintenance.	Medium
Asset & Financial Sustainability	The current budgeting process may make it difficult to see the “big picture” and identify priority based funding. A good understanding of what is needed for baseline operations and what is considered as an add-on may not exist.	Medium
Sustainable Growth	Strategic initiatives may not be reviewed for key risks during the business case evaluation in a structured and comprehensive way.	Medium
Continuous Improvement	Current succession planning and leadership development may not be adequate considering aging workforce and staff turnover.	Medium
Continuous Improvement	With the economic growth of the province, the City may be experiencing a high degree of staff turnover which may require better talent management and retention strategies.	Medium
Continuous Improvement	Overall workforce planning process may not be adequate to highlight what the future organization would look like and align it with citizen needs and expected service levels.	Medium
Asset & Financial Sustainability	Some IT systems and hardware may be outdated resulting in inability to meet business needs.	Medium
Asset & Financial Sustainability	There may be a lack of clear IT strategy for the organization which may result in higher IT costs and inability for IT to function as an enabler.	Medium
Asset & Financial Sustainability	Financial and operational systems are not well integrated which makes it difficult to make data based decisions (asset management, maintenance, ERP, HR, etc.).	Medium
Asset & Financial Sustainability	Inadequate management of privacy and security of information may be a risk. Data management may be insecure due to use of cloud services.	Medium
Continuous Improvement	Current IT skills may not match the future needs of the organization.	Medium
Sustainable Growth	City may be lacking a clearly articulated strategy on how to manage climate change related risks.	Medium
Sustainable Growth	The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: • Fleet Management	Low
Asset & Financial Sustainability	The City may not be delivering expected level of services to citizens or internal stakeholders: • Fleet	Low
Asset & Financial Sustainability	Current system of cross-charging costs may be inefficient.	Low

Strategic Goal	Risk	Ranking
Sustainable Growth	The lack of a regional growth plan that includes all of the city's neighbours could restrict the city's growth in the future.	Low
Asset & Financial Sustainability	Procurement activities may not be in adherence with policies and procedures, especially with respect to sole source contracts.	Low
Environmental Leadership	City may need to do more to create community awareness with respect to increase awareness, educate and change people's attitude about carbon footprint.	Low
Environmental Leadership	Absence of CO2 reduction initiatives may lead to a bigger than expected carbon footprint. Initiatives could include environmental impact assessments, landfill emissions, green energy initiatives, etc.	Low

Strategic Risk Register Template

Risk Ranking	Risk Score				Target Risk Ranking
		Likelihood (probability of risk occurring)	Impact (effect of risk if it does occur)	Score (likelihood x impact)	
As approved by City Council September 2015 – high (red), medium (yellow), low (green)	Inherent (without considering the effect of controls/strategies)	(scale of 1-4)	(scale of 1-4)	(calculated figure)	(desired mitigated risk score after considering the effect of both current and planned controls)
	Residual (after considering the effect of current controls)	(scale of 1-4)	(scale of 1-4)	(calculated figure)	

Risk No.	Risk Description	Strategic Goal
<i>Unique number assigned to each risk event</i>	<i>Short summary statement describing the risk event</i>	<i>The Strategic Goal that is effected by the risk event</i>
Risk Lead	<i>The Department that is responsible for ensuring risk mitigation activities are carried out</i>	
Risk Narrative	<i>A description of the risk event as prepared by PwC and approved by City Council September 2015</i>	
Key Impacts	<i>A list of the most significant impacts that <u>could</u> result if the risk event were to occur</i>	
Root Causes	<i>A list of the <u>possible</u> circumstances/situations that <u>could</u> cause the risk event to occur</i>	
Outcomes of Managing the Risk	<i>A description of the achievement, experience, result or state that could be achieved if the risk is well managed</i>	

Current Activities	
<i>A list of the significant activities, initiatives and/or projects that had been undertaken prior to, or during, 2015 to:</i> (1) reduce the chances of the risk event occurring; and/or (2) reduce the impact if the risk event were to actually occur.	
Controls	
1	
2	
3	

Planned Mitigation Strategies	
<i>A list of the significant activities, initiatives and/or projects that have been planned for up to the next 3 years to:</i> (1) further reduce the chances of the risk event occurring; and/or (2) further reduce the impact if the risk event were to actually occur.	
Strategy	Target Date
1	
2	
3	

Strategic Risk Master Register
(Effective May 11, 2016)

Strategic Goal	Risk	Risk Ranking	Individual Risk Register	Pg
Sustainable Growth	Fail to identify and pursue alternative revenue sources There may be limitations on non-property tax revenue options and taxing powers, resulting in an over-reliance on property tax.	High	SG-1	1
Moving Around	Inadequate investment The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: <ul style="list-style-type: none"> • Roads • Sidewalks 	High	MA-1(a) MA-1(b)	2 3
Asset & Financial Sustainability	Unprepared for business interruption/emergency The City may not have adequate business continuity planning and/or emergency preparedness in place.	High	A&FS-1	4
Moving Around	Fail to meet expectations The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> • Road Maintenance • Snow Removal • Bridges 	High	MA – 2(a) MA – 2(b) MA – 2(c)	5 6 7
Continuous Improvement	Disengaged and uninformed citizens City may lack the right initiatives to adequately engage and inform citizens. An expectation gap between citizens and the City may be leading to dissatisfaction with services.	High	CI-1	9
Asset & Financial Sustainability	Wrong capital investment decisions are made While making capital investment decisions, adequate funding for asset lifecycle costs may not be getting identified.	Medium	A&FS-2	11
Sustainable Growth	Infrastructure investment not aligned with growth The City carries the risk of over/under investing within its future infrastructure and not being aligned to economic scenario within the city/province.	Medium	SG-2	12
Moving Around	Fail to meet expectations The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> • Transit 	Medium	MA-4	13
Moving Around	Inadequate investment The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: <ul style="list-style-type: none"> • Transit 	Medium	MA-3	14

Strategic Goal	Risk	Risk Ranking	Individual Risk Register	Pg
Asset & Financial Sustainability	<p>Fail to meet expectations The City may not be delivering expected level of services to citizens or internal stakeholders:</p> <ul style="list-style-type: none"> IT Buildings 	Medium	A&FS-3(a) A&FS-3(b)	15 16
Asset & Financial Sustainability	<p>Outdated or unsupported software and/or hardware failure Some IT systems and hardware may be outdated resulting in inability to meet business needs</p>	Medium	A&FS-6	17
Asset & Financial Sustainability	<p>Funding decisions do not align with citizen/Council priorities or strategic goals The current budgeting process may make it difficult to see the “big picture” and identify priority based funding. A good understanding of what is needed for baseline operations and what’s considered as an add-on may not exist.</p>	Medium	A&FS-5	18
Asset & Financial Sustainability	<p>Information technology strategy does not support the achievement of corporate/divisional strategic/business plans There may be a lack of clear IT strategy for the organization which may result in higher IT costs and inability for IT to function as an enabler.</p>	Medium	A&FS-7	19
Sustainable Growth	<p>Unprepared to mitigate/adapt/respond to climate risk (variability and change) City may be lacking a clearly articulated strategy on how to manage climate change related risks.</p>	Medium	SG-4	20
Continuous Improvement	<p>Unprepared for vacancies in key senior executive positions Current succession planning and leadership development may not be adequate considering ageing workforce and staff turnover.</p>	Medium	CI-2	21
Quality of Life	<p>Inadequate investment The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment:</p> <ul style="list-style-type: none"> Park and Recreation 	Medium	QL-1	22
Asset & Financial Sustainability	<p>Decisions must be made with incomplete information Financial and operational systems are not well integrated which makes it difficult to make data based decisions (asset management, maintenance, ERP, HR, etc.).</p>	Medium	A&FS-8	23
Environmental Leadership	<p>Fail to meet expectations The City may not be delivering expected level of services to citizens or internal stakeholders:</p> <ul style="list-style-type: none"> Garbage Collection 	Medium	EL-1	24

Strategic Goal	Risk	Risk Ranking	Individual Risk Register	Pg
Asset & Financial Sustainability	Unauthorized release of/access to confidential/ personal information Inadequate management of privacy and security of information may be a risk. Data management may be insecure due to use of cloud services.	Medium	A&FS-9	25
Continuous Improvement	Unplanned vacancies in operational staff positions With the economic growth of the province, the City may be experiencing a high degree of staff turnover which may require better talent management and retention strategies.	Medium	CI-3	27
Continuous Improvement	Existing talent does not match current or future business needs (the people we have are not the people we need) Overall workforce planning process may not be adequate to highlight what the future organization would look like and align it with citizen needs and expected service levels.	Medium	CI-4	28
Quality of Life	Fail to meet expectations The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> • Parks Maintenance 	Medium	QL-2	29
Asset & Financial Sustainability	Infrastructure fails due to inadequate maintenance The lack of Integrated Asset Management approach and systems may be affecting the overall process of asset maintenance.	Medium	A&FS-4	30
Sustainable Growth	Risk is not consistently considered in the decision making/project management process Strategic initiatives may not be reviewed for key risks during the business case evaluation in a structured and comprehensive way.	Medium	SG-3	31
Sustainable Growth	Fail to plan for growth on a regional basis The lack of a regional growth plan that includes all of the city's neighbors could restrict the city's growth in the future.	Low	n/a	n/a
Sustainable Growth	Inadequate investment The current investment within the overall infrastructure renewal and maintenance over the last ten years may not have been adequate. Some areas need fresh infrastructure investment: <ul style="list-style-type: none"> • Fleet Management 	Low	n/a	n/a
Asset & Financial Sustainability	Inappropriate internal service costing practices Current system of cross-charging costs may be inefficient.	Low	n/a	n/a
Asset & Financial Sustainability	Fail to meet expectations The City may not be delivering expected level of services to citizens or internal stakeholders: <ul style="list-style-type: none"> • Fleet 	Low	n/a	n/a

Strategic Goal	Risk	Risk Ranking	Individual Risk Register	Pg
Environmental Leadership	<p>Lack of CO2 reduction initiatives Absence of CO2 reduction initiatives may lead to a bigger than expected carbon footprint. Initiatives could include environmental impact assessments, landfill emissions, green energy initiatives, etc.</p>	Low	n/a	n/a
Asset & Financial Sustainability	<p>Fail to comply with procurement policies Procurement activities may not be in adherence with policies and procedures, especially with respect to sole source contracts.</p>	Low	n/a	n/a
Environmental Leadership	<p>Greenhouse gas emissions increase City may need to do more to create community awareness with respect to increase awareness, educate and change people's attitude about carbon footprint.</p>	Low	n/a	n/a

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking	
		Likelihood	Impact		Score
	Inherent Risk	3.29	3.29		10.82
High	Residual Risk	TBD	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
SG-1	Fail to identify and pursue alternative revenue sources	Sustainable Growth
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	There may be limitations on non-property tax revenue options and taxing powers, resulting in an over-reliance on property tax	
Key Impacts	<ul style="list-style-type: none"> - higher mill rate - large mill rate increases - deferred capital spending accelerated deterioration - increasing infrastructure deficit/deficiency - rejected new/expanded/enhanced operating programs/initiatives - decreased level of service 	
Root Causes	<ul style="list-style-type: none"> - legislative constraints - lack of political appetite - citizen opposition - stakeholder opposition 	
Outcomes of Managing the Risk	- diversified funding sources that are responsive to growth, adequately finance municipal services and infrastructure, are fair and encourage economic growth and development	

Current Activities	
Controls	
1	Dedicated levies to fund specific infrastructure deficits
2	Return on Investment from Saskatoon Light & Power
3	Periodic review of service rates at the program level
4	Long-Term Financial Plan approved by Council
5	Discussion papers on issues and options tabled with Council
6	Internal committee formed to research and evaluate options

Planned Mitigation Strategies		
	Strategy	Target Date
1	Return on Investment from Water/Wastewater Utilities	2016
2	Develop formalized corporate fundraising strategy/philanthropic policy	2016
3	Pursue opportunities to improve relationships with donors/sponsors	2016
4	Review opportunities to bundle advertising	2016
5	Annual updates to long-term financial plan	2016
6	Undergo internal audit	2016
7	Evaluation and pursuit of findings from Hemson Consulting Ltd. "Financing Growth Study"	2016

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
High	Likelihood	Impact	Score	
	Inherent Risk	3.14	3.29	10.33
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
MA-1(a)	Inadequate Investment in Roads	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The current investment within the overall infrastructure renewal and maintenance program over the last ten years may not have been adequate. Some areas need fresh infrastructure investment.	
Key Impacts	<ul style="list-style-type: none"> - deteriorating roadway infrastructure/condition/level of service - increasing reactive/emergency maintenance activities and costs - deferred capital work; accelerated deterioration - available funding defaulted to repair worst roads rather than invest in preservation treatments - increasing infrastructure deficit/deficiency - unsafe driving conditions (vehicular and pedestrian traffic) - reduced ability to further economic growth and social welfare 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - past underfunding of asset renewal - absence of established life cycle costing process - absence of established asset management plan - absence of approved service level objectives 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - citizens can move around the city safely and efficiently with limited disruption on roads that are in good condition - cost effective program that is trusted, inspires confidence and provides good value for tax dollars - quality infrastructure that enhances our community's prosperity, productivity, quality of life and economic development/investment 	

Current Activities	
Controls	
1	Ongoing monitoring of roadway condition, by class
2	Prepare annual report on roadway condition
3	Prepare annual report on short/long term infrastructure funding adequacy
4	Deliver annual maintenance programs and Building Better Roads program
5	Continue to implement Roadway Financial Management Strategy

Planned Mitigation Strategies		
	Strategy	Target Date
1	Enhance Building Better Roads program (enhanced sweeping, pothole blitz, etc.)	2017
2	Increase funding from existing sources	2016
3	Undergo internal audit	2016
4	Develop asset inventory/level of service driven budget	2017
5	Research, develop and implement next phase of asset mgt system	2017
6	Launch a revised communication strategy regarding road investment	Ongoing

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	2.86	2.29	6.55
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
MA-1(b)	Inadequate Investment in Sidewalks	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The current investment within the overall infrastructure renewal and maintenance program over the last ten years may not have been adequate. Some areas need fresh infrastructure investment.	
Key Impacts	<ul style="list-style-type: none"> - deteriorating sidewalk infrastructure/condition/level of service - increasing reactive/emergency maintenance activities - deferred capital work; accelerated deterioration - less effective interim treatments used as "stop gap" measures - increasing infrastructure deficit/deficiency - inconsistent walking conditions for pedestrian traffic (trip hazards) 	
Root Causes	<ul style="list-style-type: none"> - financial constraints - past underfunding of asset renewal - absence of established life cycle costing process - absence of established asset management plan - absence of approved service level objectives 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - citizens can walk around the city confidently on sidewalks that are in good condition - cost effective program that is trusted, inspires confidence and provides good value for tax dollars - mobility for all citizens is enhanced and encourages active transportation 	

Current Activities	
Controls	
1	Ongoing monitoring of sidewalk condition
2	Prepare annual report on sidewalk condition
3	Prepare annual report on short/long term infrastructure funding deficiency
4	Deliver annual maintenance programs
5	Prioritize remediation based on risk

Planned Mitigation Strategies		
	Strategy	Target Date
1	Increase funding from existing sources	2016
2	Prepare an Asset Management Plan that addresses inventory, current condition, service level and funding considerations	2016
2	Undergo internal audit	2017
4	Identify and pursue alternative funding sources	2017
5	Reassess design process & specifications	TBD
6	Develop financial management strategy	TBD
7	Launch a revised communication strategy regarding sidewalk investment	Ongoing

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	2.57	3.43	8.82
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
A&FS-1	Unprepared for business interruption/emergency	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	The City may not have adequate business continuity planning and/or emergency preparedness measures in place	
Key Impacts	<ul style="list-style-type: none"> - unable to deliver critical civic services for internal and external customers - injury, illness, death for employees and/or the public - property damage - loss of revenue - loss of civic assets - incur additional costs - negative perception of civic government - legal action against the City 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - competing priorities - lack of risk knowledge/understanding - denial mentality 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - the City mitigates, prepares for, and responds to credible hazards that impact safety and security of civic staff, processes and continuity of operations - Saskatoon is one of the best managed cities before, during and after a disaster 	

Current Activities	
Controls	
1	EMO program developed
2	EOC established
3	Incident Command System training commenced
4	Notifynow mass notification system implemented and periodically tested
5	Partially redundant IT centre established
6	Electrical supply upgraded at City Hall
7	Regional Resiliency Assessment Program completed at 4 civic facilities
8	Active Threat Workshop completed
9	Corporate security measures under review
10	Several individual contingency plans/business interruption plans have been prepared

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	2.71	2.71	7.34
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
MA-2(a)	Fail to Meet Expectations re: Road Maintenance	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> - citizen/stakeholder dissatisfaction - transfer of dissatisfaction to other program areas - negative perception of civic government 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - rate of inflation exceeding annual MPI - past underfunding of asset renewal - lack of mutual understanding - services focused on reactive, rather than planned, service-level driven activities - gap between citizen expectations and service actually provided 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - citizens are satisfied with the condition of our roads - citizens perceive they receive good value for their tax dollars - quality infrastructure that enhances our community's prosperity, productivity, quality of life and economic development/investment 	

Current Activities	
Controls	
1	Annual Civic Services Survey
2	Publication of annual Business Plans and Budgets
3	Continue to implement Building Better Roads program
4	Continue to implement Roadway Financial Management Strategy
5	Monitor, track and report actual level of service and other accomplishments
6	Completed Civic Service Review

Planned Mitigation Strategies		
	Strategy	Target Date
1	Undergo internal audit	2016
2	Prepare additional level of service reports for Council approval	2016
3	Develop centralized & coordinated workflow mgt process	2016-2017
4	Develop resource optimization model	2016-2017
5	Update the Asset Management Plan that addresses inventory, current condition, service level and funding considerations	2016-2017
6	Re-establish Engineering & Financial staff involvement in operations	2016
7	Launch a revised communication strategy regarding road investment	Ongoing

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	2.86	2.57	7.35
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
MA-2(b)	Fail to Meet Expectations re: Snow Removal	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> - citizen/stakeholder dissatisfaction - transfer of dissatisfaction to other program areas - negative perception of civic government 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - lack of mutual understanding - services focused on reactive, rather than planned, service-level driven activities - gap between citizen expectations and service actually provided 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - citizens are satisfied with the condition of our roads - citizens perceive they receive good value for their tax dollars - safe winter driving conditions, fewer collisions and resulting traffic congestion 	

Current Activities	
Controls	
1	Annual Civic Services Survey
2	Publication of annual Business Plans and Budgets
3	Council-approved Winter Road Maintenance Level of Service
4	Maintain Snow & Ice Contingency Reserve

Planned Mitigation Strategies		
	Strategy	Target Date
1	Undergo internal audit	2016
2	Increase funding from existing sources	2016
3	Monitor, track and report actual level of service and other accomplishments	2016
4	Launch a revised communication strategy regarding snow removal	Ongoing

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	1.43	3.43	4.90
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
MA-2(c)	Fail to Meet Expectations re: Bridges	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> - citizen/stakeholder dissatisfaction - transfer of dissatisfaction to other program areas - negative perception of civic government 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - lack of mutual understanding - unrealistic expectations 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - citizens are satisfied with the condition of our bridges - citizens perceive they receive good value for their tax dollars - asset value is maximized on a long term basis 	

Current Activities	
Controls	
1	Publication of annual Business Plans and Budgets

Planned Mitigation Strategies		
	Strategy	Target Date
1	Increase funding from existing sources	2016
2	Undergo internal audit	2017
3	Launch a revised communication strategy regarding bridges and structures investment plan	2016

Planned Mitigation Strategies

Strategy		Target Date
1	Corporate-wide BCP assessment	2016
2	Develop in-house BCP expertise	2016
3	Launch BCP training program	2016
4	Develop risk-based BCP development schedule	2016
5	Update 2007 Pandemic Business Impact Analysis	2016
6	Conduct RRAP reviews of critical infrastructure	2016/2017
7	Initiate EOC mock exercise	2016
8	Expand Incident Command System and EOC training	2016
9	Research, develop and implement updated spill policy and operations	2016
10	Evaluate, research and update Corporate security plans	2016/2017
11	Undergo internal audit	2017
12	Launch a communication strategy regarding the City's preparedness	2016 and ongoing

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
High	Inherent Risk	2.71	2.14	5.80
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
CI-1	Disengaged and uninformed citizens	Continuous Improvement
Risk Lead	GM Corporate Performance	
Risk Narrative	The City may lack the right initiatives to adequately engage and inform citizens. An expectation gap between citizens and the City may be leading to dissatisfaction with services.	
Key Impacts	<ul style="list-style-type: none"> - unrealistic expectations - expectation gap - citizen dissatisfaction - decisions that are not supported or understood - poor decision making process - perception of less transparency and accountability 	
Root Causes	<ul style="list-style-type: none"> - outdated, ineffective initiatives - reluctance to adopt change - limited, uncoordinated capacity to execute community engagement opportunities 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - citizens actively and effectively participate in processes that result in better decisions that are trusted, transparent and more widely accepted 	

Current Activities	
Controls	
1	Online engagement tool launched 2014
2	Piloted new approach to community engagement
3	Piloted new 3rd party online citizen budget tool
4	Piloted "leveraging off of an anchor event" program
5	New website launched 2015
6	Digital Policy and Standards Guide adopted
7	Internal Process Review of Public Work's Customer Service Call Centre
8	Hired Service Saskatoon Special Projects Manager
9	Blue pages and website phone numbers updated
10	Free public wifi offered in civic facilities
11	Citizen service satisfaction survey process piloted
12	Internet publishing and electronic agenda systems implemented

Planned Mitigation Strategies

Strategy		Target Date
1	Develop a strategy for a new engagement process	2016
2	Create new online citizen panel	2016
3	Pursue additional online engagement initiatives	2016
4	Pursue additional techniques to increase participation	2016
5	Continue to implement citizen service satisfaction survey process	2016
6	Continue to research electronic voting system	2016
7	Launch a communication strategy regarding the City's engagement and information sharing initiatives	2016 and ongoing
8	Design and implement internal processes to coordinate and integrate citizen engagement based on subject matter and geographic similarities for ease of citizen access	2016 and ongoing

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking	
		Likelihood	Impact		Score
Medium	Inherent Risk	3.00	3.29	9.87	TBD
	Residual Risk	TBD	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
A&FS-2	Wrong capital investment decisions are made	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	While making capital investment decisions, adequate funding for asset lifecycle costs may not be identified	
Key Impacts	<ul style="list-style-type: none"> - decisions are made with incomplete information - higher overall costs - more cost-effective projects are deferred - lower level of confidence in the decision making process - inaccurate budgeting for future operating and capital costs 	
Root Causes	<ul style="list-style-type: none"> - focus on initial capital outlay - no consistent costing methodology - uncertainty re: future costs 	
Outcomes of Managing the Risk	- the most cost effective decisions result from considering the total cost of asset ownership (acquisition, operating, maintenance and disposal)	

Current Activities	
Controls	
1	Unit costing initiatives being undertaken (Parks, Roadways, Fleet)
2	Lifecycle costing methodology being applied to all P3 projects

Planned Mitigation Strategies		
	Strategy	Target Date
1	Develop corporate lifecycle costing methodology	2016
2	Launch lifecycle costing methodology training program	2016
3	Incorporate lifecycle costing into decision making process	2017
4	Incorporate lifecycle costing into capital budgeting process	2017
5	Incorporate lifecycle costing into operating budget process	2018

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.86	3.29	9.41
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
SG-2	Infrastructure investment not aligned with growth	Sustainable Growth
Risk Lead	GM Community Services	
Risk Narrative	The City carries the risk of over/under investing within its future infrastructure and not being aligned to economic scenario within the city/province	
Key Impacts	<ul style="list-style-type: none"> - under: growth overwhelms existing infrastructure - under: stifled economic activity, employment and business opportunities - over: significant investment precludes use of funds for alternative priorities - over: increasing debt servicing costs 	
Root Causes	<ul style="list-style-type: none"> - absence of overall plan for growth - growth plan not aligned with Strategic Plan - unreliable, inaccurate, inconsistent economic/ demographic data upon which to base decisions - lack of secure, predictable, long-term funding strategies 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - well functioning and efficient infrastructure that enhances quality of life, promotes environmental responsibility, expands access to vital services and improves economic opportunities for all - strategic approach to infrastructure development - enhance existing assets before building new; use infrastructure to influence rate/type of growth - investments are aligned with the approved Growth Plan to Half a Million 	

Current Activities	
Controls	
1	General urban land development process established (studies, annexation, community plans through to subdivisions, site registrations, building permits)
2	Approved concept plans in place and ready to pursue in response to demand
3	3 year land development program/plan prepared and updated regularly
4	Frequent and ongoing monitoring of market conditions and economic/supply/demand indicators
5	Ongoing monitoring of financial resources (reserve sufficiency, cash flows)
6	Completion of Hemson Consulting Ltd. "Financing Growth Study"
7	Utilization of P3 agreements for large infrastructure projects
8	Long-term infrastructure plan (LTIP) being developed by federal government
9	Long-term infrastructure funding commitments received for new infrastructure
10	City Council has adopted a long range Official Community Plan to manage growth and change
11	Regional Plan being prepared to ensure the City secures a land base for long range urban growth

Planned Mitigation Strategies		
	Strategy	Target Date
1	Completion, presentation and approval of Growth Plan to Half a Million	2016
2	Evaluation and pursuit of findings from Hemson Consulting Ltd. "Financing Growth Study"	2016
3	Launch a communication strategy regarding growth and infrastructure investment	2016 and ongoing
4	Long-term infrastructure funding commitments for both new and existing infrastructure	2017-2045
5	Align major infrastructure investments with directions and strategies of Growth Plan to Half a Million	2017 +

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	3.57	2.57	9.17
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
MA-4	Fail to Meet Expectations re: Transit	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> - citizen/stakeholder dissatisfaction - transfer of dissatisfaction to other program areas - decreasing ridership/decreasing revenue/increasing mill rate support 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - lack of data analytics and marketing strategies to attract new ridership - conflict over trade off between coverage and frequency of service - past underfunding of asset renewal and operating hours - lack of mutual understanding 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - a safe, reliable, convenient and affordable public transit system that enables residents to access work, education, health care, shopping, social and recreational opportunities - quality infrastructure that enhances our community's prosperity, productivity, quality of life and economic development/investment - reduction of greenhouse gas emissions, traffic congestion, commute times 	

Current Activities	
Controls	
1	Long-term Transit Plan being developed
2	Five year and ten year implementation priorities being identified
3	Public engagement sessions have occurred
4	Annual Civic Services Survey
5	Intelligent Transportation System (ITS) implemented
6	Real-time mapping launched
7	New Transit website launched

Planned Mitigation Strategies		
	Strategy	Target Date
1	Present Long-term Transit Plan to City Council	2016
2	Launch a revised communication strategy regarding transit investment	2017 and ongoing

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking	
		Likelihood	Impact		Score
	Inherent Risk	3.29	2.71		8.92
Medium	Residual Risk	TBD	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
MA-3	Inadequate Investment in Transit	Moving Around
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The current investment within the overall infrastructure renewal and maintenance program over the last ten years may not have been adequate. Some areas need fresh infrastructure investment.	
Key Impacts	<ul style="list-style-type: none"> - deteriorating transit infrastructure/condition/reliability - inability to deliver transit services/achieve service levels - increasing reactive/emergency maintenance activities - deferred replacement; accelerated deterioration - increasing infrastructure deficit/deficiency - unsafe transit vehicles 	
Root Causes	<ul style="list-style-type: none"> - financial constraints - past underfunding of asset renewal - absence of established life cycle costing process - absence of established asset management plan - absence of approved service level objectives 	
Outcomes of Managing the Risk	- a safe, reliable, convenient and affordable public transit system that enables residents to access work, education, health care, shopping, social and recreational opportunities	

Current Activities	
Controls	
1	Saskatoon Transit Fleet Renewal Strategy approved by City Council
2	Annual Civic Services Survey

Planned Mitigation Strategies		
	Strategy	Target Date
1	Prepare an Asset Management Plan for Transit that addresses inventory, current condition, service level and funding considerations	2016
2	Undergo internal audit	2016
3	Implementation of new fleet management system	2016
4	Launch a revised communications strategy regarding transit investment	Ongoing

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	3.29	2.71	8.92
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
A&FS-3 (a)	Fail to Meet Expectations re: IT	Asset & Financial Sustainability
Risk Lead	GM Corporate Performance	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> - citizen/stakeholder dissatisfaction - transfer of dissatisfaction to other program areas - negative perception of civic government 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - outdated operating and delivery models - lack of mutual understanding - unrealistic expectations - lack of strategic alignment - not utilizing already captured data to inform business decisions 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - IT is a strategic business partner that offers innovative business solutions and empowers its customers to effectively utilize technology to provide services citizens expect and create workflow efficiencies 	

Current Activities	
Controls	
1	Launched new vision and mandate statement
2	Introduced a new Service Desk tool
3	Providing business analysis and alternate options
4	Determining KLO's and SLA's

Planned Mitigation Strategies		
	Strategy	Target Date
1	Move sustainment and future development of website in-house	2016
2	Develop multi-year Corporate IT strategy	2016
3	Implement corporate standards for the use of SharePoint	2016
4	Launch new Service Desk tool	2016
5	Introduce new IT Opportunity Assessment Process	2016
6	Develop project and portfolio management including ROI and business case analysis	2016
7	Implement a new organizational structure that is aligned to business units/divisions	2016
8	Launch process to utilize data when making business decisions	2016
9	Launch a revised communication strategy regarding IT investment	2016 and ongoing
10	Implement business analysis and process improvements throughout the organization	2017+
11	Implement cloud based solution	2018

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking	
		Likelihood	Impact		Score
Medium	Inherent Risk	1.86	2.43	4.52	TBD
	Residual Risk	TBD	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
A&FS-3(b)	Fail to Meet Expectations re: Buildings	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> - citizen/stakeholder dissatisfaction - transfer of dissatisfaction to other program areas - injury, illness, death for employees and/or the public 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - past underfunding of asset renewal - appraised values lag inflationary impacts - rate of inflation exceeding annual MPI - lack of mutual understanding 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - Facilities provides quality service in an efficient, timely and professional manner to ensure safe, clean, productive and well maintained civic facilities for our employees and citizens - quality infrastructure that enhances our community's prosperity and quality of life 	

Current Activities	
Controls	
1	Developed customer service agreements for certain facilities
2	Cyclical building condition assessments
3	Conduct regular customer service meetings to review service and performance
4	Established an Asbestos Management Program and staffed an Indoor Air Quality position to administer the program

Planned Mitigation Strategies		
	Strategy	Target Date
1	Introduce a new Service Desk tool	2016
2	Continue to develop customer service agreements	2016
3	Prepare an Asset Management Plan that addresses inventory, current condition, service level and funding considerations	2016
4	Implement Enterprise Asset Management system and improve reporting to customers	2016
5	Develop customer service satisfaction survey and feedback process	2016
6	Launch a revised communication strategy regarding building investment	2017 and ongoing

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking	
		Likelihood	Impact		Score
Medium	Inherent Risk	3.00	2.85	8.55	TBD
	Residual Risk	TBD	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
A&FS-6	Outdated or unsupported software and/or hardware failure	Asset & Financial Sustainability
Risk Lead	GM Corporate Performance	
Risk Narrative	Some IT systems and hardware may be outdated resulting in inability to meet business needs	
Key Impacts	<ul style="list-style-type: none"> - vulnerability to security threats - failures/crashes; catastrophic data loss - data corruption, instability - increased downtime, lost productivity, inefficiencies - loss of flexibility, responsiveness - service disruptions 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - competing priorities - absence of IT strategy, governance model 	
Outcomes of Managing the Risk	- a modern information technology infrastructure that supports program areas in the achievement of business objectives	

Current Activities	
Controls	
1	A full assessment of the IT infrastructure is in progress
2	Operational risk is being defined and mitigated
3	A sustainability review is being undertaken for the corporation
4	Providing business analysis and alternate options
5	Determining KLO's and SLA's
6	Developing an asset management plan for infrastructure and applications
7	Planning for a security audit and review

Planned Mitigation Strategies		
	Strategy	Target Date
1	Introduce new IT Opportunity Assessment Process	2016
2	Partner with EMO and Risk to support divisions in the preparation of business continuity plans	2016
3	Transition to managed print services	2016
4	Establish a technical roadmap with options for infrastructure and business continuity plans	TBD
5	Investigate ERP/hybrid based solution	TBD
6	Develop enterprise strategies and programs	TBD

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking	
		Likelihood	Impact		Score
Medium	Inherent Risk	3.00	2.57	7.71	TBD
	Residual Risk	TBD	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
A&FS-5	Funding decisions don't align with citizen/Council priorities or strategic goals	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	The current budgeting process may make it difficult to see the "big picture" and identify priority based funding. A good understanding of what is needed for baseline operations and what's considered as an add-on may not exist.	
Key Impacts	<ul style="list-style-type: none"> - higher priority services are underfunded; lower priority services are overfunded - lower level of confidence in the budgeting process - decisions are made with incomplete information 	
Root Causes	<ul style="list-style-type: none"> - budgeting system limitations - resource constraints - lack of information 	
Outcomes of Managing the Risk	- a clear, transparent and credible budgeting process that inspires trust among citizens, City Council and the Administration; outlines a plan for achieving priority objectives; will use available resources effectively, efficiently and in a sustainable manner; and serves as a basis for accountable government	

Current Activities	
Controls	
1	Annual Business Planning process
2	Strategic Planning process
3	Annual Civic Services Survey
4	Piloted new 3rd party online citizen budget tool
5	Implemented new five-step budgeting process

Planned Mitigation Strategies		
	Strategy	Target Date
1	Research, evaluate and prepare for implementation of a multi-year budgeting process	2016/2017
2	Undergo internal audit	2018

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking	
		Likelihood	Impact		Score
Medium	Inherent Risk	3.14	2.43	7.63	TBD
	Residual Risk	TBD	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
A&FS-7	Information technology strategy does not support the achievement of corporate/divisional strategic/business plans	Asset & Financial Sustainability
Risk Lead	GM Corporate Performance	
Risk Narrative	There may be a lack of clear IT strategy for the organization which may result in higher IT costs and inability for IT to function as an enabler	
Key Impacts	<ul style="list-style-type: none"> - information technology is an impediment to achieving business objectives - fragmented and reactive approach to technology investments 	
Root Causes	<ul style="list-style-type: none"> - decentralized IT business model - non-strategic culture - lack of change management, training and communication/collaboration between IT and the rest of the organization 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - an information technology strategy that is closely aligned to business and strategic objectives and critical business processes - information technology assists in the management of business information risks (not just IT risks) 	

Current Activities	
Controls	
1	Launched new vision and mandate statement
2	Introduced a new Service Desk tool
3	Implemented prioritization and portfolio management system
4	IT requirements are identified in the annual business planning process

Planned Mitigation Strategies		
	Strategy	Target Date
1	Introduce new IT Opportunity Assessment Process	2016
2	Establish IT Governance Steering Committee	2016
3	Establish Business Unit Steering Committee	2016
4	Develop business relationship management core competencies	2016
5	Develop cascading performance plans/targets	2016
6	Develop project and portfolio management including ROI and business case analysis	2016
7	Implement a new organizational structure that is aligned to business units/divisions	2016
8	Provide training for IT staff in business analysis, project management, achieving excellence in IT	2016

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking	
		Likelihood	Impact		Score
Medium	Inherent Risk	2.71	2.71	7.34	TBD
	Residual Risk	TBD	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
SG-4	Unprepared to mitigate/adapt/respond to climate risk (variability and change)	Sustainable Growth
Risk Lead	GM Corporate Performance	
Risk Narrative	City may be lacking a clearly articulated strategy on how to manage climate change related risks	
Key Impacts	<ul style="list-style-type: none"> - failure of critical built infrastructure; associated loss of life/injury - reactive and more costly corrective/remediation measures - loss of/damage to civic assets - increasing levels of greenhouse gases 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - lack of understanding of importance, components, direction, priority status - infrastructure investment decision criteria do not include the value of mitigation/ adaptation/ resiliency strategies 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - the city's infrastructure, citizens, ecosystems and economy are protected from/less vulnerable to/resilient from the impacts of climate change - climate change considerations are integrated into the decision-making, design and maintenance processes in a comprehensive and integrated manner 	

Current Activities	
Controls	
1	Information reports regarding climate adaptation strategies received by City Council
2	Incorporated environmental implications section in Committee and Council report template
3	Participated in the West Yellowhead Air Management Zone
4	Ad hoc mitigation, adaptation and response strategies

Planned Mitigation Strategies		
	Strategy	Target Date
1	Develop a Climate Adaptation Plan	2016
2	Launch a communication strategy regarding the City's climate adaptation strategies	2016 and ongoing
3	Incorporate climate adaptation strategies into the Asset Management Plans	2016

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.57	2.57	6.60
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
CI-2	Unplanned vacancies in key senior executive positions	Continuous Improvement
Risk Lead	GM Corporate Performance	
Risk Narrative	Current succession planning and leadership development may not be adequate considering aging workforce and staff turnover	
Key Impacts	<ul style="list-style-type: none"> - unable to fill key senior executive positions in a timely manner, if at all - business objectives may not be achieved because key positions are unstable/vacant - critical and/or corporate knowledge is lost 	
Root Causes	<ul style="list-style-type: none"> - financial and/or non-financial compensation packages are not competitive - absence of an overall framework 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - leadership talent is identified early and cultivated over time (e.g., training, action learning, mentoring, job rotation, high-potential development programs, etc.) - qualified individuals are always available to ensure continuity in the provision of civic services 	

Current Activities	
Controls	
1	Succession planning framework has been presented to the Leadership Team
2	Succession planning framework has been applied to the Director and GM positions
3	Competency frameworks have been developed for Directors and GM's
4	New "Investing in Leaders" program was launched

Planned Mitigation Strategies		
	Strategy	Target Date
1	Key senior executive positions will be identified and state of readiness evaluated	2016
2	Individual learning and development plans will be developed for promising candidates	2017
3	Effectiveness of each development tool will be evaluated	2017
4	Repository of individuals and talent will be established and maintained	TBD

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.71	2.43	6.59
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
QL-1	Inadequate Investment in Park and Recreation Facilities	Quality of Life
Risk Lead	GM Community Services	
Risk Narrative	The current investment within the overall infrastructure renewal and maintenance program over the last ten years may not have been adequate. Some areas need fresh infrastructure investment.	
Key Impacts	<ul style="list-style-type: none"> - deteriorating park and recreation infrastructure/condition/level of service - increasing reactive/emergency maintenance activities - deferred capital work; accelerated deterioration - increasing infrastructure deficit/deficiency - unsafe conditions (turf, playing surfaces, amenities, pathways, trees - structural weakness, disease) 	
Root Causes	<ul style="list-style-type: none"> - financial constraints - past underfunding of asset renewal - absence of established life cycle costing process - absence of established asset management plan - absence of approved service level objectives 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - a safe and well maintained park and open space network - citizens perceive they receive good value for their tax dollars 	

Current Activities	
Controls	
1	Completed Civic Service Review - Parks

Planned Mitigation Strategies		
	Strategy	Target Date
1	Increase funding from existing sources	2016
2	Prepare an Asset Management Plan for parks and recreation facilities that addresses inventory, current condition, service level and funding considerations	2016
3	Pursue bylaw enforcement options re: drainage	2016
4	Pursue improvements to the Special Events process re: impact on parks/open spaces	2016
5	Implement a new tree inventory software system	2016
6	Develop landscaping design and construction specifications	2016
7	Complete Civic Service Review - Urban Forestry	2016
8	Launch a revised communication strategy regarding parks investment	2016 and ongoing
9	Develop renewal plans for key infrastructure - pathways, irrigation	2018

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.71	2.43	6.59
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
A&FS-8	Decisions must be made with incomplete information	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	Financial and operational systems are not well integrated which makes it difficult to make data based decisions (asset management, maintenance, ERP, HR, etc.)	
Key Impacts	<ul style="list-style-type: none"> - the wrong decisions is made - inefficient processes, data re-entry errors - redundant applications/systems waste resources 	
Root Causes	<ul style="list-style-type: none"> - system investment decision criteria do not include non-financial costs and benefits - decentralized IT business model - absence of IT strategy, governance model - manual processes/information repositories - absence of end-to-end business process analysis 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - relevant, complete and accurate financial and non-financial information is readily available to support the decision making process - integrated business information systems that improve productivity, increase efficiencies, decrease costs and streamline processes 	

Current Activities	
Controls	
1	RFP awarded for the development of a business case for a core ERP system
2	Enterprise strategies and programs to encompass asset management, data management and business intelligence are being developed
3	Introduction of SharePoint (improves information governance, collaboration and workflow)
4	Developed an IT strategic plan

Planned Mitigation Strategies		
	Strategy	Target Date
1	Present business case for core corporate financial system to City Council	2016
2	Introduce new IT Opportunity Assessment Process	2016
3	Project On Line implementation and standardization of portfolio management	2016

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.43	2.57	6.25
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
EL-1	Fail to Meet Expectations re: Garbage Collection	Environmental Leadership
Risk Lead	GM Transportation & Utilities	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> - citizen/stakeholder dissatisfaction - transfer of dissatisfaction to other program areas 	
Root Causes	<ul style="list-style-type: none"> - contradictory service expectations - poor response to public phone-in service requests - past underfunding of asset renewal 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - citizens are satisfied with the reliability of garbage collection - citizens are satisfied with the waste diversion options available to them - citizens perceive they receive good value for their tax dollars 	

Current Activities	
Controls	
1	A public education program has been developed and communicated throughout the community
2	Waste diversion programs, that are convenient and easy to use, have been launched
3	Expanded the Green Cart program to accept food waste
4	RFP awarded for the development of a business case for a Recovery Park
5	New optimized routes implemented in 2016, with software to help identify missed segments
6	Integrated collection calls with PW Customer Service system

Planned Mitigation Strategies		
	Strategy	Target Date
1	Present business case for a Recovery Park to City Council	2016
2	Develop an updated Waste Diversion Plan	2016
3	Prepare a discussion paper on the potential for a Waste Utility	2016
4	Conduct community waste audits	2016
5	Launch a revised communication strategy regarding waste collection investment	2016
6	Develop targeted action plans as a result of the audits	2017

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking	
		Likelihood	Impact		Score
Medium	Inherent Risk	2.14	2.71	5.80	TBD
	Residual Risk	TBD	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
A&FS-9	Unauthorized release of/access to confidential/personal information	Asset & Financial Sustainability
Risk Lead	City Clerk's Office	
Risk Narrative	Inadequate management of privacy and security of information may be a risk. Data management may be insecure due to use of cloud services.	
Key Impacts	<ul style="list-style-type: none"> - information is exploited for personal gain/economic advantage - loss of citizen trust and confidence in the City - legal action against the City - legislative non-compliance 	
Root Causes	<ul style="list-style-type: none"> - lack of understanding of what information is confidential/personal - absence of policies that govern collection, use, creation and storage of information - inadequate security measures - intentional/unintentional breach of security measures, release of information 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - every person who has access to confidential/personal information understands and carries out their responsibilities to protect that information throughout its lifecycle - the public has confidence that information provided to the City is dealt with appropriately 	

Current Activities	
Controls	
1	Procedures ensure user accounts are kept up to date (current staff only)
2	Procedures ensure user access privileges do not exceed legitimate needs
3	A framework of information management/governance policies have been developed
4	Monitoring, intrusion detection and penetration testing protocols exist
5	Security reviews, inspections and audits conducted on a periodic basis
6	Confidentiality agreements are required in certain circumstances
7	Administrative processes regarding City Clerk's Office handling of info
8	Divisional training sessions have started, upon request
9	Corporate records training program has commenced
10	Privacy Impact Assessment Process approved by Leadership Team

Planned Mitigation Strategies		
	Strategy	Target Date
1	Develop and roll out Privacy Impact Assessment Process training program	2016/2017
2	Develop Privacy Policy - internal	2016
3	Review and update information management/governance policies	2016/2017
4	Develop unauthorized release/access response plan	2016
5	Conduct security audit	2016
6	Review and update language in tenders/RFP's regarding privacy issues, access to information	2016/2017
7	All new employees/contractors receive training on how to comply with information mgt/governance policies	2017/2018
8	Develop detailed policies to support information management/governance framework	2017/2018

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.14	2.57	5.50
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
CI-3	Unplanned vacancies in operational staff positions	Continuous Improvement
Risk Lead	GM Corporate Performance	
Risk Narrative	With the economic growth of the province, the City may be experiencing a high degree of staff turnover which may require better talent management and retention strategies	
Key Impacts	<ul style="list-style-type: none"> - unable to fill operational staff positions in a timely manner, if at all - business objectives may not be achieved because adequately trained staff are not available to effectively deliver services - critical and/or corporate knowledge is lost - decrease in employee morale - both existing and new staff - increase in hiring and training costs 	
Root Causes	<ul style="list-style-type: none"> - financial and/or non-financial compensation packages are not competitive - failure to capture relevant knowledge/prepare an actionable knowledge base - negative work environment, job dissatisfaction 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - a desirable workplace that maximizes employee retention while implementing and maintaining measures that minimize disruptions when employees resign, must be terminated, retire or transfer 	

Current Activities	
Controls	
1	"Employee Rewards and Recognition" program being developed
2	Consistently rated as one of Saskatchewan's Top 100 Employers

Planned Mitigation Strategies		
	Strategy	Target Date
1	Undergo internal audit	2016
2	Implement new "Employee Rewards and Recognition" program	2016
3	Key training needs for all positions will be developed	TBD
4	Formal "onboarding" process will be implemented for individuals new to the organization/new to the position	TBD
5	Formal "offboarding" process will be implemented, including mandatory exit interviews	TBD
6	Implement a risk based "actionable knowledge base" development plan	TBD

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.28	2.28	5.20
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
CI-4	Existing talent does not match current or future business needs (the people we have are not the people we need)	Continuous Improvement
Risk Lead	GM Corporate Performance	
Risk Narrative	Overall workforce planning process may not be adequate to highlight what the future organization would look like and align it with citizen needs and expected service levels	
Key Impacts	<ul style="list-style-type: none"> - business objectives may not be achieved due to a shortage of essential skills - employees become "surplus" because their skills do not match what is needed 	
Root Causes	<ul style="list-style-type: none"> - lack of talent pipeline management/succession planning process - hiring freezes, caps - technological and business model changes - changing public expectations - not utilizing data analytics to predict future workforce demands 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - the City's human capital (its people) is aligned with its business plans to achieve its mission and strategic goals - the City has, and will continue to have, the right people with the right skills in the right job at the right time 	

Current Activities	
Controls	
1	Corporate strategic plan has been developed
2	Divisional and corporate business plans have been prepared

Planned Mitigation Strategies		
	Strategy	Target Date
1	Undergo internal audit	2016
2	Develop a workforce planning process that includes evaluation of data (turnover rates, planned retirements, changing demand for services) to anticipate and plan for changes to the workforce	2016
3	Select a number of areas to pilot the workforce planning process	2016
4	Amend the workforce planning process based on pilot experiences	2016
5	Roll out the workforce planning process to additional areas	2017
6	Implement a monitoring and evaluation process	2017

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.43	2.14	5.20
	Residual Risk	TBD	TBD	TBD
				TBD

Risk No.	Risk Description	Strategic Goal
QL-2	Fail to Meet Expectations re: Parks Maintenance	Quality of Life
Risk Lead	GM Community Services	
Risk Narrative	The City may not be delivering expected level of services to citizens or internal stakeholders	
Key Impacts	<ul style="list-style-type: none"> - citizen/stakeholder dissatisfaction - transfer of dissatisfaction to other program areas 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - past underfunding of asset renewal - rate of inflation exceeding annual MPI - lack of mutual understanding - contradictory service expectations 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - a safe, clean, accessible and well maintained park and open space network that provides varied opportunities for both active and passive recreation and leisure activities for citizens of all ages - quality infrastructure that enhances our community's prosperity and quality of life 	

Current Activities	
Controls	
1	Completed Civic Service Review
2	Annual Civic Services Survey
3	Completed Recreation & Parks Master Plan
4	Piloted new service delivery model - combined horticultural and turf maintenance crews

Planned Mitigation Strategies		
	Strategy	Target Date
1	Begin to implement Recreation & Parks Master Plan	2016
2	Develop new "Naturalized Park" classification	2016
3	Expand new combined-crew service delivery model to additional areas	2016
4	Establish new satellite maintenance facilities in new development areas	2016
5	Implement work management system	2016
6	Launch a revised communication strategy regarding park investment	2016 and ongoing

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking
		Likelihood	Impact	
Medium	Inherent Risk	2.14	2.28	4.88
	Residual Risk	TBD	TBD	TBD

Risk No.	Risk Description	Strategic Goal
A&FS-4	Infrastructure fails due to inadequate maintenance	Asset & Financial Sustainability
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	The lack of an Integrated Asset Management approach and systems may be affecting the overall process of asset maintenance	
Key Impacts	<ul style="list-style-type: none"> - deteriorating infrastructure/condition/level of service - current state/condition/level of service is unknown - decisions are made with incomplete information - inaccurate budgeting for future operating and capital costs - injury, illness, death for employees and/or the public - funding not allocated to most cost-effective/high priority assets 	
Root Causes	<ul style="list-style-type: none"> - resource constraints - lack of, or inability to obtain, data - competing priorities 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - maximize the useful life of civic assets at least overall cost 	

Current Activities	
Controls	
1	Responsibility for preparation of asset management plans centralized
2	Consistent methodology developed
3	Detailed "state of..." assessments done on certain asset classes
4	Completed asset management plans (Roadways 2013 and Water/Wastewater systems 2015)

Planned Mitigation Strategies	
Strategy	Target Date
1	Continue to prepare asset management plans (Transit Fleet, Parks, Bridges, Roadways, Facilities, Fleet, SL&P) and provide a strategic corporate asset management plan for City Council to set condition service levels and funding decisions
	2016

Strategic Risk Register

(Effective May 11, 2016)

Risk Ranking	Risk Score			Target Risk Ranking	
		Likelihood	Impact		Score
	Inherent Risk	2.14	2.00		4.28
Medium	Residual Risk	TBD	TBD	TBD	

Risk No.	Risk Description	Strategic Goal
SG-3	Risk is not consistently considered in the decision making/project management process	Sustainable Growth
Risk Lead	CFO/GM Asset & Financial Management	
Risk Narrative	Strategic initiatives may not be reviewed for key risks during the business case evaluation in a structured and comprehensive way	
Key Impacts	<ul style="list-style-type: none"> - preventable failures jeopardize project/program/initiative success - foreseeable opportunities are missed - accepted risk exceeds the organization's risk appetite 	
Root Causes	<ul style="list-style-type: none"> - lack of understanding of importance, process and benefits of risk management - unstructured/immature/poorly implemented risk management program - risk appetite hasn't been clearly defined 	
Outcomes of Managing the Risk	<ul style="list-style-type: none"> - project threats are minimized; project opportunities are seized - projects are delivered on time, on budget and with quality results 	

Current Activities	
Controls	
1	Risk Based Management program was approved by City Council
2	Risk Management policy was approved by City Council
3	Developed internal audit plan based on strategic risk assessment
4	Strategic Risk Assessment was completed and approved by City Council
5	Risk Based Management workshop conducted
6	2016 Business Planning process included consideration of key challenges
7	Leadership Commitment session held in fall 2015 to increase awareness of risk identification, prioritization and mitigation

Planned Mitigation Strategies		
	Strategy	Target Date
1	Prepare strategic risk registers	2016
2	2017 Business Planning process will include consideration of strategic risks	2016
3	Conduct Operational Risk Assessment	2016
4	Prepare operational risk registers	2016
5	Incorporate operational risk assessments into internal audit plan update	2017
6	Incorporate Risk Management section in Committee and Council report template	2017
7	Business Planning process will include consideration of operational and strategic risks	2017
8	Develop a Project Risk Management framework and program	2017
9	Incorporate training on risk management into the corporate learning & development program	2017

Acquisition of Land Owned by Akzo Nobel Chemicals Ltd. for North Commuter Parkway Project

Recommendation

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

1. That the Real Estate Manager be authorized to acquire a portion of Parcel A, Plan 63S09313, Extension 0, comprising approximately 0.459 acres from Akzo Nobel Chemicals Ltd.;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That all costs associated with the land acquisition be charged to the Capital Project Land Acquisition account for the North Commuter Parkway project.

Topic and Purpose

The purpose of this report is to receive City Council approval for the purchase of a portion of Parcel A, Plan 63S09313, Extension 0, required for the North Commuter Parkway (NCP) project, comprising an area of approximately 0.459 acres of land.

Report Highlights

1. The City of Saskatoon (City) requires an additional portion of land from Akzo Nobel Chemicals Ltd.'s (Akzo Nobel) property at 3910 Wanuskewin Road to accommodate construction of the future NCP project.

Strategic Goals

This report supports the long-term strategy of optimizing the flow of people and goods in and around the city under the Strategic Goal of Moving Around.

This report also supports the long-term strategy of protecting the City's credit rating and the four-year priority of exploring alternate sources of revenue to pay for ongoing operations under the Strategic Goal of Asset and Financial Sustainability.

Background

The Growing Forward! Shaping Saskatoon planning process identified the need for an additional river crossing in the northeast to accommodate increased commuter traffic between east residential neighbourhoods and the north end employment area. The functional plan for a new river crossing and connecting arterial road system as part of the NCP project was approved at the May 21, 2013, meeting of City Council.

At the December 15, 2014 regular meeting of City Council, it was resolved that the Real Estate Manager be authorized to acquire a portion of Parcel A, Plan 63S09313, Extension 0, comprising approximately 11.190 acres from Akzo Nobel Chemicals Ltd.

It was later identified by all three proponents providing a submission for the NCP project that an additional piece of the Akzo Nobel site, approximately 0.98 acres, would be required for erosion protection. City Council approved that land acquisition at its regular meeting on January 25, 2016.

Report

Land for Future NCP Project

The contractor for the NCP project, Graham Commuter Partners, has determined an additional 0.459 acres of land is required from the Akzo Nobel site for erosion protection.

Phase I and Phase II Environmental Site Assessments were completed on the additional land area. The results indicated the site was within Canadian Council of Ministers of the Environment (CCME) Standards for an industrial zoned site.

The purchase price of \$4,131 is based on an independent market value appraisal completed on the site indicating a value of \$9,000 per acre.

Other Terms and Conditions of the Agreement

Other terms and conditions of the agreement include:

- The land is being purchased on an “as is”, “where is” condition “with all faults”.
- The vendor is released and indemnified from any claim, demand, suit or action, liability, expense, damages or fine of any kind whatsoever with respect to the environmental condition of the land.
- The City, at its cost, will undertake the survey and subdivision of the land.
- Possession of the Land shall be on the date the Agreement is executed in full.
- Closing Date shall be 30 business days following notification from the City to the Seller that a Transform Approval Certificate has been received pursuant to the subdivision application.

Options to the Recommendation

There are no options to the recommendation as this land is required to accommodate the approved roadway.

Public and/or Stakeholder Involvement

Real Estate Services has discussed this purchase with the Transportation and Utilities Department.

Financial Implications

In December 2012, City Council, through budget deliberations, approved the use of \$10 million currently allocated toward the Traffic Bridge replacement as an interim source of funding to begin the land assembly process for the NCP project. Adequate funding remains from this amount for this purchase.

Environmental Implications

Phase I and Phase II Environmental Site Assessments were completed on the site area. The results indicated that the site was within CCME Standards for an industrial zoned site.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

At this time, no date has been identified for follow-up or project completion.

Public Notice

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

Attachment

1. Akzo Nobel Land Acquisition Drawing

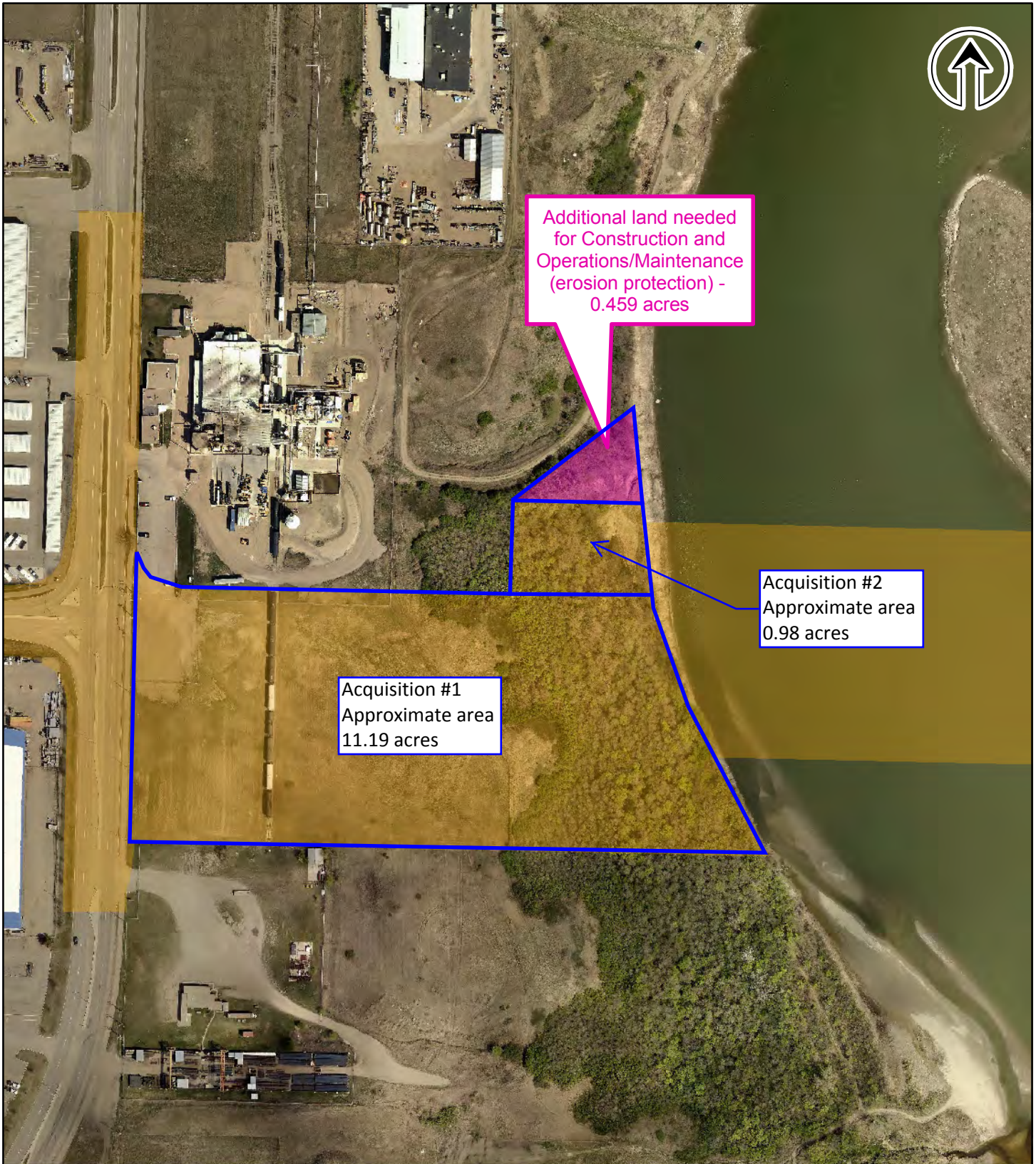
Report Approval

Written by: Keith Pfeil, Manager, Real Estate Services

Reviewed by: Frank Long, Director of Saskatoon Land

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

Akzo Nobel – Additional Land Acquisition NCP 2016.docx



2016-04-20 By:dwillems

April 2016
6050-104-44



- Legend:
- Construction Period Lands
 - OMR Period Lands
 - Additional Land Needed for Construction and OMR

Scale: 1:3,000

Project:
NORTH COMMUTER PARKWAY
AND TRAFFIC BRIDGE

Figure No.:

Title/Subject:

Akzo Nobel - Additional Lands

Renewal of Property Tax Exemption Agreement – 602 (Lynx) Wing Saskatoon R.C.A.F. Association

Recommendation

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

1. That the 602 (Lynx) Wing Saskatoon R.C.A.F. Association be granted a further five-year property tax exemption; and
2. That the City Solicitor be requested to prepare the necessary bylaw and agreement.

Topic and Purpose

The purpose of this report is to receive City Council approval for a five-year property tax exemption agreement with the 602 (Lynx) Wing Saskatoon R.C.A.F. Association (Lynx Club).

Report Highlights

1. The Lynx Club, a non-profit corporation, is a member of the Royal Canadian Airforce Association of Canada.
2. Other similar veteran associations are exempt from taxation under *The Cities Act*.

Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability by ensuring that the City of Saskatoon (City) is open, accountable and transparent in regard to its taxation decisions and that it treats similar properties and property owners equitably as required by *The Cities Act*.

Background

In 2006 and 2010, City Council approved five-year agreements with the Lynx Club thereby exempting the property from property taxes. The 2010 agreement expired at the end of 2015. Early in 2016, the applicant advised that it wishes to enter into a further agreement which, if approved, would allow for a continued tax exemption.

Report

The Lynx Club is a non-profit corporation and a member of the R.C.A.F. Association of Canada. Its mission is to “commemorate the noble achievements of the men and women who have served as members of Canada’s air forces since its inception; advocate for a proficient and well-equipped air force; and support the Royal Canadian Air Cadet program.”

As in previous years, the applicant has requested that its property at 2407 Avenue C North be exempt from taxation in the same manner as property owned and occupied by other veterans’ organizations.

The Cities Act states that the buildings and lands owned and occupied by a division, branch or local unit of The Royal Canadian Legion Saskatchewan Command; the Army, Navy & Air Force Veterans in Canada; or the Disabled Veterans' Association of Saskatchewan are exempt from taxation pursuant to Section 262(1)(p) of *The Cities Act*.

The Lynx Club is associated with the R.C.A.F. which is not named in *The Cities Act* as a military entity which is exempt from taxation, but historically, the local chapter has been recognized as equivalent to the named entities. This recognition is the basis of the requested exemption. The Administration supports the request as a means of maintaining equity between this veterans' organization and other veterans' organizations that are exempt from taxation.

Options to the Recommendation

City Council could choose to not enter into an agreement to exempt the property taxes for a further five year period, thereby making the property taxable.

Public and/or Stakeholder Involvement

Stakeholder involvement has been limited to representatives of the Lynx Club.

Communication Plan

Lynx Club representatives will be advised of City Council's decision.

Financial Implications

Based on the 2016 mill rate, the approximate annual amount of taxes that would be exempt from taxation is \$6,600.

Other Considerations/Implications

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

Public Notice

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

Attachment

1. Letter - Royal Canadian Air Force Association, 602 (Lynx) Wing, dated March 30, 2016

Report Approval

Written by: Darcy Huisman, City Assessor
Reviewed by: Shelley Sutherland, Director of Corporate Revenue
Approved by: Kerry Tarasoff, CFO/General Manager, Asset and Financial Management Department



ROYAL CANADIAN AIR FORCE ASSOCIATION
#602 (LYNX) WING
2407 AVENUE C NORTH
SASKATOON, SASKATCHEWAN S7L 6T1



30 Mar 2016

City Council
C/O City Clerk's Office
223 3rd. Avenue North
Saskatoon SK
S7K 0J5

Darcy Huisman

We received you fax dated 28th. March 2016. We would like to apply to have our property tax exemption extended for another 5 years. We are still operating as a non Profit making ex military club (the same as the Legions and Army and Navy). ROLL #1-44-49-01900.

Please advise if this the information you require

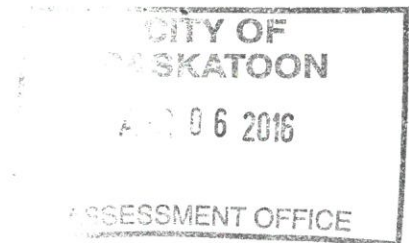
Yours truly,

Earl Goodman

Treasurer
602 Lynx Wing
RCAF Association

Louis Montreal

President
602 Lynx Wing
RCAF Association



Finning Canada – Heavy Equipment Repairs and Repair Parts – Blanket Purchase Order

Recommendation

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

1. That the Administration prepare a blanket purchase order with Finning Canada for the repair of heavy equipment and repair parts exclusive to Caterpillar (CAT) brand equipment for up to the next five years for an estimated cost of \$500,000 (plus applicable taxes) per year; and
2. That Purchasing Services, Asset and Financial Management Department, issue the appropriate blanket purchase order.

Topic and Purpose

The purpose of this report is to obtain City Council approval of a blanket purchase order for Finning Canada for major repairs and supply of repair parts for CAT heavy equipment.

Report Highlights

1. Finning Canada is the only company in Saskatoon that can provide the required major repairs and parts for CAT heavy equipment.
2. It is recommended that the Administration negotiate a multi-year blanket purchase order with Finning Canada in order to obtain administrative efficiencies and avoid timely delays for sole source purchases.

Strategic Goal

This report supports the long-term strategy of increasing productivity by being more efficient in the way the City of Saskatoon (City) does business under the Strategic Goal of Continuous Improvement.

Report

Finning Canada is the Only Supplier/Authorized of CAT Equipment

Section 5.6 of Administrative Policy No. A02-027, Corporate Purchasing Procedure, permits sole source procurement under the following applicable circumstances:

- a) When the selection of a single vendor is necessary due to the vendor's proprietary rights; and
- b) When supply is available from only one vendor due to the compatibility with existing equipment or services that have been established as a standard with the City.

There are 44 pieces of CAT heavy equipment in the civic fleet. Currently, and for the foreseeable future, there is only one authorized CAT dealer and service center in Saskatoon.

With current shop labour rates and the rising cost of repair parts, most large repairs will exceed the \$5,000 threshold of department issued purchasing documents. Many repair parts needed often exceed the same threshold. The additional administrative paper work and required approval process causes timely delays in payment/authorization of work, adding to the downtime of equipment. The majority of required repairs/parts need to be obtained as soon as possible to ensure there is minimal disruption to civic operations and services, such as snow removal, street repair, water and sewer repairs, and emergency situations. As identified in the Fleet Services' Customer Service Review (December 2015), Fleet Services is also required to have a minimum number of equipment available at a moment's notice.

Blanket Purchase Order Recommended

The Administration is recommending that the City negotiate directly with Finning Canada to obtain a long-term agreement in the form of a blanket purchase order for Fleet Services. A blanket purchase order will allow for more efficient purchasing by reducing the total number of purchase orders issued each year, and streamlining the process will provide the City with cost savings and efficiencies.

Options to the Recommendation

City Council can choose not to proceed with entering in a blanket purchase order with Finning Canada and continue with the current process. The Administration does not recommend this option due to the urgent nature of equipment repairs which are required for day-to-day operations and emergency repairs to infrastructure such as water mains.

Financial Implications

Costs for repairs to this equipment are funded from Fleet Service's approved operating budget. In the event that a repair is due to operator abuse and/or neglect, these costs are then charged to the appropriate department.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

If approved, this blanket purchase order will be in place by June 30, 2016, with an option to extend the blanket for up to four additional years, provided the supplier provides acceptable pricing and maintains status as the sole supplier.

Public Notice

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

Report Approval

Written by: Jason Kennon, Maintenance Manager, Fleet Services
Reviewed by: Del Ehlert, Acting Director of Facilities and Fleet Services
Linda Rauckman, Director of Materials Management
Kerry Tarasoff, CFO/General Manager, Asset and Financial
Management Department
Approved by: Murray Totland, City Manager

Finning Canada Blanket PO.docx

Inquiry – Councillor P. Lorje (January 25, 2016) Controlled Corporations – Reporting Revenues and Expenditures at Budget

Recommendation

That the report of the CFO/General Manager, Asset and Financial Management Department, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to advise City Council on the development of an agreed upon template for SaskTel Centre, Rемаi Modern Art Gallery of Saskatchewan (Remai Modern) and TCU Place to report budgeted revenue and expenditures for presentation to City Council.

Report Highlights

1. In consultation with the management of SaskTel Centre, Rемаi Modern and TCU Place, a template has been developed for reporting budgeted revenues and expenditures in a consistent format.

Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability through open, accountable, and transparent reporting of the City of Saskatoon's (City) resource allocations.

Background

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

“Saskatoon has three controlled corporations – SaskTel Centre, TCU Place, and the Rемаi Modern Art Gallery of Saskatchewan. Will the Administration please work with the management of these three controlled corporations in order to develop a consistent, standardized method of reporting expenditures and revenues for consideration during the annual budget process of City Council. Specifically, is it possible to use the template of revenue and other income versus general and overheads expenses developed by SaskTel Centre as a means of reporting said items to City Council.”

Report

The submissions made to City Council by SaskTel Centre, Rемаi Modern and TCU Place for the Preliminary Business Plan and Budget reviews vary considerable and make it difficult to make comparisons regarding staffing, City of Saskatoon (City) grants and other relevant information.

The differing presentation of each Board's annual budget was developed due to the:

- unique and different nature of the individual business;
- input and direction from the respective Board;
- coordination with the abilities of the Board's financial software; and
- assistance of external consultants.

In summary, each Board believes its developed presentation provides the most relevant information available in a format that makes the most sense for its business model.

Acknowledging that City Council plays a different role than the respective Board in reviewing the annual budget, the Administration has developed a template for supplementary information (Attachment 1) which will allow City Council to easily compare information across all three entities such as:

- City grants and other receipts;
- salaries and wages;
- self-generated revenue; and
- sponsorship and other grants.

The Boards have agreed to provide this information as a supplement to its future presentations. In addition to the supplementary budget information, each Board will continue to provide the detailed breakdown of its budget for additional information and an overview of anticipated travel during budget presentation.

Public and/or Stakeholder Involvement

The stakeholders involved and affected by this report are the management of SaskTel Centre, Remail Modern and TCU Place. Each party has been consulted and agrees to use the template to provide a budget summary for revenues and expenditures for future budget reviews presented to City Council.

Due Date for Follow-up and/or Project Completion

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

Public Notice

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

Attachment

1. Proposed Board Presentation Template

Report Approval

Written by: Trina Gust, Corporate Budget Manager
Reviewed by: Clae Hack, Director of Finance
Approved by: Kerry Tarasoff, CFO/General Manager, Asset and Financial Management Department

Proposed Board Presentation Template

"Insert Board Name"

Budget "Insert Year"

	2016	2017
Operating Revenues		
Sales		
Event Sales/Admissions		
Private Functions/Rentals		
Other Self-Generated Revenue		
Total Sales		
Other Income		
Sponsorship		
Corporate Suite Rentals		
Development/Fundraising Revenue		
Interest Income		
City of Saskatoon - Funding		
Other Grants		
Total Other Income		
Total Operating Revenues		
Expenditures		
Salaries and Benefits		
Direct Expenses/Cost of Goods Sold		
Travel and Training		
Other Administration Expenses/Overhead		
Amortization Expense		
Payments to the City of Saskatoon		
Total Expenditures		
Transfers		
Transfers to Reserve		
Transfers from Reserve		
Total Reserve Transfers		
Net Budget		

Amendments to Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations

Recommendation

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

1. That the revisions to Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations, be adopted; and
2. That the City Clerk be requested to update the policy as reflected in this report.

Topic and Purpose

The purpose of this report is to propose amendments to City Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations, to add requirements for mandatory training and safety certification.

Report Highlights

1. Current criteria for Saskatoon Land's Eligible Contractors creates a level playing field, while ensuring competition and diversity in the local home-building industry.
2. The Administration is recommending the implementation of mandatory builder training through the Certified Professional Home Builder Program in order for home builders to maintain contractor eligibility with Saskatoon Land.
3. Eligible Contractors will be required to complete a mandatory safety training course and to ensure they have an appropriate safety plan in place.
4. Saskatoon Land is suggesting a phase-in period of two years to give all current Eligible Contractors sufficient time to meet the new requirements.

Strategic Goal

This report supports the long-term strategy of creating and encouraging a work place culture of continuous improvement that encourages innovation and forward thinking under the Strategic Goal of Continuous Improvement.

Background

In order to accommodate demand from Eligible Contractors who desire access to more lots to grow their businesses, City Council, at its meeting held on December 2, 2013, approved a trial public tender process of offering groupings of single-family lots to the highest bidder in Evergreen Phase 8 and Kensington Phase 2. Results of the tenders were positive with all lot groupings receiving bids.

On January 5, 2015, the Standing Policy Committee on Finance considered a report from the CFO/General Manager, Asset and Financial Management Department,

requesting authorization to continue using the public-tender process on a trial basis throughout the 2015 calendar year, and resolved:

- “1. That the matter be deferred; and
2. That the process of selling single-family lot groupings by public tender be re-evaluated and that the Administration engage in a dialogue with the home builders’ industry prior to reporting back.”

Throughout the 2015 calendar year, the Administration met with homebuilder industry representatives to review the lot draw process and contractor eligibility requirements.

Report

Current Criteria for Eligible Contractors

Current criteria for Saskatoon Eligible Contractors is outlined in Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations (Attachment 1). Eligible Contractors’ current requirements are as follows:

- common shareholders or officers are not permissible;
- must have a valid business license;
- must purchase a minimum of one lot every two years;
- may only have a maximum of 40 lots in inventory;
- must have membership in a City-recognized Home Warranty program and provide a warranty certificate for a dwelling on each purchased lot;
- accounts must be in good standing;
- must submit annual Eligible Contractor application by end of February each year in order to purchase lots from Saskatoon Land; and
- each Eligible Contractor is required to have Worker’s Compensation/Occupational Health and Safety Clearance with a minimum \$2M liability insurance on each build.

The criteria has created a level playing field for Saskatoon Land’s builders, while still ensuring competition and diversity in the local home-building industry. To further this goal and continue to ensure Saskatoon Land’s builders are building homes with professional integrity and safety as a priority, the Administration is recommending that two additional criteria, namely, mandatory builder training and safety certification, be added to the Eligible Contractor requirements.

Mandatory Builder Training

Mandatory builder training is being recommended to help legitimize and to provide added professionalism to the residential home builder industry. Mandatory training will help ensure that all Saskatoon Land Eligible Contractors have a standard in business management and new home construction knowledge. Having the training as a requirement ensures new and existing builders are committed to constructing quality homes in City developments and demonstrates ongoing education as a priority. In order to achieve this, the Saskatoon & Region Homebuilders’ Association (SRHBA) is offering courses through the Certified Professional Home Builder Program. This

program is based on the National Education Benchmarks for Builders and Renovators as recommended by the Canadian Home Builders' Association. Originally, the courses offered through the program were only made available to those companies seeking membership with the SRHBA. They have recently offered seven of the available courses to non-member builders in order to improve the professionalism of the residential construction industry.

The courses offered and costs are listed in Attachment 2 and include training for Financial Planning & Management, Building Codes and Customer Service. The SRHBA has stated that the cost of the courses would be offset should a builder wish to join the SRHBA and complete the program as a member.

Not every Eligible Contractor is in favour of the mandatory training, but other provinces such as British Columbia have implemented legislation to ensure builders are adequately trained. Introducing this requirement now for Saskatoon Land's Eligible Contractors will put them in place to be ahead if similar legislation comes to Saskatchewan. It also gives the public added assurance that the Eligible Contractors they are buying from have adequate training and expertise as they make one of the biggest purchases of their lives.

Safety Training

Mandatory safety training is being introduced to help ensure all contractors are aware of safety legalities faced on residential construction sites. In doing so, they will have a better understanding of responsibilities to their employees, sub-trades and customers, and will provide a safer work environment for all stakeholders on the project. It is possible that some Eligible Contractors already have a safety program in place, but having a course that provides certification of completion will not only ensure that their current programs are satisfactory and up to date, but will also provide assurance to the public that the contractor is aware of safety requirements on job sites.

Recommended training to complete this requirement is Leadership for Safety Excellence (Attachment 3) through the Saskatchewan Construction Safety Association (SCSA).

Another option to complete the requirement is the Health and Safety for Managers and Supervisors course (Attachment 4) through the Canadian Centre for Occupational Health and Safety.

Saskatoon Land would consider other safety training courses provided that they are preapproved by the Director of Saskatoon Land. At a minimum, to be recognized, the course must be verifiable as complete and cover the following topics:

- rights and responsibilities of managers, supervisors and workers;
- legislation and regulatory requirements;
- workplace inspection and accident investigation;
- hazard recognition and control measures; and
- developing and implementing effective workplace programs.

Original discussions around safety training for Saskatoon Land's Eligible Contractors centered around the COR/SECOR program (Attachment 5) offered through the SCSA. Feedback from contractors stated that these programs would result in significant time commitment and cost to operate and maintain, as it would require a full-time employee to manage the requirements. Any builder that chooses to take COR/SECOR certification as their safety program will be recognized by Saskatoon Land as having fulfilled the safety requirement and will not be required to take any of the other safety training courses suggested.

Phase-In Period

In order to minimize the impact of the proposed changes to the contractor eligibility criteria, Saskatoon Land is recommending a two year phase-in period for all current Eligible and Probationary Contractors. Any new Probationary Contractors will be required to complete one of the Certified Professional Home Builder courses, or one of the approved safety training courses as part of their registration process with Saskatoon Land. Once they have completed a course, the contractor will then be eligible to purchase their probationary lot and be required to complete the existing requirements to become an Eligible Contractor. These requirements include a 50% down payment, one year to complete construction, and pay the lot in full. During this year, the Probationary Contractor will also be required to complete the remaining mandatory training and safety courses.

Currently, any builder seeking full membership with SRHBA, has one year to complete all 11 courses under the Certified Professional Home Builder Program. The one-year timeline proposed for new Probationary Contractors will follow the same time requirement, as it is already necessary if the builder is seeking membership with SRHBA. The Administration's goal is to ensure that all new Probationary Contractors are serious about becoming a home builder and are committed to the industry and safety.

Housekeeping Updates

In addition to the recommended amendments throughout this report, several amendments have also been recommended to reflect current operational structure and procedures, as shown in Attachment 1.

Options to the Recommendation

There are no options to the recommendation.

Public and/or Stakeholder Involvement

The Administration solicited a representative group of Saskatoon Land's Eligible Contractors and the SRHBA to participate on a steering committee to review current and potential new contractor eligibility criteria. Fifteen Eligible Contractors of varying sizes agreed to participate in meetings held on April 23, 2015; May 26, 2015 and June 29, 2015.

To advise all Eligible Contractors of the proposed changes, Saskatoon Land staff held an information meeting on September 3, 2015. Attendees were provided a presentation on the changes and an opportunity to ask questions. The feedback received from the

presentation was used to refine and finalize the new Contractor Eligibility requirements that were originally brought forward by the steering committee (Attachment 6). The Administration has also communicated directly with the SRHBA to attain their input and support on the proposed changes (Attachment 7).

Communication Plan

A notice will be sent out to all Eligible and Probationary Contractors through mail and e-mail outlining the new requirements and the benefits to builders, the public and Saskatoon Land. The notice will also be placed on Saskatoon Land's website to inform all stakeholders of the new requirements for Saskatoon Land's builders.

Policy Implications

If the recommendations in the report are approved, Council Policy No. C09-001 will be amended to reflect the changes.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A due date for follow-up and/or project completion is not required.

Public Notice

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

Attachments

1. Council Policy C09-001, Residential Lot Sales – Contractor Allocations
2. Saskatoon Region Home Builders' Association Course Offerings
3. Leadership for Safety Excellence
4. Health and Safety for Managers and Supervisors
5. COR/SECOR Program
6. Eligible Contractor Feedback
7. Saskatoon Region Home Builders' Association Letter of Support, dated December 15, 2015

Report Approval

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

Amendments_Council Policy C09-001.docx

CITY OF SASKATOON COUNCIL POLICY

NUMBER
C09-001

POLICY TITLE <i>Residential Lot Sales – Contractor Allocations</i>	ADOPTED BY: <i>City Council</i>	EFFECTIVE DATE <i>March 30, 1981</i>
		UPDATED TO <i>April 8, 2013</i>
ORIGIN/AUTHORITY <i>Planning and Development Report 16-1981; Land Bank Committee Report No. 6-1991; and all amendments up to and including Land Bank Committee Report No. 5-2013</i>	CITY FILE NO. <i>CK. 4110-36</i>	PAGE NUMBER <i>1 of 5</i>

1. PURPOSE

To assist in fostering competition and diversity in the home building industry in Saskatoon by ensuring a fair and equitable allocation of City-owned lots to contractors.

2. DEFINITIONS

2.1 Contractor - a homebuilder who constructs complete homes for the purpose of resale.

3. POLICY

The City may, from time to time and subject to the criteria outlined in this policy, offer residential lots for sale to contractors who are in the house-building business in Saskatoon.

3.1 The City will not sell lots to a contractor who does not meet the Eligibility Criteria and who does not provide sufficient information to satisfy the City that the criteria is met in spirit and in fact.

3.2 The City reserves the right to:

- a) Determine contractor eligibility and to sell lots to only those who are in good standing under the criteria;
- b) Remove any contractor from its eligibility list at any time; and

CITY OF SASKATOON COUNCIL POLICY

NUMBER
C09-001

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Residential Lot Sales – Contractor Allocations</i>	<i>March 30, 1981</i>	<i>April 8, 2013</i>	<i>2 of 5</i>

- c) Determine the number of lots it shall offer to any contractor at any time.

3.3 Criteria

To be eligible for lot allocations, a contractor must meet the following criteria:

- a) Relationship to Other Contractors

No allocation will be made to any contractor or company known to have officers or shareholders in common with any other contractor or company otherwise eligible, until both or all contractors or companies so involved have designated only one of the contractors or companies as being the one eligible for allocations.

- b) Business Tax/License

The applicant must have paid a business tax or license fee for the purpose of operating a home building business in Saskatoon.

- c) Individuals Representing Contractor

Any contractor or company which has individuals buy, or permits individuals to buy on behalf of the contractor or company will be removed from the City's eligibility list. This does not apply however, when officers or shareholders of the company or contractor purchase lots as individuals for their own personal residence, subject to the sales policies applicable to individuals.

- d) Purchase Requirement

Contractors must purchase one lot every two years in order to maintain eligible status.

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e) **Mandatory Training**

Completion of the seven modules under the Certified Professional Home Builder Program, offered to both members and non-members of the Saskatoon & Region Home Builders' Association, or a course(s) approved by the Director of Saskatoon Land.

f) **Safety Training**

Contractors must complete an approved safety training course approved by the Director of Saskatoon Land.

3.4 **Probationary Applicant**

The City may, from time to time, classify as probationary, an applicant who provides reasonable evidence to indicate that they will become a homebuilder once they have been offered a lot on which to build.

The City reserves the right to limit the number of lots offered to a Probationary Contractor and to offer no more lots until proof has been received that the contractor now meets all other criteria.

The City requires such applicants to demonstrate their commitment to being or becoming an Eligible Contractor by:

- a) Paying a deposit on the initial lot purchase of a minimum of 50 percent of the lot purchase price, as well as all applicable taxes;
- b) Paying the remaining balance of the purchase price within one calendar year from the date of purchase;
- c) Agreeing to complete construction including all deficiencies within one calendar year from the date of purchase;
- d) Agreeing to purchase their initial City-owned lot from only available inventory and not from a lot draw offering;
- e) Providing a minimum of two quality industry references.

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POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
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- f) Providing a credit check on the company and its shareholders.
- g) Providing a complete business plan.
- h) Completion of one course under the Certified Professional Home Builder Program, or completion of safety training.**

3.5 Time to Build Requirement

The Time Frame to Build Requirement will be governed by City Policy No. C09-006 on “Residential Lot Sales – General Policy”.

3.6 Violations

Violations of this Policy will result in the contractor being removed from the Eligibility List.

3.7 Inventory

Each Eligible Contractor is allowed to have a maximum of 40 lots purchased from the City within their current inventory. Inventory is defined as all lots that have not been completed to the backfill stage of construction.

3.8 Home Warranty

Each Eligible Contractor is required to maintain membership in a City recognized Home Warranty program and to register and provide an individual home warranty certificate for a dwelling on each purchased lot.

3.9 Outstanding Accounts

Eligible Contractors are required to ensure that their accounts are in good standing. Any outstanding accounts will suspend the company from purchasing further lots over-the-counter and exclude entry into the proceeding lot draw.

CITY OF SASKATOON COUNCIL POLICY

NUMBER
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POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
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3.10 Annual Eligible Contractor Application

Eligible Contractors must file their annual application by February 28 in order to participate in **Saskatoon Land** ~~Land Branch~~ activities for that year.

3.11 Insurance Coverage

Each Eligible Contractor is required to have Workers Compensation and insurance coverage with a minimum of two million dollar liability insurance coverage on each build.

4. RESPONSIBILITIES

4.1 Applicant

- a) Demonstrate that they are a homebuilder and meet all criteria.
- b) Provide a copy of the business license or a receipt showing that the business tax has been paid.
- c) Provide, if requested, such information as in the City's opinion, is necessary to establish the status of the applicant as a homebuilder.
- d) Provide the City with an affidavit, sworn before a Commissioner for Oaths, that swears that the application is accurate and true.

4.2 ~~Land Branch~~ Saskatoon Land

- a) Administer lot allocations to contractors in accordance with this policy.
- b) Review and, where appropriate, recommend changes in policy to City Council, through the ~~Land Bank Committee~~ **Standing Policy Committee on Finance**.

4.3 ~~Land Bank Committee Standing Policy Committee on Finance~~

- a) Receive and consider recommendations from the ~~Land Branch~~ **Saskatoon Land** for amendments to this policy; and

CITY OF SASKATOON COUNCIL POLICY

NUMBER
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POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
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- b) Provide recommendations to City Council for amendments to this policy.

4.3 City Council

- a) Receive and consider recommendations from the ~~Land Bank Committee~~ **Standing Policy Committee on Finance** for amendments to this policy.
- b) Approve amendments to this policy when and as required.



Certified Professional Home Builder Program (CPHBP)

Suggested Fee Schedule 2016

The **Saskatoon & Region Home Builders' Association** (SRHBA) works continually to improve the professionalism of the residential construction industry through ongoing education in the areas of new home construction and renovations. The SRHBA represents approximately 300 member-companies who include new home builders, renovators, land developers, trade contractors, product and material manufacturers, building product suppliers, lending institutions, insurance providers, and other service professionals.

The **Certified Professional Home Builder Program** (CPHBP) is based on the National Education Benchmarks for Builders and Renovators as recommended by the Canadian Home Builders' Association. The CPHBP is comprised of eleven courses from which ten are delivered on-line and one, the Leadership for Safety Excellence, is provided by the Saskatchewan Construction Safety Association (SCSA) as a two-day classroom session.

As a Builder, all eleven courses must be completed within a certain time frame for their SRHBA membership, meaning many builders, have already invested and completed the CPHBP. Seven of the eleven courses will be made available to non-SRHBA members. The cost of the program is slightly higher for non-members, but not substantial, and would be offset should a Builder wish to join the SRHBA and complete the program as a member.

Similar programs are recognized as a necessity in the industry. The Regina & Region Home Builders' Association has recently followed in SRHBA's steps by requiring its builder members to complete this program. Across the country, other provinces require similar programs of their membership and within the industry. Although there are differences across the country in models of delivery and requirements, the importance of professional development and safety is a noted priority.

COURSE	SRHBA MEMBER COST	COST
1) Financial Planning & Management	\$300	\$500
2) Project Management & Supervision	\$300	\$500
3) Legal Issues in Housing	\$300	\$500
4) Building Codes	\$300	\$500
5) Construction Technology	\$300	\$500
6) Customer Service	\$300	\$500
7) Communication	\$300	\$500
8) Business Planning & Management	\$300	SRHBA members only
9) Human Resources Planning & Management	\$300	SRHBA members only
10) Marketing & Sales	\$300	SRHBA members only
11) Leadership for Safety Excellence (via SCSA)	\$100	\$100
TOTAL	\$3,100	\$3,600

We look forward to following up with the City of Saskatoon with next steps and remain available to answer any questions, comments or suggestions the committee may have.

Saskatoon Land Note: The courses are delivered through an online portal and were created to accommodate both small and large volume builders. Each module consists of reading material followed by a short exam in which a grade of 80% must be achieved in order to pass. The modules are not time intrusive and can be completed in a couple of hours each. The SRHBA's database will track contractor progress through the program, which will then be provided to Saskatoon Land for tracking completion of the requirement.

Similar training courses offered by other accredited educational institutions may be considered, provided they are preapproved by the Director of Saskatoon Land.

Classroom Training

Leadership for Safety Excellence

This two-day program is designed to assist supervisors in building health and safety into their everyday planning. It encourages and promotes a safe work environment where people can work safely, and help make a lasting contribution to the reduction of incident in the industry. This course will provide a knowledge base required to satisfy the legislative duties and obligations.

Course Objectives:

To define the supervisor's role and explain the supervisor's responsibilities for safety on the worksite.

Course Content:

- Supervisor's Role - Promoting and enforcing safety standards in the workplace; safety program elements; management, supervisory and worker responsibilities; regulatory requirements; corporate culture.
- Inspections - Purpose and types of inspections; conducting an inspection; prioritizing deficiencies; reporting and follow-up; presenting recommendations to management.
- Investigations - Reasons for and when to do an investigation; legislative obligations; presenting recommendations to management; preparing for and when to investigate; conducting a successful investigation.
- Training - Reason for training; orientation and on-the-job training; planning and conducting a training session; and getting the most out of your safety training.

Proficiency:

In order to receive the Certificate of Proficiency and successfully complete the program, the participant must conduct a satisfactory toolbox meeting, site inspection and site investigation or simulated investigation. Documents submitted must be dated within one year of completing the course and are mandatory for Certificate of Recognition and Construction Safety Officer program qualification. Please contact the SCSA for more information.

[Click Here to Register](#)

The Board of Canadian Registered Safety Professionals (BCRSP) has previously awarded Certification Maintenance (CM) points for this event. The current contains 1 technical hour and may be eligible for BCRSP CM points. See the BCRSP web site at www.bcrsp.ca for CM point criteria.

Courses

Course Price Structure

SCSA Classroom Courses

Member Status	1-Day	2-Day
Members	\$ 50	\$ 100
Supporters	\$ 100	\$ 200
Non-Members	\$ 300	\$ 500

**Prices are for all instructor-led courses plus GST*



Canadian Centre for Occupational
Health and Safety

Centre canadien d'hygiène et de
sécurité au travail

Canada

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Health and Safety for Managers and Supervisors (E-course)

Managers and supervisors have the front-line responsibility to protect workers and keep the workplace safe. In this online course, learn how to recognize hazards and take effective preventive actions to prevent injuries and foster a safety culture at your workplace.

Format: e-Course

Duration: 7-8 hours

Single-seat: **\$169*** CAD

***Save up to 80%** with [Multi-seat Licenses](#) for e-courses. The more seats you buy the more you save!

Product pricing and availability are subject to change without notice.

To order offline, please call Client Services at 1-800-668-4284 or 905-570-8094.

Become a member

to SAVE 5-10%

[optional]

Course Details

Format: e-Course

Duration: 7-8 hours

Language: English/French

License Options: Single Seat (90 days access)

Multi-seat (1 year access)

This popular course provides managers and supervisors with the information they need to prevent workplace injuries and illnesses, and to develop a safety culture in the workplace.

Topics include:

- Safety principles and risk management
- Legislation
- Rights and responsibilities of managers, supervisors and workers
- Hazard recognition and control measures
- Fire prevention and emergency preparedness
- Hazards and control measures for chemical, physical and biological hazards
- Ergonomics — practices to prevent musculoskeletal disorders
- Workplace inspection and accident investigation
- Developing and implementing effective workplace programs

Upon completion of this course you will be able to:

- Find applicable OH&S legislation

- Know your health and safety responsibilities
- Determine ways of meeting your OH&S responsibilities
- Identify hazards and develop safe work practices
- Take leadership in developing and implementing an OH&S program
- Understand consequences of non-compliance
- Exercise due diligence

Target Audience:

- Managers
- Supervisors
- Foremen
- Occupational health nurses
- Anyone who wants to understand and improve workplace health and safety

Prerequisite

Prior technical knowledge of health and safety is not a requirement. However, familiarity with workplace processes and practices is helpful.

Credits

This e-course includes the following credits/points:

- Board of Canadian Registered Safety Professionals (BCRSP) 0.5 CM Point (approval #11375)
- Canadian Registration Board of Occupational Hygienists (CRBOH) 1.0 Maintenance Points (approval #2013-103)

Delivery Method

On line — You will learn at your own pace and in your own environment. The course includes lots of examples, case studies and quizzes to enrich your learning. Each topic has links to Internet resources that you will find useful in your work. In addition, you can send questions to our subject specialists via our [Inquiries Service](#).

A course manual is available to course participants in PDF format for \$50. Contact [Client Services](#) to order your copy.

Registration

Registration for this course is provided online or by contacting [Client Services](#) or calling 1-800-668-4284.

Review Process

CCOHS courses are unique in that they are developed by subject specialists in the field and reviewed by representatives from labour, employers and government to ensure the content and approach are authoritative, useful, unbiased and credible.

VuBiz Partnership

We partnered with Vubiz — an international leader in e-learning development — to create this e-course.

Vubiz offers other related e-learning courses that may also be of interest to you. Read about them

in the Vubiz Catalogue of e-learning courses.

Want more information?

e-Courses:

[Canada Labour Code, Part II: An Overview](#)

[Developing an Occupational Health & Safety Program](#)

[Due Diligence in Occupational Health & Safety](#)

[Federal Hazard Prevention Program](#)

[Health & Safety for Managers and Supervisors in Ontario](#)

[Health & Safety for Senior Executives: Legislation & Liability](#)

Classroom Courses:

[Health & Safety for Managers & Supervisors](#)

[Health & Safety for Managers & Supervisors in the Canadian Federal Jurisdiction](#)

Date Modified: 2015-04-09 06:54:08



COR/SECOR Program (FAQ)

What is the SCSA?

The Saskatchewan Construction Safety Association (SCSA) is an industry-funded, nonprofit organization that provides cost-effective, accessible safety training and advice to employers and employees throughout the province that leads to reduced human and financial losses associated with injuries in the construction industry.

What is COR™?

Certificate of Recognition (COR™) is an occupational health and safety accreditation program designation verifying that a company has a fully-implemented health and safety program that meets national standards. COR™ is nationally trademarked and endorsed by participating members of the Canadian Federation of Construction Safety Associations (CFCSA).

What is SECOR™?

The Small Employer Certificate of Recognition (SECOR™) program is designed for companies with (9) employees or less. Small employers often use SECOR as a stepping-stone to achieving COR. The training requirements and auditing process for the SECOR program are less extensive than those for the COR program to accommodate the smaller size of the workforce.

Why was COR™ developed?

The COR program is designed to help companies identify weaknesses that lead to costly workplace injuries and incidents. The program is gaining attention and approval across Saskatchewan and Canada because of its common sense approach to reducing workplace accidents. The SCSA and its members are becoming leaders in injury reduction and workplace health and safety.

Can a SECOR™ company become COR™?

Yes, upon successful completion of the required COR training courses and external audit.





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COR/SECOR Program (FAQ)

How is this going to help me be safer?

Through a process of training, program development and implementation, companies build a safer, more effective, organization. Employers have found that an evaluation of their health and safety program is an effective way to identify weaknesses that can be corrected and lead to fewer injuries and fewer job interruptions; contributing to a more productive and profitable company.

Can you demonstrate cost savings?

A COR certified company can experience reduced financial costs associated with accidents which can affect the company's bottom line. A good safety record will enhance the organization's reputation in the industry. Worker's Compensation Board (WCB) data indicates that COR companies have fewer time-loss injuries than the rest of the industry.

Are there any other benefits?

COR is also a pre-bid qualification requirement of many buyers of construction in Saskatchewan, Alberta and other provinces; giving them preference and a strategic advantage over non-COR companies. The documentation and general safety awareness produced by the COR process may also provide evidence of due diligence to protect a company from potential prosecution arising from workplace incidents.

How long does it take to get COR™?

The duration of the program varies depending on the level of commitment from the company to complete the required training, develop the required health and safety manual, and implement the health and safety program. Considering the COR/SECOR program requirement for companies to produce (6) months' worth of documentation, the process typically takes companies between 12-18 months to complete. The duration for obtaining SECOR is about the same, or slightly less, since companies are not required to complete an external audit.





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COR/SECOR Program (FAQ)

What is required to maintain your accreditation?

In order to maintain COR/SECOR accreditation, there is mandatory training, documentation, and maintenance required on an ongoing basis depending on the program.

How does the SCSA assist in the process?

The SCSA offers the required COR/SECOR training courses in a classroom setting at its training centres in Regina and Saskatoon, as well as other locations throughout the province, upon request.

SCSA Safety Advisors are trained in conducting thorough assessments of company safety management systems to ensure due diligence and compliance with provincial legislation. Some of the advisory services available for COR/SECOR program participants, include:

- assistance developing the required safety manual and reviewing it upon completion
- assistance developing company and worksite orientations for both current and future employees and sub-contractors
- worksite safety demonstrations and visits to coach employees how to conduct effective assessments, control hazards, and understand the importance of using proper personal protective equipment
- assistance developing an action plan for implementing any recommended improvements to the safety management system
- assistance performing Job Hazard Analyses (JHAs) and utilizing other tools to aid with the development of safety practices and procedures.
- a review of training needs and documentation and pre-audit checks to ensure program success.





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COR/SECOR Program (FAQ)

Is CSO same as COR™?

CSO (Construction Safety Officer) is a personal designation granted to a single individual, whereas COR (Certificate of Recognition) is a designation attributed to a company.

Are their prerequisites for any of the courses?

Participants must successfully complete the SCSA Safety Management course prior to enrolling in the required SCSA Safety Auditor course.





The Cost of COR

This breakdown shows the actual cost of training for the Certificate of Recognition (COR™) program. There will be other costs incurred to develop the Health and Safety Manual, to implement the program, as well as additional training required dependent on the nature of the business.

Scenario 1: Small Employer Certificate of Recognition (SECOR™) program for a member company with (1) employer and (1) employee

Small Employer Safety Management course	\$40
SCOT (Safety Construction Orientation Training x 2)	\$100
First Aid (1 person)	\$150
Wages for Employee (4 hrs x \$18/hr)	\$72
Wages for Employer (27 hrs x \$30/hr)	<u>\$810</u>
Total Cost	\$1172

Scenario 2: COR program certification for mid-sized member company with (2) supervisors and (10) employees

Safety Management (Supervisor)	\$40
Leadership for Safety Excellence (Supervisor x 2)	\$150
WHMIS Train the Trainer (Supervisor)	\$40
Safety Auditor Training (Supervisor)	\$75
Wages for Supervisors (8 days x 8 hrs/day x \$25/hr)	<u>\$1600</u>
Total Cost	\$1905

Scenario 3: COR program certification for larger member company with (1) owner, (4) supervisors, (20) workers

Safety Management (1 Supervisor)	\$40
Leadership for Safety Excellence (owner + 4 supervisors)	\$375
WHMIS Train the Trainer (1 Supervisor)	\$40
Safety Auditor Training (1 Supervisor)	\$75
Wages for Owner (2 days x 8 hrs/day x \$30/hr)	\$480
Wages for Supervisors (12 days x 8 hrs/day x \$25/hr)	<u>\$2400</u>
Total Cost	\$3410

Please be advised that effective January 1, 2016 the prices will increase to \$50 for one-day courses and \$100 for two-day courses.





Zero to COR Certification

This is an approximate cost for a company without a safety program to get COR™ certification. This is only an example, but we are using average costs of materials. The following is a basic example of a roofing company with 10 workers and 2 supervisors.

(4) COR Courses [Sample wages: Supervisors: \$25/hr; Employees: \$18/hr]

1. Safety Management (Supervisor)	\$40 x 1 + 8hrs (\$240)
2. Leadership for Safety Excellence (2 Supervisors)	\$75 x 2 + 32hrs (\$950)
3. Safety Auditor Training (Supervisor)	\$75 x 1 + 16hrs (\$475)
4. WHMIS Train the Trainer (Supervisor)	\$40 x 1 + 8hrs (\$240)
OR Basic Training Techniques (Supervisor)	\$75 x 1 + 16hrs (\$475)
Total cost for COR courses (including wages)	\$1,905 – \$2,140

Safety Construction Orientation (SCOT™) course	\$50 x 10 + 30hrs (\$1,040)
SCOT (2 Supervisors)	\$50 x 2 + 6hrs (\$250)
Total cost for SCOT	\$1,290

Additional Training

Since the roofing company needs the use of fall protection, additional training and equipment are needed as well:

Fall Protection Awareness course	\$40 x 10 + 80hrs (\$1,840)
Fall Protection (2 Supervisors)	\$40 x 2 + 16hrs (\$480)
Total cost for Fall Protection	\$2,320

Equipment

Fall Protection Equipment (9-Lifelines, Anchors, Harnesses) Approx. cost **\$3,400**

Audit

The cost of the hotels, meals and mileage for the auditor depends on locations and distance for sites to be visited. Factor in approximately \$250 for hotels, \$120 for meals, \$100 for mileage for an estimated total of **\$470** for the auditor's expenses.

Total Cost for COR certification

Training	\$5,750
Equipment	\$3,400
Audit	\$470

\$ 9,620 TOTAL Investment (This excludes the cost of lost production time (for manual development and the generating of documentation) and GST).

Please be advised that effective January 1, 2016 the prices will increase to \$50 for one-day courses and \$100 for two-day courses.



Saskatoon Land Builder Feedback Summary

COR/SECOR Certification from Saskatchewan Construction Safety Association (two-year phase in)

“I had a chance to discuss the proposed changes with other builders like myself, and after all consideration, we came to the conclusion that previous requirements were adequate enough even after adding "proof of adequate insurance coverage: liability, WCB, OH & S clearance letter.” – Walsten Development Corp.

“Agree.” – Lorenzo Homes Ltd.

“If the objective is to reduce the number of builders in Saskatoon, I think that will happen on its own with the COR/SECOR requirements and the tougher market.” – 101236530 Saskatchewan Ltd.

“Agree.” – North Ridge Development Corporation

“I think the proposed changes to require COR/SECOR certification from SCSA and mandatory training from SHBA are a great way to ensure Saskatoon’s builders are professional in the service they provide and the products they deliver.” – Westbury Homes Ltd.

“In favor of COR certification. 3 year phase in.” – Soroski Homes Ltd.

“We agree with this requirement.” – TSM Construction Ltd.

“We agree with the two first points regarding COR/SECOR and the mandatory builder training. This would increase the level of professionalism and safety in the homebuilding industry.” – Streetscape Developments Inc.

“We have looked into this option in the past and realized how this program would cost our company too much money. We do not have enough profit built into our margin to make this affordable. We cannot increase the prices in our homes to cover this added cost or they wouldn't sell. Our overhead is already high and we cannot afford to hire more staff to run this core program. We do agree with safety concerns and addressing those but not going to this extent. I am not saying in the future this could possibly be an option but with the slower market and prices decreasing this program would just be to costly for us. Please reconsider this change.” – Decora Homes Ltd.

“I am not so sure about the COR Certification. I am in favour of a safe work place and do practice safe working conditions for myself as well as all sub trades who work for me and do have them review and sign my own Safety Manual. From my experience in the commercial side of construction, I know there are many very good contractors who are not COR certified but do have very thorough safety manuals and are very safety conscience. The main reason many of these (sub) contractors are not COR certified is because of the expense. I did look on-line at some of the associated costs but could

not get a good sense of the overall cost to become certified. I realize safety is very important and cost should not be a factor but for smaller contractors, costs factor into everything, including safety.” – TASC Project Management Corp.

“This one is a bit more complex as it is not like the training where you put in some time and complete some courses and then you are done. This one continues on forever. It requires you to change your organization. Safety is a good thing though. There is no doubt that safety should be improved for most builders. COR/SECOR is just a pretty big step. I realize that other builders are pushing this one. I am just one the fence as I know you can have safe work practices without actually having COR/SECOR. Builders will be required to take some safety training as part of their home builder training courses anyway.” – Lexis Developments Corp.

“This is a good idea. Safety is a constant objective for our company; however, extended training must be feasible for even the smaller companies. If the COR/SECOR are not, then an alternative, credited company, must be acceptable. If the SRHBA is to have a part in being a mandatory portion for eligibility, then part of their training should include ongoing safety training, hence our comments below.” – Delonix Construction Ltd.

“We heard that becoming COR/SECOR certified can be an expensive and lengthy process. We know of some businesses that have been trying for years to get it. We only have 1 employee as well so is it worth is for us to get this certification? Also, we can’t see smaller home builders getting this certification and this would definitely hurt our plumbing company because we plumb for the smaller businesses. Also, we can barely get our sub trades to get WCB; we can’t imagine how hard it will be to be COR certified.” – KCB Developments Ltd.

“I agree with the COR/SECOR Training program because it helps our industry to have more safe work place.” – 101210808 Saskatchewan Ltd.

“I like the COR certified. I just think that with all your criteria it is all getting expensive to be a medium or smaller builder.” - CNS Developments Inc.

“Not in favour.” – Jaylin Homes Inc.

Mandatory Builder Training from Saskatoon & Region Homebuilders’ Association (1-2 year phase in)

“Not in favor of training from Saskatoon Home Builders Association.” – Soroski Homes Ltd.

“We agree with this requirement.” – TSM Construction Ltd.

“I have no problem with taking the safety course, but as a builder who has built over a 100 houses in Saskatoon I think having to take a "How to Build a House Course" (Mandatory Training) is a little overkill.” – Scott & Scott Construction Ltd.

“Not in favour.” – Jaylin Homes Inc.

“Agree.” – North Ridge Development Corporation

“Agree.” – Lorenzo Homes Ltd.

“Excellent idea. This will raise the bar for the level of professionalism of new home builders in Saskatoon and everyone will benefit from it (consumers, home building industry).” – Lexis Developments Corp.

“We strongly disagree with this requirement. Although some may consider there is value in the Certified program, the SRHBA is a "for profit" organization and any amount of information in any of the builder training modules can be obtained through a multitude of other levels of continued education. Some of these mediums could be:

- obtaining red seal certification in our carpentry trade,
- any continued business, HR, or customer service related classes offered through SIAST/universities, and or colleges,
- industrial safety training from the other jurisdictions;/companies which are still governed and recognized by national accreditation.” – Delonix Construction Ltd.

“I am agree up to some extent but if everybody will have same certification then how customers can differentiate between Experienced & Professional builder and Regular builder.” – 101210808 Saskatchewan Ltd.

“I have more than enough every day workload to keep my business busy. I have done an extensive background research on managing my business before I launched it. I know how to deal with customers, what safety regulations and insurance regulations are required between myself, customer and trades people. If I have any additional questions I will appreciate getting answers from you. It would be helpful to have additional brochures or references available to us from local land branch. However, I am not willing to spend my valuable time and money to attend courses that I don't think are necessary due to my experience and knowledge. (In my entire business experience in construction, I have had zero complaints from customers and Saskatchewan New Home Warranty, only positive feedback; because I build quality homes and manage my business correctly).” – Walsten Development Corp.

“We support the proposed changes in their entirety, and to note we are a member of the Saskatoon and region Home Builders association, and have completed the professional builders course and are in the final stages of COR certification. Both programs are excellent, and provide an ongoing training for all our staff to ensure we are all working in a safe work environment, in the field on home sites, as well as in the office, and show homes.” - Montana Homes Ltd.

Minimum number of lots to be purchased to remain an Eligible Contractor - current requirement is 1 lot every 2 years. Is this adequate? If not, what do you suggest as a minimum requirement?

“I think it should be 2 lots every 2 years.” – 101210808 Saskatchewan Ltd.

“5 lots purchased from the city in 3 years.” – Westridge Homes Ltd.

“I also think that the current minimum is adequate. Some of the smaller builders (like myself) may do projects out of town or with other developers. If you increase this at all it will be challenging for some to maintain status even if they build 5 a year if they buy land from other developers.” – CNS Developments Inc.

“I do feel, however, that changing the required number of lots to be purchased to remain an eligible contractor could eliminate a select group of builders who provide a specific product and service to homebuyers. Some of these builders, like myself, focus on building a few custom homes a year, not only in Saskatoon, but in the surrounding areas as well. Consequently, there may be a season where we wouldn't be purchasing lots in Saskatoon because we have projects in other areas. I believe that we offer a unique product and service to homebuyers and increasing the required number of lot purchases could eventually eliminate our product and service from the Saskatoon market.” – Westbury Homes Ltd.

“1 lot every 2 years is absolutely adequate mostly for smaller companies; because smaller companies operate on build, sell and start another house basis. The reason for this model is very high cost for land and construction and market not always steady.” – Walsten Development Corp.

“The current requirement is not adequate as it doesn't reflect the number of homes needed in order to assure that new home construction is the full time occupation of the purchasers. A more accurate reflection of a full time Home Builder would be either 2 lots purchased per year or perhaps 5 purchased every 2 years.” – TSM Construction Ltd.

“I would suggest two or three in two years with consideration to the cost of the lots as well.” – 101236530 Saskatchewan Ltd.

“1 every year.” – KCB Developments Ltd.

“1 per year.” – Lexis Developments Corp.

“5 every 2 years.” – Montana Homes Ltd.

“Keep as is. The last year has been really slow, difficult to purchase when you cannot sell.” - Lorenzo Homes Ltd.

“Stay as is.” – Baha Homes Inc.

“Stay as is.” – Jaylin Homes Inc.

“In my opinion it should stay as one house every two years.” – Tailored Homes Ltd.

“Stay as is.” – Fieldstone Homes Ltd.

“5 lots every 2 years.” - Pawluk Contracting Inc.

“Stay as is.” – Delonix Construction Ltd.

“Suggest one lot in year 1 and 2 minimum requirement, and minimum 2-3 lots every year thereafter. Builders in Category 1 should be able to purchase lots that are adjacent with each other in groups of 2, 3 or 4. Public tender process should only be used after lot draw process.” – North Ridge Development Corporation

“One lot per year.” – Brant Homes Inc.



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SASKATCHEWAN

December 15, 2015

Mr. Jeremy Meinema, CPA, CGA
Finance and Sales Manager, Saskatoon Land
201 3rd Avenue North
Saskatoon SK S7K 2H7

Dear Mr. Meinema:

The Saskatoon & Region Home Builders' Association appreciated the opportunity to participate on the Saskatoon Land Builder Ad-Hoc Committee and being involved in discussions on eligible contractor criteria requirements. The round-table discussions were highly productive and we applaud the efforts of Saskatoon Land to ensure that builder quality and professionalism are top priorities which will, in turn, ensure consumer protection and safety for all new home buyers in the City of Saskatoon.

Through our Building Industry Liaison Committee, which represents our Association's 90+ builder members, it is our goal to establish a strong working relationship with Saskatoon Land, whereby the SRHBA is included in early discussions on potential changes to policy and procedures that affect residential construction in our city.

Following consultation with the SRHBA Builder Group, we wish to inform Saskatoon Land of the Saskatoon & Region Home Builders' Association position on the following:

1. **Home Builder Safety Training & Certification:** The Saskatoon & Region Home Builders' Association fully supports mandatory safety requirements obtained through a recognized safety training provider for all eligible and probationary contractors; and
2. **Home Builder Professional Education:** The Saskatoon & Region Home Builders' Association supports mandatory education requirements for all Saskatoon Land's eligible and probationary contractors.

The SRHBA will make available to all builders (members and non-members), eight of the 11 modules of the Certified Professional Home Builder Program (CPHBP). The CPHBP is a nationally recognized program, based on the National Education Benchmarks for Builders as recommended by the Canadian Home Builders' Association (Canada). This education program provides home building professionals with the business and management skills that meet the industry's need and demand for the highest professional standards.

The Certified Professional Home Builder modules available to members and non-members are as follows:

Building Confidence and Communities



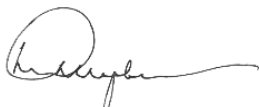
Module:	SRHBA Member	Non-Member
Financial Planning & Management	●	●
Project Management & Supervision	●	●
Legal Issues in Housing	●	●
Building Codes	●	●
Construction Technology	●	●
Communication	●	●
Customer Service	●	●
Business Planning & Management	●	
Human Resources Planning & Management	●	
Marketing & Sales	●	
<i>Safe Work Practices*</i>	●	●

**Mandatory safety training to be provided by a recognized third party safety training provider. SRHBA members are required to complete the Leadership in Safety Excellence Program through the Saskatchewan Construction Safety Association.*

The Certified Professional Home Builder Program is delivered through an easily accessible online format. Program costs and time were factored in to the overall delivery in order to accommodate both small and large volume builders, and gives consideration to their capacity to complete the modules in a timely manner. We trust that the builder customers of Saskatoon Land will gain valuable knowledge through the content of the program and find it immensely beneficial to their business operations.

The Association continues to welcome the City’s valuable involvement and collaboration with the residential construction industry as we work together to satisfy the needs of this complex housing market. We look forward to continuing to provide certification, training and education for all new home builders, who in turn provide safe, quality housing options for Saskatoon new home buyers

Yours truly,



Dave Hepburn
Chief Executive Officer

25th Street Parking Lot Improvements and Leases along 1st Avenue between 24th and 33rd Street

Recommendation

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

1. That the Administration be authorized to proceed with the enhancement/creation of interim use surface parking lots at 85 and 88 25th Street E at an approximate cost of \$320,000;
2. That the Administration be authorized to issue a Request for Proposals (RFP) for the lease and management of pay-and-display parking lots at 85 and 88 25th Street E;
3. That the Administration be authorized (within the City Manager's authority) to enter into land lease agreements with interested adjacent landowners on the west side of 1st Avenue N between 25th Street E and 33rd Street E at market rent with a five-year term and a five-year renewal option;
4. That public space improvements be made to the vacant remnant parcel at 375 1st Avenue N at an approximate cost of \$150,000; and
5. That the Property Realized Reserve (PRR) be used as the interim funding source for the enhancement work of the parking lots at 85 and 88 25th Street E as well as the public space improvements to 375 1st Avenue N, and that the lease revenues be used to pay back the PRR for such improvements.

Topic and Purpose

The purpose of this report is to receive City Council approval for parking lot improvements and leases along 1st Avenue N between 24th and 33rd Street E, as well as to issue an RFP for the lease and management of pay-and-display parking lots at 85 and 88 25th Street E. This report also requests City Council approval to enter into leases with various property owners adjacent to the above-noted land.

Report Highlights

1. The proposed interim parking use supports the objectives identified in the recently completed Comprehensive Downtown Parking Strategy.
2. Leasing to a third-party parking management company provides interim revenues for the City of Saskatoon (City).
3. Parking lot enhancements would make the sites more functional and user-friendly.
4. Market value five-year leases provide flexibility and assurance to adjacent landowners between 25th Street E and 33rd Street E.
5. Public space improvements to 375 1st Avenue N would enhance the built environment in the area.

Strategic Goal

This report supports the long-term strategy of increasing revenue sources and reducing reliance on residential property taxes, as well as the four-year priority of exploring alternate sources of revenue to pay for ongoing operations under the Strategic Goal of Asset and Financial Sustainability.

Background

- On August 20, 2015, City Council approved the purchase of a number of abandoned railway spur lines from CN Industrial (CN), including the spur line running from 24th Street E to 33rd Street E with the intent that it would eventually be redeveloped as part of the North Downtown Masterplan.
- Recently, unauthorized parking has become prevalent on the portion of lands between 25th Street E and King Street.
- At the time of purchase, there were two land leases in place that were subsequently assigned to the City: one with Impark and the other with the Army, Navy & Airforce Veterans (Veterans) for surface parking.
- At its meeting On February 29, 2016, City Council deferred a report on this matter until the Comprehensive Downtown Parking Strategy report (Parking Strategy) was completed to ensure the proposed use of these lands as interim parking aligns with the direction of the Parking Strategy.
- The Parking Strategy report was presented to the May 9, 2016, Standing Policy Committee on Transportation, and consultations have been undertaken with the City's Parking Services group.

Report

Proposal Aligns with Parking Strategy

- The purpose of the Parking Strategy report was to have a consultant examine the existing parking conditions in the Downtown and surrounding Business Improvement District areas, and prepare a strategy to address both the City's current parking needs, as well as guide future parking decisions and actions as the city grows, incorporating the concepts of the City Centre Plan.
- The Parking Strategy suggests the need to improve the efficiency of the City's current parking resources, provide structured parking to enable vacant lots to become developed, and considers options to develop and manage additional off-street parking resources.
- Development of this site as an off-street, interim-use parking lot helps to meet the demand for monthly parking in the area and supports the objectives of the Parking Strategy. Although it is not proposed that City Parking Services manage this lot at this time, provision of more City-owned parking support the study and addresses demand issues.

Lease to Third Party Management Firm versus In-House Management

- Positive results have been realized with the leasing of lots at 120/126 Idylwyld Drive and 25 25th Street E for the purpose of pay-and-display parking.
- The Administration recommends replicating that scenario in this case through issuance of an RFP and similar lease. Details of the proposed RFP and lease are contained in Attachment 1.
- The Parking Strategy suggests that the City take a more direct role in the administration of parking. However, the proposed lease of the lots to a third-party parking lot management company compared to in-house management by the City's Parking Services group is a more viable option at this time.
- While the long-term vision is for the City to have a more direct role in providing these services, it will take time to adapt and implement this parking study recommendation. Factors that currently need to be adapted by Parking Services include the following:
 - Parking demand in this area is for monthly parking; however, Parking Services currently does not provide a monthly pay-and-display permitting service.
 - Parking Services would require the purchase and maintenance of multiple parking pay stations, costing approximately \$10,000 each. Under a third-party arrangement, parking stations are provided by the management company at their cost.
 - If overseen by Parking Services, the management, enforcement, and maintenance of the lots would add staffing costs and present logistical issues that may not be feasible in the short-term. Under a third-party arrangement, management, enforcement, and maintenance would be provided as part of the lease.
 - Given the current parking agreement with the new parking system vendor that extends to October 2020, all revenues generated from these lots while under the management of Parking Services would be directed to the vendor.
- As the City's Parking Services program evolves, the proposed third-party management of these parking lots could be transitioned to a different type of management structure.

Parking Lot Enhancements

- As the City now owns this land, it would be prudent to complete enhancements to ensure maximum functionality, efficiency, safety, and user friendliness. A proposed layout of the parking for approximately 135 stalls is shown on Attachment 2.
- Improvements to the site would include overhead LED lighting, bump rails, grading/gravel, electrification of stalls, and a wooden screened fencing at an estimated cost \$195,000.

- Recently, unauthorized parking has become prevalent on these lots. A portion of the land between 25th Street E and Queen Street (Attachment 3) would be set up as a pay-and-display parking lot for an estimated 200 parking spots. Site improvements to this area would include grading, and gravel, and a shared access from 25th Street E at an estimated cost of \$125,000 and could be completed by late October 2016.
- Consultation with adjacent landowners will be undertaken to ensure construction logistics are fully considered and addressed.

Adjacent Landowners

- The various landowners backing the City-owned land between 25th Street E and 33rd Street E have expressed interest in purchasing the portion of the lands adjacent to rear of their property mainly for the purpose of parking.
- Given the pending North Downtown Master Plan or potential use as a future transportation corridor, the various landowners were advised that the City will not be selling any portion of the lands.
- To accommodate the numerous requests, the Administration proposed a lease of a 20 foot wide strip of land immediately adjacent to the rear of their properties as shown on Attachment 3.
- A five-year lease term at market rent with an additional five-year renewal option would provide adjacent landowners with a reasonable comfort level for continued access to the rear of their property.
- All lease agreements would include a one-year termination notice should the City require the land for civic use or development.
- A pending agreement with the Veterans for the Saturday use of 40 parking stalls at a market rate has been agreed upon and the Administration will continue to work with the Veterans to ensure the parking and public space improvements to the neighbouring City lands are completed and operated in a complementary manner.

Public Space Improvements

- The Administration is recommending site improvements to 375 1st Avenue N, situated immediately adjacent to the proposed new parking lot on the southwest corner of 1st Avenue N and 25th Street E, which is a small remnant parcel resulting from the 25th Street extension project.
- The recommended site improvements would serve as a visual buffer to the new surface parking lot and enhance the visual and physical appearance of the now vacant site.
- Attachment 4 is a preliminary conceptual site design illustrating the proposed enhancements that are estimated to cost approximately \$150,000.

Options to the Recommendations

City Council could choose any of the following alternate options to move forward with the improvements:

- For parking lot enhancements to 85 and 88 25th Street E, City Council could choose not to proceed. In this case, the City would be forgoing the increased revenue opportunities that would be associated with the higher standard of parking that is being proposed.
- City Council could choose to not lease any lands to adjacent landowners between 25th Street E and King Street and develop this area as a pay-and-display parking lot. Under this option, adjacent landowners may be dissatisfied as they value the option to have direct control over the parking adjacent to their properties.
- City Council could choose not to proceed with the public space improvements to 375 1st Avenue N. With this option, the site would remain vacant and need to be maintained as the vegetation grows vigorously and has the potential to become unsightly.

Public and/or Stakeholder Involvement

Various civic departments and stakeholders have been consulted (Attachment 5) regarding the relevant improvements and recommendations noted in this report.

Communication Plan

Parking opportunities would be marketed by the successful RFP proponent who would also market the lots for monthly and daily parking.

Policy Implications

There are no policy implications. Leasing the sites allows for third-party parking enforcement on the lots.

Financial Implications

The Property Realized Reserve (PRR) has been identified as the interim funding source for the requested improvements as described in this report.

Estimated expenses:

One Time Improvement Expense	Amount
85 25 th Street E	\$195,000
88 25 th Street E	\$125,000
375 1 st Avenue N	\$150,000
Total Estimated Expense	\$470,000

Estimated annual revenue:

Location of Lease	Revenue
85 25 th Street E parking lot	\$155,000
88 25 th Street E parking lot	\$ 45,000
25 th Street E to 33 rd Street E	\$ 95,000
Total Estimated Annual Revenue	\$295,000

25th Street Parking Lot Improvements and Leases along 1st Avenue between 24th and 33rd Street

Monthly revenues of approximately \$24,500 from the parking lots and land leases would pay back the improvement costs to the PRR in approximately 19 months.

Safety/Crime Prevention Through Environmental Design (CPTED)

CPTED has been given the opportunity to review the improvements being proposed for 88 25th Street E and 375 1st Avenue N.

Other Considerations/Implications

There are no privacy or environmental implications.

Due Date for Follow-up and/or Project Completion

If approved, a report for the award of the RFP for the lease and management of pay-and-display parking lots at 85 and 88 25th Street E will be tabled with City Council in fall 2016.

Any land leases exceeding the City Manager's approval authority would be tabled with the Standing Policy Committee on Finance for approval.

A follow-up report will be tabled after the capital expenditures are repaid to the PRR on options regarding annual surplus funds.

Public Notice

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

Attachments

1. Details of Proposed RFP for Lease and Management of Parking Lots
2. 85 25th Street Proposed Parking Lot
3. 88 25th Street Proposed Parking Lot and Lease Areas
4. 375 1st Avenue N Proposed Site Improvements
5. Consultation Regarding Relevant Improvement and Recommendations

Report Approvals

Written by: Scott McCaig, Real Estate Services

Reviewed by: Keith Pfeil, Manger, Real Estate Services

Frank Long, Director of Saskatoon Land

Andrew Hildebrandt, Director of Community Standards

Randy Grauer, General Manager, Community Services Department

Kerry Tarasoff, CFO/General Manager, Asset & Financial

Management Department

Approved by: Murray Totland, City Manager

25th Street Parking_May 2016.docx

Details of Proposed RFP for Lease and Management of Parking Lots

An RFP would be issued for the lease of 85 and 88 – 25th St. E. listing the following expectations of the successful proponent:

- Comprehensive management and operation of the sites to ensure maximum lease revenue;
- Secure and accurate collection of parking payments from customers, as well as enforcement services and issuance of tickets;
- Maintenance and inspection of the sites to ensure safety and cleanliness to all customers;
- Installation, maintenance and repair of parking machines in a timely manner;
- Demonstration of professionalism, dependability, and good customer service; and
- All other typical parking management duties.

An RFP Selection Committee will be formed to review the submissions. The Committee will consist of five staff members with varying professional backgrounds. Members will independently review and evaluate all submitted proposals based on the following criteria:

- Strategy and scope of parking lot leasing plan, which includes the proposed management and operation of the sites;
- Management fees, minimum monthly rent, and revenue split on rents above minimum monthly rent;
- System reliability and service support;
- Previous parking lot management experience; and
- Other relevant factors.

After the independent review, the Committee would convene as a group to review the individual scores, and recommend the successful proponent to City Council.

Upon award of the RFP, a lease would be executed. Notable terms of the agreement would include:

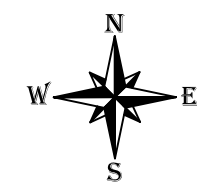
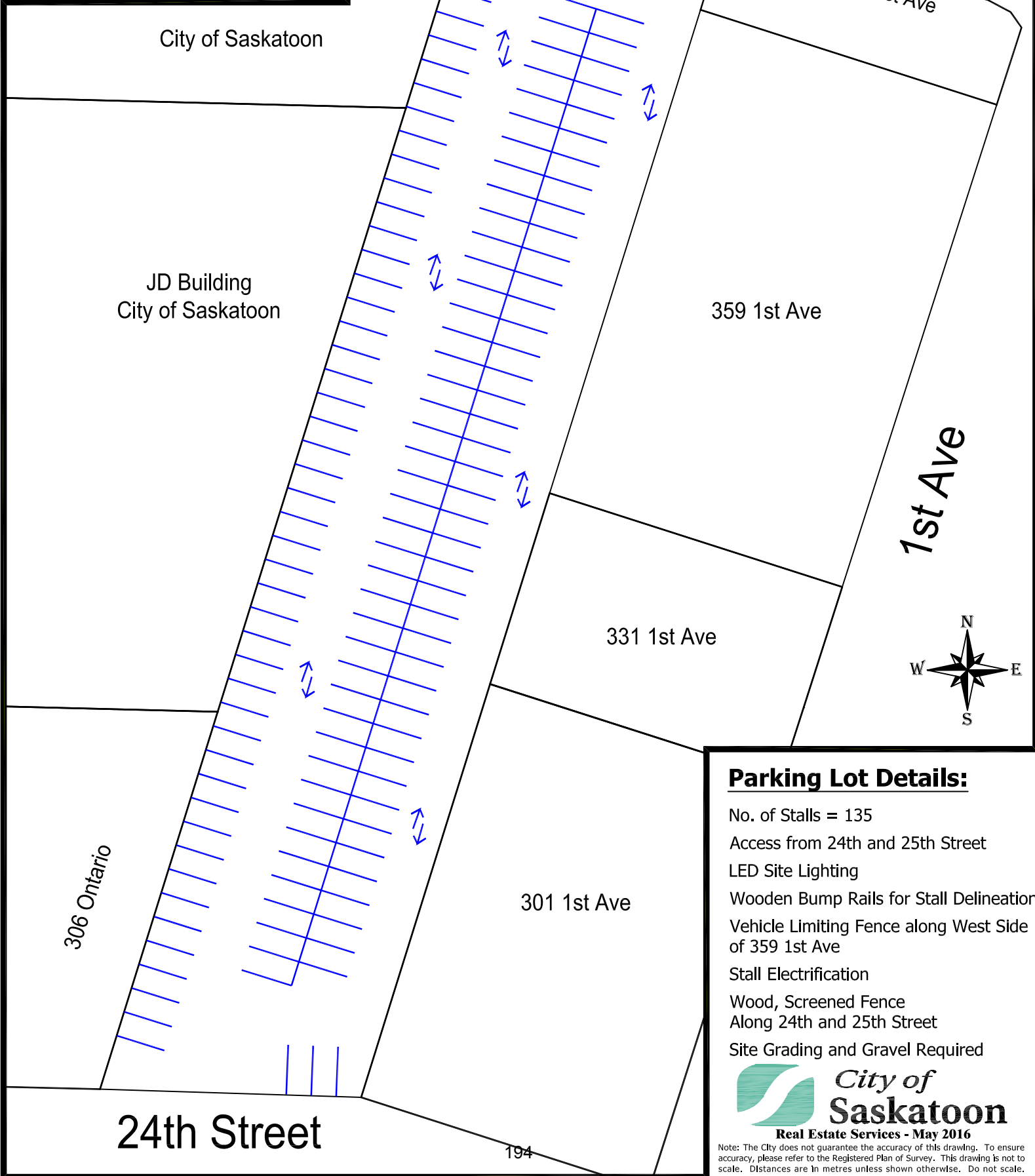
- A three-year lease term (estimated November 1, 2016 to September 30, 2019) with mutually agreed upon renewal options;
- Lessee to provide all required equipment for the lots to be used as a parking lot;
- City may terminate this Agreement by giving 6 months' written notice to the Lessee in the event the City requires the lands for use or development;
- Lessee will operate and maintain the sites at their own cost and expense;
- Lessee responsibilities would include: snow removal, litter removal, parking equipment supply and maintenance, insurance, signage supply and maintenance, onsite management and supervision, marketing, accounting/financial reporting, usage reporting, loss prevention, patrol and enforcement;
- Paid/permit parking hours for the lots would be the same as on street parking - evenings and Sunday would be no-charge parking.

The proposed timeline for the RFP process would be:

- August 2016: issue RFP for parking lot lease
- August 2016: RFP submission date closing
- September 2016: award of parking lot lease to successful proponent upon City Council approval

85 - 25th Street Proposed Parking Lot

25th Street



Parking Lot Details:

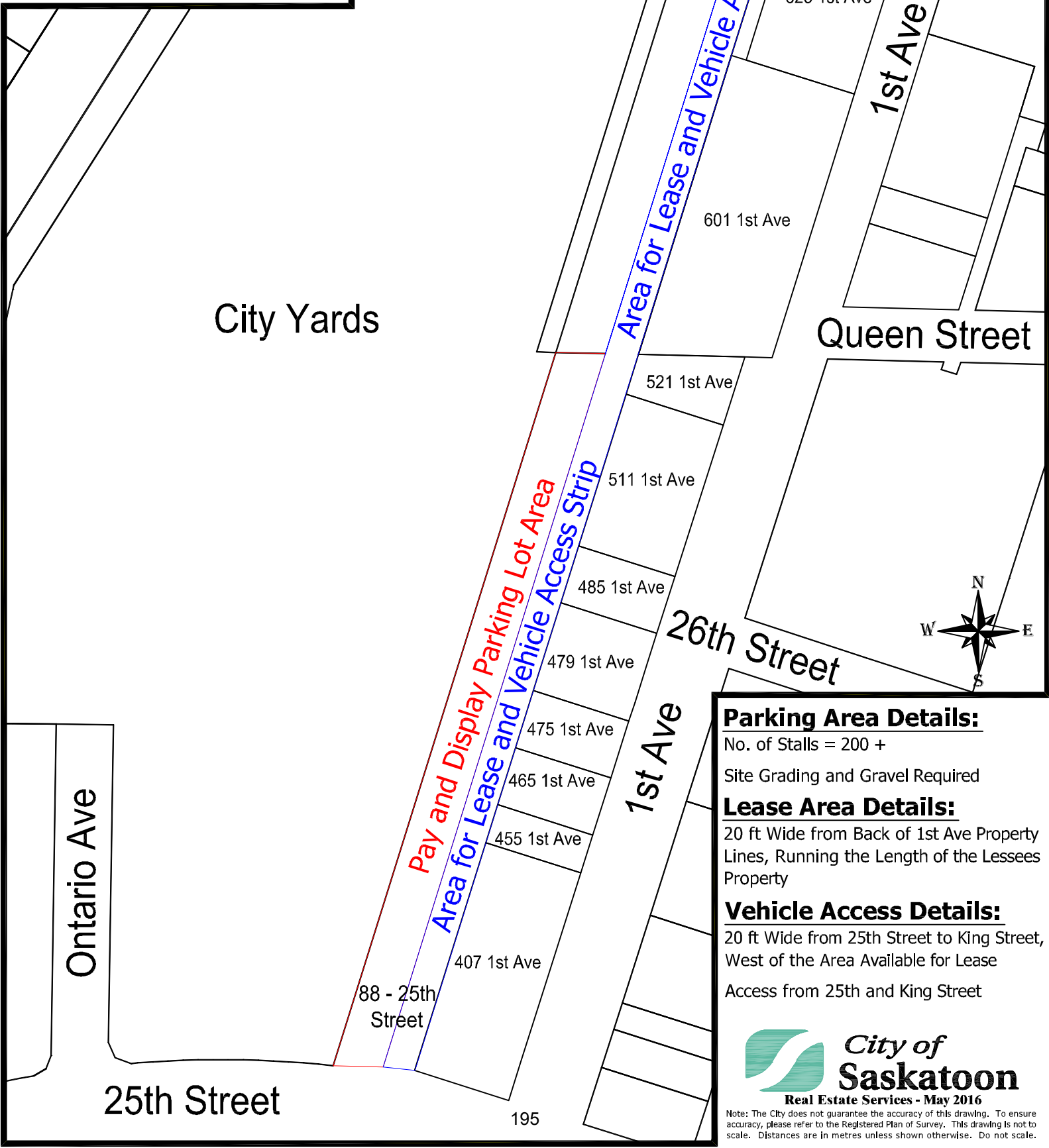
- No. of Stalls = 135
- Access from 24th and 25th Street
- LED Site Lighting
- Wooden Bump Rails for Stall Delineation
- Vehicle Limiting Fence along West Side of 359 1st Ave
- Stall Electrification
- Wood, Screened Fence Along 24th and 25th Street
- Site Grading and Gravel Required



Real Estate Services - May 2016

Note: The City does not guarantee the accuracy of this drawing. To ensure accuracy, please refer to the Registered Plan of Survey. This drawing is not to scale. Distances are in metres unless shown otherwise. Do not scale.

88 - 25th Street Proposed Parking Lot and Lease Area



Parking Area Details:

No. of Stalls = 200 +
 Site Grading and Gravel Required

Lease Area Details:

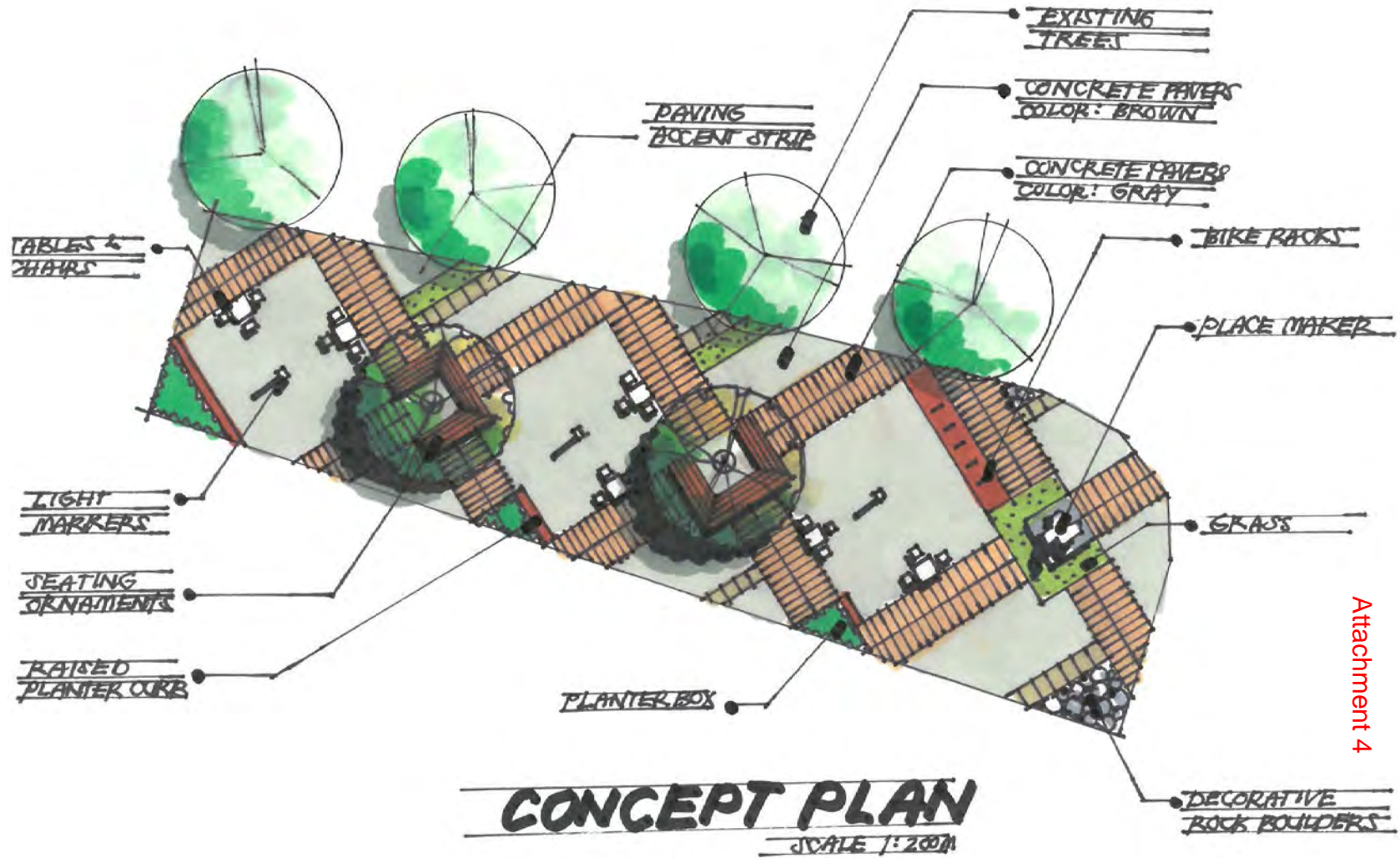
20 ft Wide from Back of 1st Ave Property Lines, Running the Length of the Lessees Property

Vehicle Access Details:

20 ft Wide from 25th Street to King Street, West of the Area Available for Lease
 Access from 25th and King Street



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Consultation Regarding Relevant Improvements and Recommendations

Civic Departments

- Transportation and Utilities Department to discuss access to the parking lots.
- Urban Design has created the renderings for the public space improvements at 375 – 1st Avenue N, this ensures continuity with the existing 25th Street E streetscaping improvements.
- The North Downtown Master Plan project lead to ensure the proposed interim parking lots and leases would not create any issues with the longer term redevelopment plans for the area.
- Public Works to ensure the proposed parking lots and leases would not pose logistical constraints on City Yards operations.
- The Comprehensive Downtown Parking Strategy consultant has been involved in the discussion and proposed plans for the 85 and 88 – 25th Street E parking lots.
- Extensive discussions have occurred with the Parking Services Manager to ensure the use of the lease of these lands for the purpose of monthly off-street parking align with the Corporation's vision for parking in and around the downtown area.

Stakeholders

- Potential lessees and adjacent landowners who may be impacted have been contacted and consulted depending on requests and needs.
- Third-party parking lot management companies have been consulted to gauge the market potential for the parking lots being proposed.
- The Partnership has been consulted with on numerous occasions regarding the parking lot enhancements and proposed public space improvements.
- Numerous meetings and conversations with the Veterans have taken place to ensure the proposed parking and public space enhancements will interface with their site and operations as smoothly as possible. Pending approval of this report, an agreement with the Veterans for the Saturday use of 40 parking stalls at a market rate would be created.

Acquisition of Land for Future Fire Station

Recommendation

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

1. That the Real Estate Manager be authorized to purchase Lots 6 and 7, Block 300, Plan G921 from St. Martin's United Church at a purchase price of \$500,000 plus related disturbance and site improvement compensation;
2. That Capital Project No. 2373 be used as the funding source for this purchase, including legal, administrative costs and disbursements; and
3. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to receive City Council approval for the purchase of two lots from St. Martin's United Church for development of a new fire station.

Report Highlights

1. The Saskatoon Fire Department continually reviews response times using mapping analysis techniques with the goal of increasing departmental efficiency placing citizen and staff safety at the forefront.
2. The Saskatoon Fire Department can relocate the current Station No. 3 (1906 York Avenue) to St. Martin's United Church's vacant north lot. This will address aging infrastructure concerns and improve overall response protection in the southeast portion of the city.
3. Notable terms of the agreement with St. Martin's United Church include a sale price of \$500,000, plus additional related disturbance and site improvement compensation.

Strategic Goal

This report supports the Strategic Goal of Quality of Life. The reports supports the corporate priorities of life safety initiatives within the city by striving to meet the Saskatoon Fire Department's response times in accordance with NFPA Standard 1710 as adopted by City Council.

Background

On February 8, 2016, the Standing Policy Committee on Finance received as information a report from the Fire Chief providing an update on the SFD's Continuous Improvement Project related to fire station locations. The Committee requested a further report once negotiations were completed regarding the land purchase for new Station No. 3.

Through a partnership with GIS (Geographic Information System) Mapping, the deployment analysis model has been studied. This model is a long-term statistical approach to continually analyze the Saskatoon Fire Department's emergency response

Acquisition of Land for Future Fire Station

for the entire city. As the city continues to grow, it is important to revisit deployment analysis through response heat maps based on the current statistical data. The Saskatoon Fire Department must continually re-evaluate the growth occurring in new communities and also densification in existing neighbourhoods.

The current Station No. 3 has response overlap with Stations No. 1 (125 Idylwyld Drive) and No. 6 (3318 Taylor Street East). By moving Station No. 3 south on Clarence Avenue, mapping shows that the overall response coverage is improved (Attachments 1 and 2). Through this move of Station No. 3, the need for the proposed Station No. 11 at the Stonebridge site (Melville Street) will be eliminated. The lot on Melville Street will become a surplus to our needs and will be sold to assist with funding the relocation of Station No. 3.

Report

Real Estate Services has negotiated a purchase agreement with the congregation of St. Martin's United Church for Lots 6 and 7, Block 300, Plan G921 - 2613 Clarence Avenue South (Attachments 3 and 4). Noteworthy details of the agreement are as follows:

- Purchase price - \$500,000
- Conditional upon City Council approval by June 27, 2016
- Conditional upon River Bend Presbytery approval by May 4, 2016
- Closing Date June 30, 2016
- Additional Obligations:
 - City to relocate community garden currently situated on St. Martin's United Church property to adjacent Churchill Park.
 - City to construct approximately 20 public use, gravelled parking stalls in Churchill Park adjacent to the community garden.
 - City to construct paved parking lot on the land between St. Martin's United Church and the new Fire Station No. 3 (formerly the community garden site) to address lost parking stalls.
 - City to cover the cost of tree removal in the event they are lost within five years due to construction of the new fire station.

Options to the Recommendation

City Council could choose not to approve this purchase. The Administration does not recommend this option, as the St. Martin's United Church site is ideally located for a new fire station that will improve overall response time coverage for the southeast portion of the city and provide the opportunity for a reduction in overall operating costs.

Public and/or Stakeholder Involvement

Real Estate Services has confirmed with Community Development and Communications that a public meeting will be held for neighbouring communities on June 6 and for the Stonebridge community on June 7, 2016.

Urban Forestry has also been consulted to mitigate any potential disturbance and loss of trees due to the impending construction.

Acquisition of Land for Future Fire Station

Upon approval to proceed with this project, Community Development will then engage the Adelaide Park Churchill Community Association and area residents regarding the relocation of the community garden to Churchill Park and the plan to construct approximately 20 public use, gravelled parking stalls adjacent to the community garden.

Communication Plan

A detailed communications plan has been developed. Information has been shared with local residents, businesses, stakeholders and the broader community. Key elements include explaining the Fire Department's new service model and the benefit to the neighbourhood and entire community.

Communications will focus on three groups within Fire Station No. 3's district – engagement of the community residents of current Station No. 3 (1906 York Avenue), the community residents close to the new location (2613 Clarence Avenue South) and Stonebridge residents. This will be achieved through a variety of media tools including one-on-one visits with residents, public information sessions, news conferences and news releases, information on the City's website and social media messages.

Future communications will include additional messages on the new service model as well as highlighting milestones as construction progresses.

Financial Implications

The purchase price of \$500,000 is based on two independent market value appraisals. Preliminary cost estimates for completion of the ancillary site improvements to the church property and to Churchill Park are estimated to be approximately \$150,000. These improvements and related costs are considered to be reasonable and directly related to address the disturbance and loss of parking stalls for St. Martin's United Church.

Sufficient funds for the purchase of this land exist in the Saskatoon Fire Department's Capital Project No. 2373.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Upon approval, the City Solicitor's Office will be requested to prepare the appropriate agreement to complete the purchase of land as noted above.

Public Notice

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

Attachments

1. Predicted Fire Response Areas – Current Station Locations
2. Predicted Fire Response Areas – Fire Station #3 Relocated
3. Drawing Indicating Proposed Land Acquisition

Acquisition of Land for Future Fire Station

4. Fire Station No. 3 Street View Concept Drawing

Report Approvals

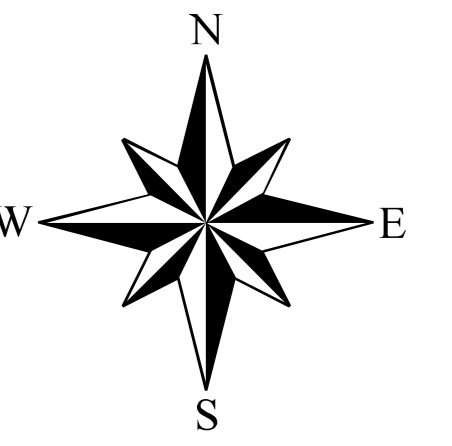
Written by: Morgan Hackl, Fire Chief

Approved by: Murray Totland, City Manager

Admin Report – Acquisition of Land for Future Fire Station.docx

Predicted Fire Response Areas




(Current 9 Fire Stations in existing locations)

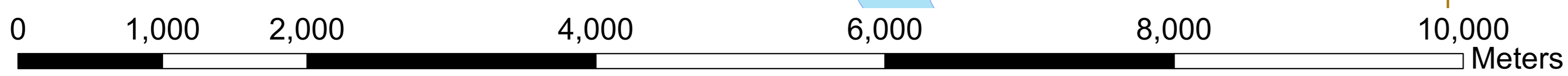
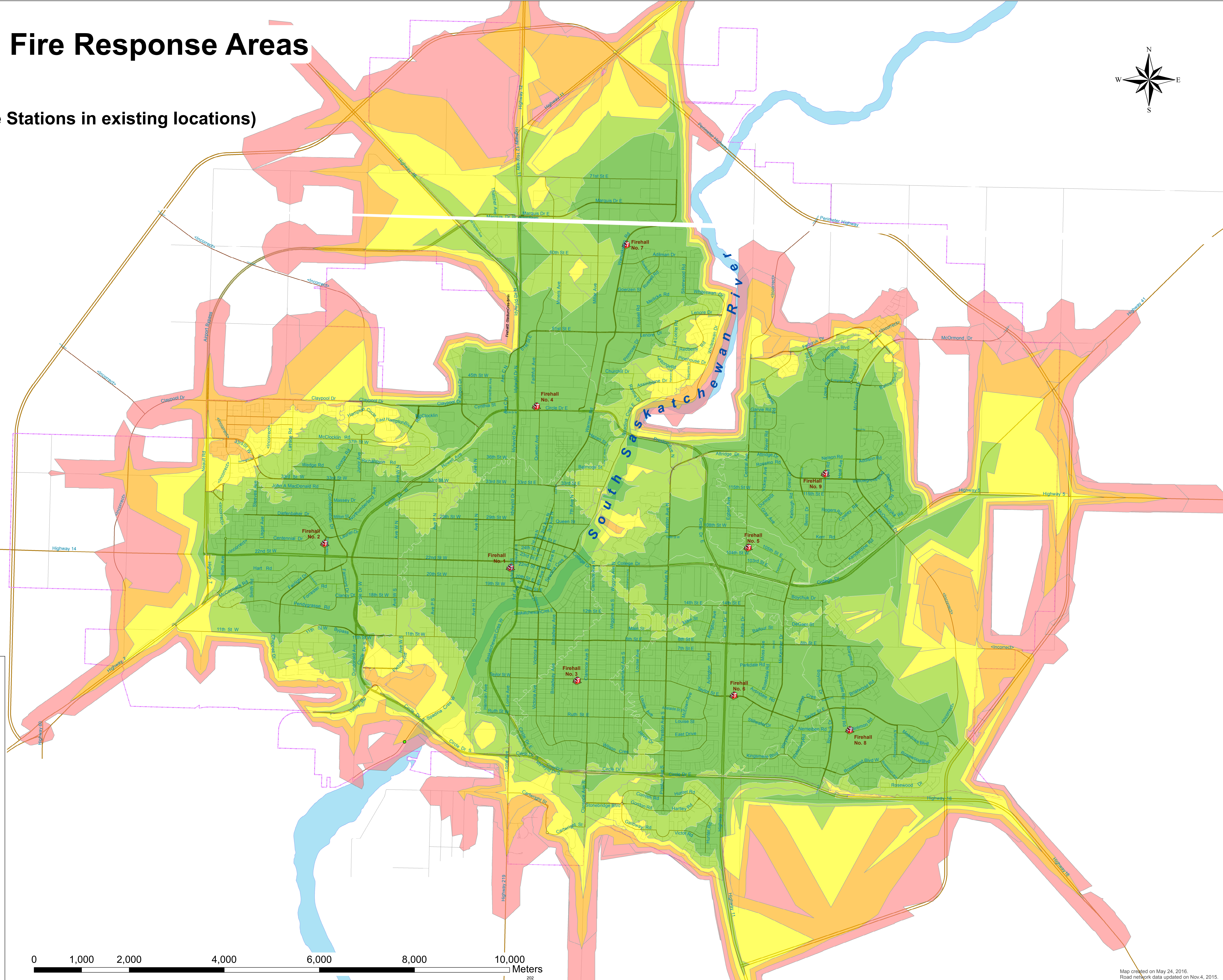


Legend

 **Fire Stations**

Response Time (Minutes)

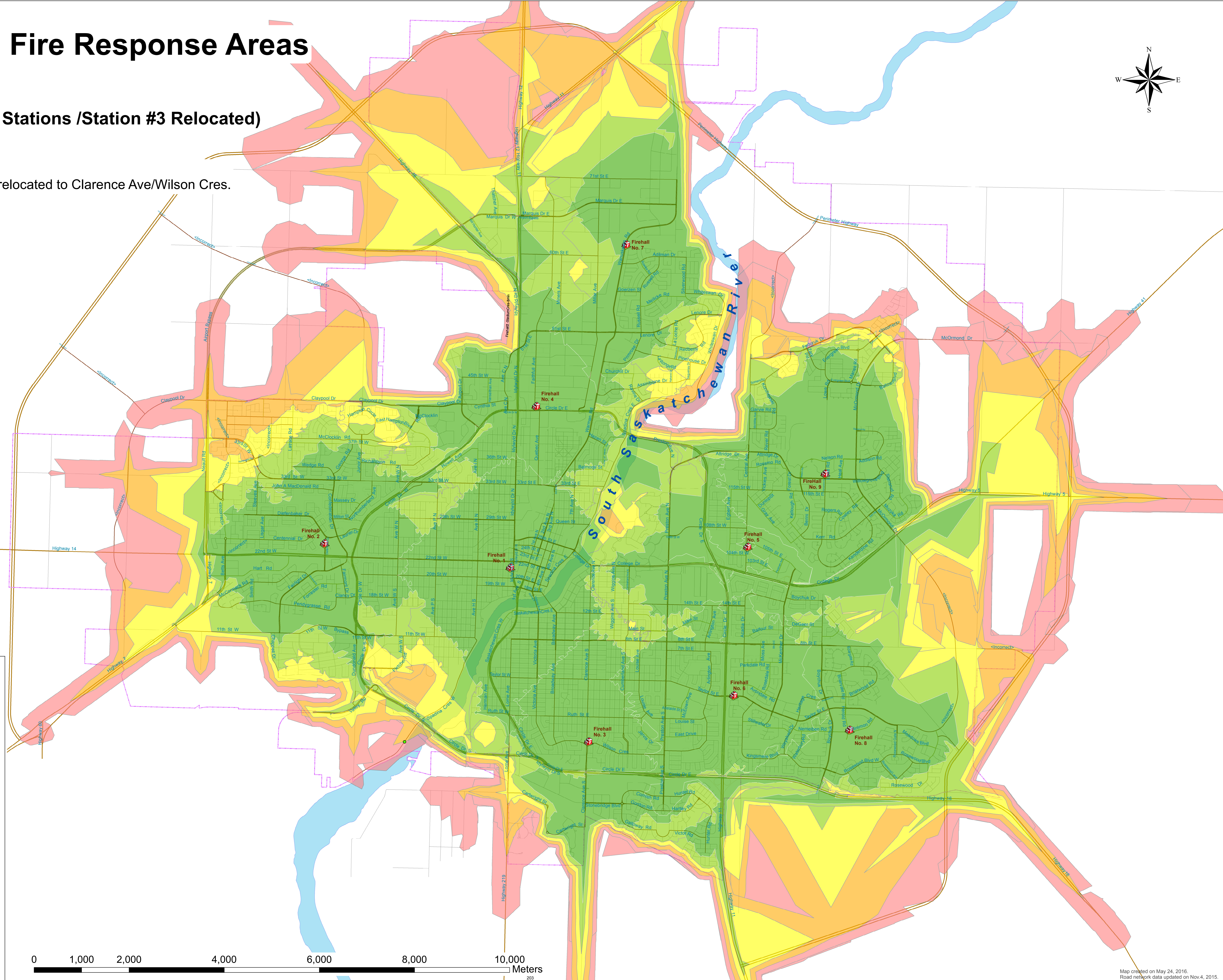
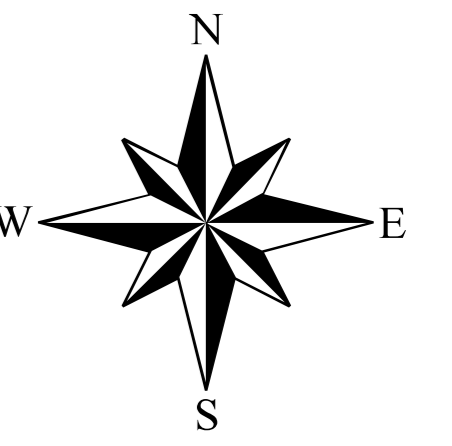
	0 - 4
	4 - 5
	5 - 6
	6 - 7
	7 - 8



Predicted Fire Response Areas

(Current 9 Fire Stations / Station #3 Relocated)






Note:
Fire Station No.3 is relocated to Clarence Ave/Wilson Cres.

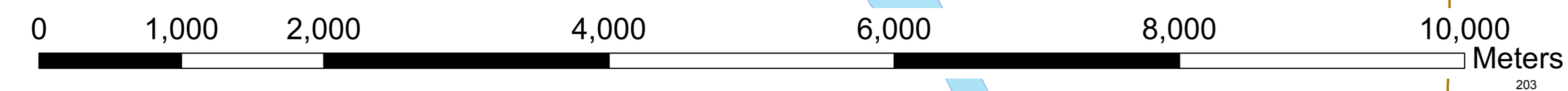


Legend

 Fire Stations

Response Time
(Minutes)

	0 - 4
	4 - 5
	5 - 6
	6 - 7
	7 - 8





Overhead Northwest View

Conceptual Fire Hall



West Elevation



View from Clarence & Wilson



Overhead Southeast View

