



**PUBLIC AGENDA
STANDING POLICY COMMITTEE
ON ENVIRONMENT, UTILITIES
AND CORPORATE SERVICES**

Monday, June 13, 2016, 2:00 p.m.

Council Chamber, City Hall

Committee Members:

Councillor A. Iwanchuk (Chair), Councillor Z. Jeffries (Vice-Chair), Councillor M. Loewen, Councillor P. Lorje, His Worship Mayor D. Atchison (Ex-Officio)

Pages

- 1. CALL TO ORDER**
- 2. CONFIRMATION OF AGENDA**
- 3. DECLARATION OF CONFLICT OF INTEREST**
- 4. ADOPTION OF MINUTES**

Recommendation

That the minutes of Regular Meeting of the Standing Policy Committee on Environment, Utilities and Corporate Services held on May 9, 2016 be adopted.

- 5. UNFINISHED BUSINESS**
- 6. COMMUNICATIONS (requiring the direction of the Committee)**

6.1 Delegated Authority Matters

Recommendation

That the requests for extension to The Noise Bylaw as outlined in 6.1.1 to 6.1.6 be approved subject to any administrative conditions.

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|--------------|--|--------------|
| 6.1.1 | Noise Bylaw Extension, National Aboriginal Day, June 21, 2016, 8:30 a.m. to 4:00 p.m., Victoria Park and Rock Your Roots Reconciliation Walk, June 22, 2016, 8:30 a.m. to 4:00 p.m., Victoria Park, Melanie St. Juste [CK. 185-9] | 6 - 6 |
| 6.1.2 | Noise Bylaw Extension, Big Tent Revival Services, Jun. 30, 2016 (11:00 a.m. to 11:00 p.m.); Jul. 1-2 (11:00 a.m. to 11:00 p.m.); Jul. 3 (1:00 p.m. to 6:00 p.m.), Pleasant Hill Park, Skyler | 7 - 8 |

Whitefish, Committee Chairman, Big Tent Revival [CK. 185-9]

- 6.1.3 **Noise Bylaw Extension, PotashCorp annual corporate summer BBQ, July 8, 2016, until 11:00 p.m., Delta Bessborough Gardens, Erin Evans [CK. 185-9]** 9 - 9
- 6.1.4 **Noise Bylaw Extension, SaskTel Friends Festival, July 16, 2016, until 11:00 p.m., River Landing 2, Chris Cole [CK. 185-9]** 10 - 10
- 6.1.5 **Noise Bylaw Extension, Nazareth Concert, July 21, 2016, 7:00 p.m. to 10:30 p.m., Delta Bessborough Hotel Bess Gardens, Scott Ford, Executive Director, SaskTel Centre [CK. 185-9]** 11 - 11
- 6.1.6 **Noise Bylaw Extension, Forest Grove Community Church service, September 4, 2016, 10:30 a.m. to 12:00 p.m., Kinsmen Park, Angela Richards [CK. 185-9]** 12 - 12

6.2 Matters Requiring Direction

- 6.2.1 **2015 Annual Report - Cultural Diversity and Race Relations Committee (CK. 430-29)** 13 - 17

The Cultural Diversity and Race Relations Committee has approved submission of the 2015 Annual Report.

Recommendation

That the 2015 Annual Report of the Cultural Diversity and Race Relations Committee be 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 **Transit IT Roadmap Update (CK. 7300-1 and CP. 7300-1)** 18 - 22

Recommendation

That the report of the General Manager, Corporate Performance Department, dated June 13, 2016, be received as information.

- 7.1.2 **2015 Safety Performance and Absenteeism Report (CK.4655-1 and CP. 4655-7)** 23 - 85

Recommendation

That the report of the General Manager, Corporate Performance Department, dated June 13, 2016, be received as information.

7.1.3	2015 Overtime Utilization Report (CK. 4610-1 and CP. 4610-1)	86 - 104
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Recommendation

That the report of the General Manager, Corporate Performance Department, dated June 13, 2016, be received as information

7.1.4	Saskatoon Light & Power 2015 Annual Report (CK. 430-16 and SLP. 430-2)	105 - 143
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Recommendation

That the report of the General Manager, Transportation & Utilities Department, dated June 13, 2016, be received as information.

7.2 Matters Requiring Direction

7.2.1	Proposed July 2016 Electrical Rate Increase (CK. 1905-3 and SLP. 1905-3)	144 - 146
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Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the proposed July 1, 2016 interim rate increase be approved for Saskatoon Light & Power as outlined within this report; and
2. That the appropriate amendments to Bylaw No. 9385, The Electrical Light and Power Amendment Bylaw, 2016, as outlined in the report of the Acting General Manager, Transportation & Utilities Department, dated June 13, 2016, be brought forward for consideration.

7.2.2	Request for Change Order - Contract #15-0063 - Elk Point Road to Lift Station (CK.6000-1, x CK. 292-015-072 and TS. 7820-1)	147 - 150
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Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That a change order in the amount of \$272,030.11 (excluding GST), for Contract #15-0063, Elk Point Road to Lift Station, be approved; and
2. That the Administration be given approval for Contract #15-0063, Elk Point Road to Lift Station, to exceed 25% of the

contract value.

7.2.3 Water Main Lining Pilot Project - Award of Contract (CK. 7820-5 and TS. 7820-01) 151 - 154

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the quote submitted by Canadian Induracoat Corporation for water main lining on Spadina Crescent West from Avenue C South to Avenue A South at a cost of \$153,090 (including GST and PST) be accepted; and
2. That the City Solicitor be instructed 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.

7.2.4 Force Main Line Flushing and Camera Inspection - Contract Extension (CK.7800-1 and WWT. 7801-8) 155 - 157

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That an extension of \$60,000 (including GST and PST) to the contract awarded to McGill's Industrial Services for the supply of force main line flushing and camera inspection be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the amending agreement under the Corporate Seal.

7.2.5 Martensville Wastewater Update (CK. 7781-5 and TS. 7781-5) 158 - 161

A PowerPoint presentation will be provided.

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the Administration be directed to continue working towards a service agreement with the City of Martensville

for the provision of wastewater and water services as outlined in the report of the General Manager, Transportation & Utilities Department, dated June 13, 2016; and

2. That the Administration report further with details on the final proposed agreement and rate structure.

8. MOTIONS (NOTICE PREVIOUSLY GIVEN)

9. GIVING NOTICE

10. URGENT BUSINESS

11. IN CAMERA SESSION (OPTIONAL)

Recommendation

That the Committee move In Camera to consider item 11.1.

11.1 Contract Negotiations (CK. 7781-1 and WT. 7781-2)

[In Camera - Negotiations]

12. ADJOURNMENT

185-9

From: Melanie St. Juste <executiveassistant@simfc.ca>
Sent: Wednesday, June 01, 2016 2:14 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Wednesday, June 1, 2016 - 14:13
Submitted by anonymous user: 174.2.66.240
Submitted values are:

Date: Wednesday, June 01, 2016
To: His Worship the Mayor and Members of City Council
First Name: Melanie
Last Name: St. Juste
Address: 168 Wall Street
City: Saskatoon
Province: Saskatchewan
Postal Code: S7K 1N4
Email: executiveassistant@simfc.ca

Comments:

Dear City Council,
On behalf of the Saskatoon Indian and Metis Friendship Centre, I am requesting a noise bylaw extension for two events we are having on June 21st and June 22, 2016. These events are our annual National Aboriginal Day celebration and Rock Your Roots Reconciliation Walk both held at Victoria Park. The extension request for both days will be from an estimated from 8:30 a.m. until 11 a.m. *to 4pm*
Our annual National Aboriginal Day celebration (June 21st) is about showcasing the Aboriginal culture through our traditional food (soup and bannock), Aboriginal vendors, and Aboriginal entertainers. We are estimating an attendance of up to 3000 people. Through this event we are able to provide education and awareness about the diversity and uniqueness of Aboriginal people in the city of Saskatoon.

The Rock Your Roots Reconciliation Walk (June 22nd) is a walk honouring Residential School Survivors and their families. This event will be followed by dignitaries' speeches, a free light lunch, and entertainment.

Any additional information needed about these events or this request feel free to call me at 306-244-0174.

Sincerely,
Melanie St. Juste,
SIMFC Executive Assistant

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/98813>

185-9

The City Clerk's Office
% City Hall
222 3rd Avenue North
Saskatoon Sk
S7H 0J5



Email: city.clerks@saskatoon.ca

May 13th, 2016

Hello

My name is Skyler Moses Whitefish, I along with our planning committee are planning to have Big Tent Revival Services June 30th through to July 3rd. We plan to set up a big tent for outreach in Pleasant Hill Park if our request is approved. We have other options such as Leif Erickson Park if we are not successful at retaining Pleasant Hill Park. We hope to set up a Big Tent that will hold anywhere from 50 to 200 people.

Christian worshipers erected Big Tent's specifically for revival meetings, healing crusades, and church rallies. Most tent revivals have been held by Pentecostal or Holiness Christians who not only adhered to evangelicalism, but believed in speaking in tongues (glossolalia), healing the chronically ill, and in some cases resurrecting the dead. When revival comes cities and nations are changed, jails are closed, bars start losing business and eventually shut down. Poverty is eradicated, marriages that are falling apart are fixed and people have a genuine longing to come close and a personal relationship with God.

The Pleasant Hill Park is a great location for evangelism to get the Word out to the people that Jesus Christ is still in the healing business. Many times we see the need for healing of broken families, at risk youth, and homelessness we believe that healing comes through Jesus Christ.

We will follow an order of the service as close as possible with taking in consideration the moving of the Spirit. We will be worshiping, having testimonies and preaching the Word of God and having a time for altar ministry. Our Big Tent Revival services will start at 6pm nightly and go until 11pm pending approval and 1pm till 6pm on Sunday. We do plan to host a youth gathering and special meetings for women during the afternoons of Friday and Saturday.

In the Noise Bylaw No.8244 Section 6 (g) (i) it states that Monday to Thursday between the hours of 11am to 9pm is to be the hours of Outdoor Public Events. For Thursday evening we are asking for an extension of two hour from 9pm to 11pm. We know that it is a significant time extension we are asking for being July 1st is a national statutory holiday we have kept this in mind when planning our event.

Friday and Saturday Bylaw Section 10 (g)(ii) states Friday and Saturday Outdoor Public Events hours shall be from 11:00am to 10:00pm Friday and Saturday evenings we ask for extension from 10:00pm to 11:00pm.

Our program will not be effected Sunday by the Noise bylaw which it states in Section 6 (g) (iii) Sunday or statutory holiday, between the hours of 1:00 p.m. and 6:00 p.m. we plan to be done before 6pm with the Loudspeakers and Amplification systems.

We invite you to come to the Services at 7pm each night and take in the atmosphere of worship and witness what thus says the Lord God. I Skyler Moses Whitefish will be the contact person for this event by email at **moseswhitefish@gmail.com**

We hope this is enough information if there is any other information that you need please do not hesitate to contact myself at 306 481 2376.

May God bless Saskatoon!
In Jesus Name Amen!

Skyler Whitefish
Big Tent Revival
Committee Chairman

May 9, 2016

City of Saskatoon
222 – 3rd Avenue North
Saskatoon SK S7K 0J5

Re: Noise Bylaw Extension Request

To Whom It May Concern:

We are requesting an extension to the Noise Bylaw for Friday, July 8, 2016 until 11:00 PM. We will be holding our annual corporate summer BBQ at the Delta Bessborough Gardens in which we will have a DJ playing amplified sound for our guests. We look forward to receiving your response to this request.

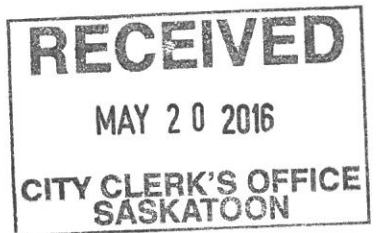
Regards,



Erin Evans
Senior Human Resources Specialist

185-9

From: Chris Cole <chrisocole@gmail.com>
Sent: May 20, 2016 10:57 AM
To: City Council
Subject: Form submission from: Write a Letter to Council



Submitted on Friday, May 20, 2016 - 10:57
Submitted by anonymous user: 190.107.209.170
Submitted values are:

Date: Friday, May 20, 2016
To: His Worship the Mayor and Members of City Council
First Name: Chris
Last Name: Cole
Address: 1807 Coy Ave
City: Saskatoon
Province: Saskatchewan
Postal Code: s7m 0h8
Email: chrisocole@gmail.com

Comments: Hello, We are planning the 2nd annual SaskTel Friends Festival for Saturday July 16th, 2016. The event is a showcase of Saskatchewan musicians and will also include yoga, art displays, food trucks, and a beer garden. The event is set to take place at the same location as last year which is at River Landing 2 on Spading Cres between Avenue A south and Avenue B south. We would like to request to have the sound bylaw extended so we are able to play music until 11pm. We appreciate the city of Saskatoon granting us permission last year and would be grateful to once again be able to extend the event until 11pm. Thank you for considering this request.

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/95807>

From: Ford, Scott (SaskTel Centre)
Sent: May 29, 2016 3:02 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, May 29, 2016 - 15:01
Submitted by anonymous user: 142.165.166.13
Submitted values are:

Date: Sunday, May 29, 2016
To: His Worship the Mayor and Members of City Council
First Name: Scott
Last Name: Ford
Address: 101-3515 Thatcher Avenue
City: Saskatoon
Province: Saskatchewan
Postal Code: S7R 1C4
Email: sford@sasktelcentre.com

Comments:
SaskTel Centre respectfully requests an extension to the noise bylaw for the NAZARETH with special guest PRISM Concert which will be held outdoors on July 21, 2016 in the Delta Bessborough Hotel Bess Gardens. This concert is produced by SaskTel Centre and will start at 7:00pm and should end by 10:00pm. We request an extension to 10:30pm to allow for artist encores.

Should you have any questions please feel free to contact me at (306)975-3175.

Thank you for your consideration.

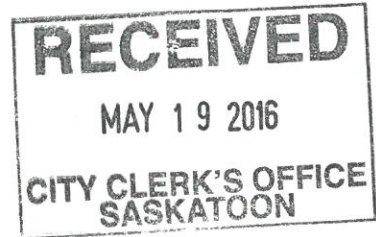
Scott Ford
Executive Director
SaskTel Centre

The results of this submission may be viewed at:
<https://www.saskatoon.ca/node/398/submission/97968>



185-9

From: Angela Richards <Angela@forestgrovecc.com>
Sent: May 19, 2016 4:09 PM
To: Web E-mail - City Clerks
Subject: Request for Extension of Bylaw No.8244
Attachments: 20160519170051240.pdf



Good afternoon,

Forest Grove Community church is hoping to have an outside worship service in Kinsmen Park on September 4, 2016 at 10:30am until 12:00pm. Our application form for a special event requests an extension on the noise bylaw first before approved. We are hoping for around 300 people and then leaving it open for the public to join us if they wish. We would use a microphone so the Pastor could be heard and also have an acoustic guitar and bass guitar for music.

I have attached the approval for this same request last year but unfortunately we were rained out and had to come back to our church. If you require any other information please feel free to contact me.

Much thanks,

Angela Richards
FGCC Office Administrator
306-933-2266

502 Webster St.
Saskatoon S7N 3P9

May 12, 2016

Secretary, SPC on Environment,
Utilities and Corporate Services

**Re: 2015 Annual Report – Cultural Diversity and Race Relations Committee
(File No. CK. 430-29)**

On behalf of the Committee, it is an honor to present the 2015 Annual Report. I would like to express our appreciation to City Council and Administration for their continued support of the Cultural Diversity and Race Relations Committee. Our mandate is to provide advice to City Council on matters related to the Cultural Diversity and Race Relations Policy. As our city continues to diversify the Committee's role is important. Thanks to people who have served before us, the Committee and the City of Saskatoon are leaders in the country in the area of Cultural Diversity and Race Relations.

In 2015 the Cultural Diversity and Race Relations Committee hosted an education and awareness session focused on anti-racism. We would like to thank all past committee members for their contributions to fulfilling the Committee's mandate. We also recognize that there is still a lot of work to be done and we look forward to the future.

The Cultural Diversity and Race Relations Committee is involved in numerous community based events and celebrations which honor the diversity of our community. We would like to thank the organizations we have worked with on this endeavor and look forward to continued work in 2016.

The Cultural Diversity and Race Relations Committee will continue to support zero tolerance for racism and discrimination and will continue to work with community organizations and embrace the ethno cultural traditions.

Committee Membership

Membership on the Cultural Diversity and Race Relations Committee for the year 2015 was as follows:

Councillor Troy Davies (January - March 2015)
Councillor Eric Olason (April - December 2015)
Ms. Sharon Clarke, representing the Saskatoon Health Region
Mr. Darryl Isbister, representing the Saskatoon Public School Board
Dr. Azharul Islam, representing the general public
Ms. Nayyar Javed, representing the general public
Ms. Cornelia Laliberte, representing the Greater Saskatoon Catholic School Board

Mr. Toffic Salah, representing the general public
Mr. Sam Sambasivam, representing the Saskatchewan Intercultural Association
Mr. Michael San Miguel, representing the general public
Mr. David Santosi, representing the Ministry of Social Services
Mr. Chris Sicotte, representing the Métis Community
Dr. Jaris Swidrovich, representing the First Nations Community
Mr. Keith Tsang, representing the general public
Ms. Tori-Lynn Wanotch, representing the general public
Police Chief Weighill, representing the Saskatoon Police Service
 Alternate Representative – Inspector Mitch Yuzdepski
Ms. Kari Wuttunee, representing the general public

Focus for 2015

In 2015, the Committee continued its focus on the educational and awareness aspect of its mandate through the provision of co-sponsorships to groups in the community for initiatives promoting intercultural harmony and addressing cultural diversity and race relations issues. Through these events, the Committee hoped to increase the awareness about the Committee and to highlight the positive initiatives in the community.

Education and Awareness Initiatives

The Committee participated in the following education and awareness initiatives:

Cultural Diversity and Race Relations Month

City Council proclaimed March as Cultural Diversity and Race Relations Month in Saskatoon. Opening ceremonies were held in the Council Chambers on March 5, 2015.

The Living in Harmony Awards Ceremony was held on March 18, 2015 at the Broadway Theatre. As in the past, awards were presented for the Living in Harmony Art and Literary Contests. Recognition Awards were also presented to individuals and organizations to recognize their efforts in promoting intercultural harmony in the community. The Committee assisted with the adjudication of these awards.

There were a number of other events held in the community during the month of March to increase the awareness of issues relating to cultural diversity and race relations. Information about these events was included on the Cultural Diversity and Race Relations webpage.

Co-Sponsorship Initiatives

As part of its education and awareness mandate, the Committee continued to support community groups in their efforts to provide education and increase awareness of cultural diversity and race relations issues. The Committee's intent is to try to expand

its reach through these opportunities and to assist others in hosting cultural diversity and race relations events throughout the year.

In considering co-sponsorship requests, the Committee reviewed the following:

- How the request fits in with the Committee's mandate;
- Whether the event takes place in Saskatoon, which is a requirement;
- Participation levels requested by Committee members on the planning committees for the events (to provide an opportunity for the Committee to provide input wherever possible and to create awareness about the Committee and its role);
- The target audience and event outreach (number of people attending, whether it is anticipated there will be attendance by diverse communities in Saskatoon and what is being done to promote the event beyond the organization hosting the event);
- Themes and focuses; and
- Time of year of the event to help raise awareness throughout the year.

The Committee provided co-sponsorship for the following events:

Saskatoon Open Door Society – Bridging the Gap: Connecting our Cultural Communities

The Committee provided co-sponsorship in the amount of \$1,000 to the Saskatoon Open Door Society for the Bridging the Gap event held March 6, 2015 at Station 20 West. The goal of the event was to build cultural awareness and sensitivity, particularly between Saskatoon's Aboriginal and Immigrant/Refugee communities.

Bangladeshi Community Association of SK – International Mother Language Day

The Committee provided co-sponsorship in the amount of \$1,000 to The International Mother Language Day event held on February 21, 2016 at Bethlehem Catholic High School. Ten countries participated in the event and enjoyed the multicultural program and had the opportunity to get to know people from different linguistic and cultural backgrounds in the spirit of promoting peace and multilingualism.

Oskayak High School – Spring Feast and Round Dance

The Committee was once again invited to participate in the traditional feast and round dance organized through Oskayak High School. The Committee provided co-sponsorship in the amount of \$1000 for the event held on March 27, 2015 at Oskayak High School. The event was to celebrate and honour traditional Plains Cree culture, with the objective being to unite the community in celebration of the school, its partners, its community and culture.

Pleasant Hill Community Association Pow Wow

The Committee provided co-sponsorship in the amount of \$1,000 for the 13th Annual Pow Wow held in the Pleasant Hill community on June 12, 2015. The goal of the event was to bring communities together and provide an opportunity to celebrate and learn about Aboriginal culture.

Saskatoon Industry Education Council – Connecting Youth to the Community

The Committee provided co-sponsorship in the amount of \$1,000 to the conference which was held on April 22, 2015 at Bethlehem High School. Ms. Zarqa Nawaz (actor and producer of “Little Mosque on the Prairie”) was one of the keynote speakers and met with young people in the Saskatoon community to discuss relevant and key issues facing young people today, especially from our Aboriginal and Immigrant communities.

Bedford Road Collegiate – Bedford Road Pow Wow

The Committee provided co-sponsorship in the amount of \$500 to the annual spring Pow Wow at Bedford Road Collegiate on April 22, 2015. The goal of the celebration was to promote harmony in the community as well as to welcome spring in a cultural format.

Saskatchewan Indian Cultural Centre - SICC First Nations’ Language Keepers Conference

The Committee provided co-sponsorship in the amount of \$1,000 to the SICC First Nations’ Language Keepers Conference and Round Dance which was held November 25 & 26, 2015. This annual gathering is devoted to preserving, promoting and protecting First Nations languages and cultures.

University of Saskatchewan Aboriginal Students' Centre Handbook - CD&RR Committee Ad

As an opportunity to increase the awareness of the existence of the Committee and its role, the Committee placed an ad in the University of Saskatchewan 2015-2016 Aboriginal Students’ Handbook at a cost of \$100.00. The ad included the purpose of the Committee and a link to the City’s website regarding additional Cultural Diversity and Race Relations information.

Focus for 2016

The Committee will continue to support learning and awareness opportunities between Aboriginal and Immigrant communities. The Committee will also look at ways to involve families and increase awareness and understanding of cultural diversity and race relations issues in our community.

The Cultural Diversity and Race Relations Committee will continue to participate in events during Cultural Diversity and Race Relations Month and to co-sponsor events throughout the year to assist the Committee in achieving its education and awareness mandate.

The Committee, through the organizations represented on the Committee, and through its connections with other groups in the community, hopes to continue to build on the awareness of the four community outcomes.

- The workforce will be representative of the population of Saskatoon;
- There will be zero tolerance for racism and discrimination in Saskatoon;

May 12, 2016
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- Community decision-making bodies will be representative of the whole community of Saskatoon; and
- There will be awareness and understanding in the community regarding the issues, and acceptance of the various cultures that make up Saskatoon.

The Committee will continue to look for more opportunities to share information about the successes of community partners in meeting the above outcomes and in celebrating their efforts in creating an inclusive community, where ethno cultural diversity is welcomed and valued, and where everyone can live with dignity and to their full potential, without facing racism or discrimination, as set out in the Cultural Diversity and Race Relations Policy. The Committee looks forward to further opportunities to advise City Council on ways to continue to create an inclusive and welcoming community.

Yours truly,

Cornelia Laliberte, Chair
Cultural Diversity and Race Relations Committee

:jf

Transit IT Roadmap Update

Recommendation

That the report of the General Manager, Corporate Performance Department, dated June 13, 2016, be received as information.

Topic and Purpose

This report provides an interim update on the progress of three Transit IT initiatives introduced in February 2016.

Report Highlights

1. A new service for Access Transit designed to decrease cancellation rates is on target for completion by October 2016.
2. The initial phase of implementing a Business Intelligence (BI) initiative to facilitate the goal of increasing Transit ridership is on target for completion by June 30, 2016.
3. The initial phase of implementing service improvements designed to enhance the real-time Open Data available to our citizens is on target for completion by June 30, 2016.

Strategic Goals

This report supports the Strategic Goal of Continuous Improvement and the long-term strategy of leveraging technology and emerging trends to reach our goals, serve citizens and connect meaningfully with our stakeholders. This report also supports the Strategic Goal of Moving Around and the long-term strategy of significantly increasing transit ridership by establishing transit as a viable option for transportation.

Background

The Administration reported on February 9, 2016, on the Transit IT Roadmap and detailed three near-term initiatives:

Decreasing cancellation rates for Access Transit: a new service that automatically telephones citizens who have booked trips well in advance so they may confirm or cancel their booking. This service is expected to substantially decrease the current cost of cancelled trips which is approximately \$500,000 annually.

Ridership Business Intelligence: a technology-driven system to present and analyze data to help Saskatoon Transit make business decisions, initially focussed on ridership and on-time performance.

Real-time Transit Information & Open Data: publishing real-time transit data under our Open Data license for third-party vendors to consume and present to citizens.

Report

Decreasing Cancellation Rates for Access Transit

This service will provide a number of automated telephone interactions with citizens. It will call in advance of their trip to either confirm or cancel. It will also call when the bus is on its way to pick them up. Knowing about cancelled trips well in advance will allow Access Transit to reassign equipment, which is expected to increase service to citizens accessing this service and provide the Corporation with significant operating efficiencies.

Implementation of this service is in progress and on target to complete in the third quarter of 2016. Access Transit will track improvements and report back in the second quarter of 2017 as part of regular reporting.

Ridership Business Intelligence Initiative

Saskatoon Transit's has identified a number of Key Performance Indicators (KPIs) as a priority to support the strategic goal of Moving Around, as well as improvements in their operations. These KPIs include:

- Ridership
 - Total passenger trips, by route, time and location.
 - Peak vs off-peak hours ratio
- Service Hours
 - Total service hours
 - Revenue service hours
- Reliability
 - On time performance
 - Service interruptions
- Financial
 - Platform: control hours ratio – the time a bus is on the road vs the time the operator receives pay

Saskatoon Transit (Transit) uses two main software applications: Trapeze, and BEA Farebox, which contain large amounts of data. Business Intelligence (BI) software allows this unstructured data to be brought together and transformed into actionable information that will meet the demands of a growing city. Combining our information from different sources allows the City of Saskatoon (City) to better utilize its information for business decision making in areas ranging from improving operational efficiencies to long-term forecasting and strategic planning.

Since the last report, Corporate IT in partnership with Transit have evaluated several BI tools available including software already in use by the Corporation. As an interim measure, one of these tools has been selected to deliver a Transit information dashboard that can be used immediately to display Transit's highest-priority KPIs. The dashboard application is currently in development and expected to be complete by the

end of June 2016. It will provide views of both live and historical information to support Transit's decision-making.

In this initial phase scheduled for June 30, 2016, our buses will communicate through the network and will provide information to the Trapeze system on the key KPI's of scheduling and reliability. Ridership and financial information from BEA Farebox will be provided at the end of the shift once a bus returns to the yard. All of this information and data will be combined using a tool called Power BI and presented to Transit operations in an online dashboard. The dashboard will combine and display relevant information in relation to the key KPI's listed above. This will include metrics for on-time performance, total service hours, service interruptions, and total passenger trips. This will provide Transit with the necessary information to make informed decisions.

In the second phase of this initiative that is expected to complete by December 2016, Transit will have had the opportunity to validate the information being provided through the dashboard and continue to build on their operational processes and efficiencies. As a part of this phase, Corporate IT will continue to provide support and partner with Transit to introduce analytical tools that will provide Transit with valuable information to evaluate trends on key priorities such as ridership, service hours, reliability, route performance, and financial impacts.

Real-time Transit Information & Open Data

This service will make real-time transit information available to citizens so they can track the location of buses and better plan their trips. This service is in two parts: a local application that publishes data to the internet, and third-party applications that take this data and make it available to citizens through a variety of web sites and mobile apps.

The publishing application is known as General Transit Feed Specification – Realtime (GTFS-RT). The initial installation and testing of GTFS-RT is complete and further testing and configuration are scheduled to be complete by June 30, 2016.

The Administration is actively engaged with third-party vendors to partner with them and provide access to our real time transit data. This includes developing agreements governing their use of the data and performing tests to ensure they are able to successfully present our information to our citizens and other users of our data. Once those agreements and testing are complete, the vendors will begin publishing the data to citizens. While we do not have control over this schedule, it is expected this will be complete by the end of the third quarter of 2016.

Plans are underway to remove the current trip planner and real-time map from the Transit web site, although it will be retained until third-party vendors are successfully publishing the data. In the event the third-party vendors are ready earlier than expected, the current application will be retained until at least August 15, 2016, to minimize the impact on university and school riders.

Public and/or Stakeholder Involvement

Discussions are underway with third party vendors to test the real-time Open Data feed in their environment.

Communication Plan

A communication plan will be developed to target the development community who are currently using static transit data in an effort to provide access to real-time data under our Open Data license. Some elements may include email communication, one-on-one meetings, and direct mail. Once Open Data is being utilized to build tools and apps, a broader communication and marketing plan will be developed to inform existing Transit customers and the general public of new tools available to enhance their transit experience. This communication plan will coincide with the decommissioning of the current application on the Transit website. The overall goal of the broader plan would be to retain existing ridership while attracting new Transit customers.

A communication plan will also be developed to reach Access Transit customers regarding the automated confirmation system when the service becomes available. The majority of this communication will be done through direct mail, on transit signage, and direct contact by transit staff.

Financial Implications

In February 2016, the Administration, in consultation with our vendor, had estimated the cost of implementing the automated telephone service for Access Transit to be \$50,000. Upon completing a full business analysis, reviewing the current hardware, and conducting further consultations with the vendor, a number of automated enhancements and new functionalities were identified to better support Access Transit's ability to meet citizens' needs. Based on current information, the full implementation cost is approximately \$125,000. This cost includes required updates to hardware, software, and implementation costs. This project will be funded from Transit's operating budget. The savings from the reduction in cancelled trips is expected to fully cover the cost.

The work described in this report to produce a dashboard using Ridership Business Intelligence that will inform business decisions for optimal Transit operations is approximately \$95,000.

The cost to publish real-time data for third-party vendors is approximately \$25,000.

All of these initiatives are funded through Transit's approved operating budget.

Privacy Implications

The Privacy Officer has been consulted regarding the acceptable use of data for the Business Intelligence initiative. A full Privacy Impact Assessment (PIA) will be completed as part of the initiative.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Progress reports will be submitted in Fall 2016

Public Notice

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

Report Approval

Written by: Jonathan Moore-Wright, Information Management Coordinator
Harold Matthies, Transit IT Coordinator

Reviewed by: Paul Ottmann, Director of Information Technology
James McDonald, Director of Saskatoon Transit

Approved by: Catherine Gryba, General Manager, Corporate Performance
Department
Jeff Jorgenson, General Manager, Transportation and Utilities
Department

Transit IT Roadmap Update.docx

2015 Safety Performance and Absenteeism Reports

Recommendation

That the report of the General Manager, Corporate Performance Department, dated June 13, 2016, be received as information.

Topic and Purpose

These reports provide an overview on short-term absenteeism and the activities planned for Occupational Health and Safety programming at the City of Saskatoon (City).

The purpose of the Safety Performance Report is to provide a summary of the major activities in 2015, review the results of the City's Safety Performance for 2015, identify strategies for improvement, as well as identify supporting initiatives to achieve the Corporate Performance target of zero lost-time incidents by 2023.

The purpose of the Absenteeism report is to review absenteeism rates and costs, identify trends, as well as opportunities for improvement.

Note: Throughout the report, the City of Saskatoon (City) is used to denote all areas that are under the direction of the City Manager. COS is used to denote the overall grouping of the City of Saskatoon, Saskatoon Police Service and the civic Boards. The Boards are comprised of the Saskatoon Public Library, the Remai Modern, SaskTel Centre and TCU Place.

Report Highlights

1. Incidents of injury/illness from the Saskatchewan Workers' Compensation Board (WCB) decreased from 121 in 2014 to 102 in 2015. However, productive hours lost due to these injuries have increased from 19,016 to 21,236 hours.
2. In 2015, the City and COS achieved a historical low for lost-time injury frequency of 3.70. This is a 20% decrease from the 2014 reported lost-time injury frequency of 4.60.
3. In 2015, the COS total, as well as the City (18%), Boards (10%) and Police (25%), had reductions in lost-time injuries.
4. There was an overall decrease of 11% in injury severity and the number of work days lost per 100 employees for COS.
5. Overall, average days lost to absenteeism, total hours of absenteeism, and total costs of absenteeism was reduced in 2015. The City's average days lost is below the Statistics Canada public sector.

6. The majority of absenteeism is driven by short-term absences at 64% of total cost. Incidents of short-term absences continue to increase at the City.
7. Costs, hours and incidents of medium-term absences continue to decrease over the last few years.

Strategic Goal

This report supports the Strategic Goal of Continuous Improvement and the long-term strategies of making health and safety a top priority in all that we do, and increase productivity by being more efficient in the way that we do business.

Background

The City's Safety Vision to have "a safe and healthy workplace where employees can complete their work in an injury-free manner", benefits everyone. The City will make safety the first consideration in everything we do, with the goal of zero accidents at work by 2023.

Report

Incidents of Injury/Illness

The COS lost time injury frequency rate has been trending downward since 2009. In 2015, COS achieved a historical low for lost-time injury frequency reporting at 3.70, a 20% decrease from the 2014 reported lost-time injury frequency of 4.60 (Attachment 1).

In 2015, the City (18%), Boards (10%) and Police (25%) decreased its lost-time injuries. With one exception, all departments of the City of Saskatoon had reductions in lost-time injuries.

This trend is indicative of an increasingly successful safety culture at the City that values employee wellbeing and is committed at all levels to enhancing safety and integrating safety into all aspects of civic operations from planning to completion of work.

Figure 1 demonstrates the change in lost time injuries across the four reported groupings from 2011 to 2015.

Figure 1: Lost Time Injury Frequency, by Organization

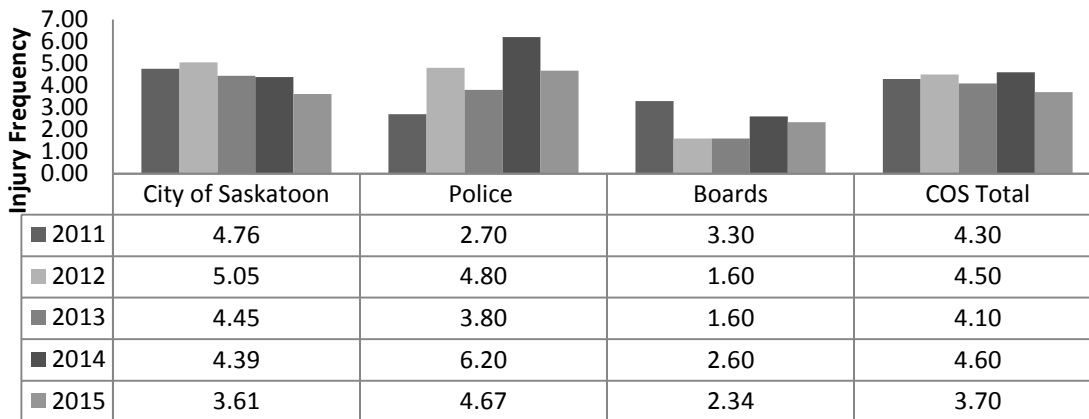
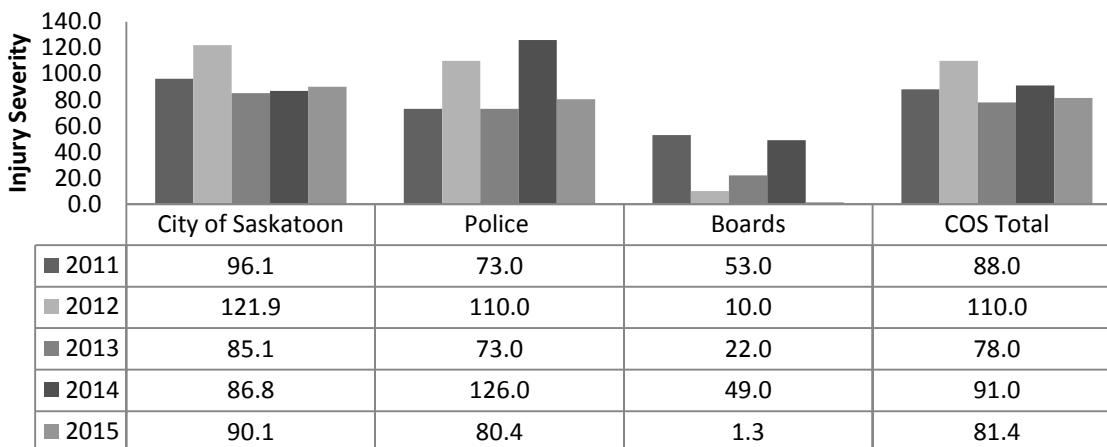


Figure 2 presents the severity of occupational injuries of the City, Boards, Police and COS Total.

Figure 2: Severity of Injury, by Organization



COS observed a total overall reduction in severity of 11% from 2014 to 2015. The data shows a significant reduction in injury severity with the Boards at 97% and Police at 36% in 2015. Overall, all groups are trending downward from 2011 to 2015, with the exception of Police, which has increased over the last five years despite a significant reduction from 2014.

Despite excellent performance at the City in regard to Lost Time Injury Frequency (LTIF) reduction and reduction in the severity of injury, only Police had a reduction in medical aid injuries of 6% in 2015.

Absenteeism

Costs of absenteeism decreased from \$5,920,275 in 2014 to \$5,827,293 in 2015 (this includes WCB costs) (Attachment 2).

Figure 3 shows that the City's average days lost is below the Statistics Canada Public Sector. Average days lost include all short-term absences, medium-term absences and WCB. This does not include days lost due to Long Term Disability (LTD) from third party administrative plans nor days lost attributed to in-scope LTD Plans (i.e. SickBank). In addition, days lost where there was no pay administered have not been included in the data.

Figure 3: Average Days Lost/ Employee, City of Saskatoon vs. Statistics Canada Public Sector

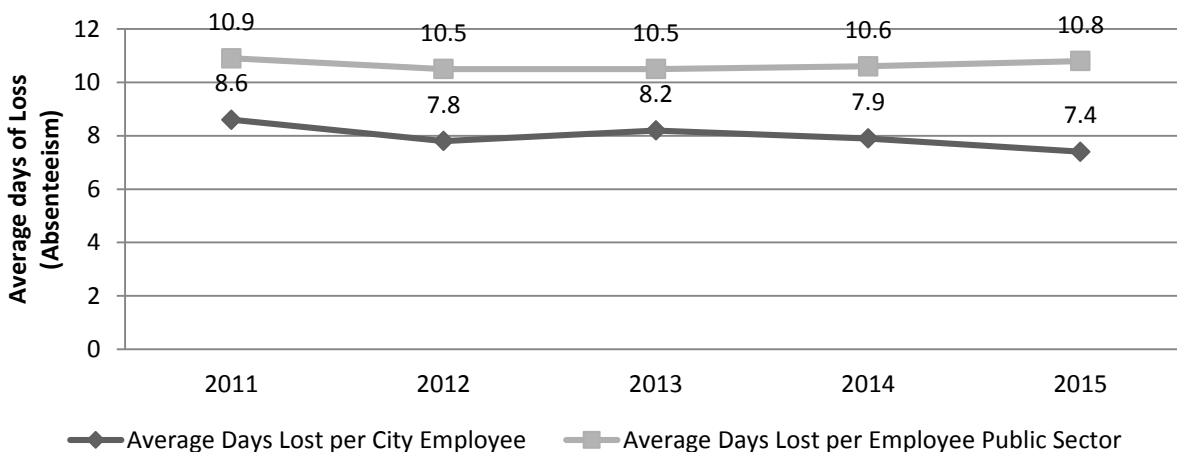
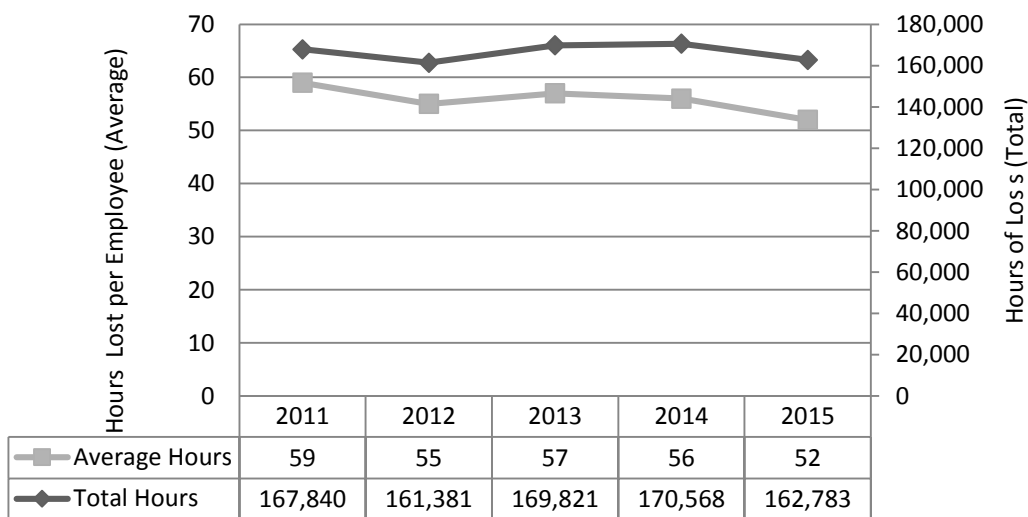


Figure 4 shows the five-year absenteeism at the City (medium-term absences and short-term absences, excluding WCB), as well as the average days lost per employee. For reference, if absences included WCB data, the total hours would be 184,019 and the average hours per employee would increase to an average of 59 hours.

Figure 4: City of Saskatoon, Total Hours of Absenteeism & Average Hours of Absenteeism per Employee



In 2015, the City experienced a slight increase in short-term absences (10 days or less per occurrence of injury/illness) to 120,388 hours from 119,235 hours in 2014. Short-term absences account for approximately 64% of the total cost of absenteeism at the City as total incidents increased to 9,600 from 9,232, with an average of 3.09 incidents per employee in 2015.

Loss due to medium-term absences (injuries/illnesses that result in a loss of 10 days or greater per occurrence) have decreased substantially in 2015 to \$1,482,349. This resulted in a reduction from 51,333 to 42,394 hours, or an average of 14 hours per employee.

While the City's lost time injuries (WCB incidents) has decreased from 121 in 2014 to 102 in 2015, total hours increased to from 19,016 to 21,236 hours in 2015.

Public and/or Stakeholder Involvement

There are no public and/or stakeholder involvement implications.

Communication Plan

A news release highlighting the successes in safety and absenteeism over the past few years will be issued and posted to the City website and shared on Twitter and Facebook. The final report will also be made available on the website. In addition, the report will be shared with the Division Managers, Saskatoon Police Service and civic Boards to help identify opportunities for improvement within their business units.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

There is no follow-up and/or project completion dates.

Public Notice

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

Attachments

1. 2015 Safety Performance Report.
2. 2015 Absenteeism Report.

Report Approval

Written by: Dustin Truscott, A/Manager, OHS Client Services
Reviewed by: Marno McInnes, Director, Human Resources
Approved by: Catherine Gryba, General Manager, Corporate Performance Department

Safety Performance

City of Saskatoon | June 2016



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1. EXECUTIVE SUMMARY

Throughout this report, the City of Saskatoon denotes the grouping of all business units that are under the direction of the City Manager. Police Services is under the direction of the Chief of Police. Civic Boards include the Saskatoon Library, Mendel Art Gallery (Remai Modern), SaskTel Centre and TCU Place.

Performance related to Occupational Illnesses and Injuries shows a significant improvement in 2015 from previous years. In 2015, the City of Saskatoon, Boards and Police when combined achieved a historical low for lost-time injury frequency: 3.70, a twenty percent decrease from the 2014 reported lost-time injury frequency of 4.60.

There was an overall decrease of 11% in injury severity (the number of work days lost per 100 employees). Injury severity decreased with Civic Boards (97%) and Saskatoon Police (36%), but increased by 4% at the City of Saskatoon.

While we have an observed reduction in injuries that resulted in time away from work. When combined there was an overall increase (City of Saskatoon, Boards and Police) in medical aid injuries (16%). Medical Aid are those injuries that require medical attention but do not result in time away from work.

CITY OF SASKATOON (SEE SECTION A FOR DETAILS)

The City of Saskatoon saw an 18% reduction in lost-time injuries in 2015. This trend is indicative of an increasingly successful safety culture at the City of Saskatoon that values employee wellbeing and is committed, at all levels, to enhancing safety and integrating safety into all aspects of civic operations from planning to execution, or completion of work.

In 2015, the City of Saskatoon also received a rebate from WCB in the amount of \$1,465,561.

Injury severity (the number of work days lost per 100 employees) increased 4% at the City of Saskatoon and Medical Aid increased by 23%.

The City of Saskatoon is committed to achieving zero lost time injuries by 2023. Given this, it is recommended that the City continue to enhance the safety culture at the City using a three pronged approach:

1. Strategic – ongoing development and implementation of the Health and Safety Management System, focusing on the pillar elements (Leadership, Hazard ID, Assessment & Control, Education & Communication and ongoing Policy Development);
2. Tactical – incident elimination strategies based on tracking and analyzing trends in safety data (to replace the priority employer program);
3. Operational – on the ground activities such as the implementation of root cause analysis to actively make jobs safer each time an incident occurs.

SASKATOON POLICE SERVICES (SEE SECTION B FOR DETAILS)

Saskatoon Police Services saw a 25% reductions in lost-time injuries in 2015. Injury severity (the number of work days lost per 100 employees) decreased 36% and Medical Aid decreased 6%.

CIVIC BOARD (SEE SECTION C FOR DETAILS)

Civic Boards are comprised of the Saskatoon Library, Mendel Art Gallery (Remai Modern), SaskTel Centre and TCU Place. Civic Boards when combined saw a 10% reductions in lost-time injuries in 2015.

The Boards combined injury severity (the number of work days lost per 100 employees) decreased by 97% and Medical Aid increased 39%.

Injury severity is subject to greater fluctuations due to the size of the organization and will be more dramatic in smaller organizations.

Section A – City of Saskatoon

2. INTRODUCTION

This report is a presentation on the City of Saskatoon's safety performance in 2015. This report recommends targets for the City of Saskatoon's 2016 safety performance and the strategic direction of health and safety activities for the City of Saskatoon.

For the purposes of presentation of this report, Corporate Administration is titled as a department, even though it is not a recognized department. Corporate Administration is a grouping of the Mayor's Office, the City Manager's Office, the City Solicitor's Office and the City Clerk's Office.

The City of Saskatoon is committed to eliminating illnesses and injuries as a result of workplace activities by 2023. The overarching goal is to create a safe workplace. The most effective means to accomplish this goal is by shifting our culture to make safety a part of everything that we do; not something we have to do, not an extra, but the way that we business - safely.

In 2015, the following activities were identified as critical elements required to further enhance the City of Saskatoon's safety culture:

POLICIES, LEADERSHIP AND ACCOUNTABILITY

In 2014, the City of Saskatoon's Health and Safety Management System (HSMS), a framework for safety programming, was redesigned to place more priority on addressing higher risk activities. This project was taken on to create a manageable process to help guide the activities of the City of Saskatoon Safety Program, to outline responsibilities, and to guide the activities that contribute to the City of Saskatoon Strategic Goal of zero injuries that result in lost time. This new management system has provided a framework for the development of key policies that provide guidance and direction to all levels of City of Saskatoon staff in ensuring that safety is a part of everything that we do.

In 2016, policies will be advanced to begin to reflect the new direction for managing safety activities. The first policies to be updated are the City of Saskatoon's General Safety Policy and the Contractor Safety Management Policy.

PRIORITY EMPLOYER IMPROVEMENT PROGRAM

In 2014, the City of Saskatoon joined the Priority 50 Improvement Program with the Province of Saskatchewan. This opportunity presented itself as a way for the City of Saskatoon to demonstrate the desire to work towards a safety program and productive workforce where employees are not exposed to injuries that result in lost time.

In 2015, several divisions achieved the necessary 25% reduction in total recordable incidents to be removed from this program. Given the success of this strategy, the Priority Employer Improvement Program is intended to be replaced with targeted incident elimination strategies in 2016, in which injury statistics will be regularly reviewed by all higher risk divisions to formulate plans to eliminate unnecessary injury.

MEDICAL NOTE STANDARDIZATION

In 2014, it was identified that the City of Saskatoon's standard for collection of medical information related to illnesses and injuries was inconsistent. As such, throughout 2015, major stakeholders were collaborated with to redevelop a new standard for collection. This new standard will be rolled out to the entire organization in early 2016. It is anticipated that this new standard will help to return employees to work sooner following injuries and illnesses, as well as making it easier for managers and supervisors to determine how best to assist employees suffering from illness and injury.

MOTOR VEHICLE AND EQUIPMENT COLLISIONS

In addition to the above developments in 2014, a process was also developed in 2014 to assist with addressing exposure to Motor Vehicle and Equipment Collisions (MVC). While this program is reactive in nature, it has provided a tool for managers and supervisors to identify the causes of MVCs and develop corrective actions to reduce the risk to other employees for collisions of the same circumstances. Implementation of this program commenced in the first quarter of 2015 and continues to be implemented in 2016.

In late 2015, it was determined that while the investigation part of the MVC was working, the program needed to be expanded to provide a consistent process for addressing the preventative (corrective action) portion of motor vehicle collisions at the City. This process for corrective action is intended to be available to the organization by the 2016 construction season, and the full MVC processes rolled out to all divisions that have vehicles on the road by the end of 2016.

CONTRACTOR SAFETY MANAGEMENT PROGRAM

Prime Contractor legislative requirements came into effect with the *Saskatchewan Employment Act* on January 1, 2015. As a result, the City of Saskatoon's policy for managing contractors was reviewed in 2015 and tools were developed to enhance management of contractors' safety performance. These tools were piloted with Construction and Design Division in the 2015 construction season. The feedback and achievements of the pilot in 2015 are being used to help finalize a framework for the Corporation. The program will be rolled out to the organization upon approval of an updated Contractor Safety Management Policy in 2016.

WORK-ZONE SAFETY

The Work Zone Safety initiative, led by the Transportation Division, was a key element in ensuring the safety of employees working in traffic at the City. The goal of the Work Zone Safety Program is to standardize our approach to traffic accommodations for construction and maintenance activities as well as educating motorists.

3 WCB PERFORMANCE

The City of Saskatoon reports WCB performance based on the combined performance of Civic Boards, all City departments and the Saskatoon Police Services.

WCB costs are comprised of wage loss replacement, medical costs, physical rehabilitation and pension. A reduction in the number of injuries, as well as implementation of early, safe return to work for employees injured at work, have contributed to significant reductions in WCB costs.

WCB determines a company's premium rate using an Experience Rating model which is based on the previous three full years of experience (includes number of lost time injuries, lost days and WCB costs).

The premium paid is based on the assessable payroll of the organization. The City of Saskatoon's assessable payroll has increased over the past years while the number of and cost of claims has been on the decrease. Increased performance in minimizing the impact of occupational illness and injury over the last few years has resulted in the City of Saskatoon receiving a discounted premium rate.

The City received a rebate in 2015 due to good performance in claims for the period 2011-2013. The amount of the rebate was \$1,465,561. This rebate was granted back to the City of Saskatoon as WCB investments surpassed their funding policy. This rebate is not included in the charts below.

CHART 1: WCB PREMIUM RATE (PER \$100 OF PAYROLL) (2011 TO 2015)



*** Saskatchewan WCB used 10 rate classes to determine premiums. The City of Saskatoon is in rate class G31 which includes cities, towns, villages and RMs**

WCB premium is based on WCB costs, lost time injury frequency and duration of injuries. Given enhanced performance at that City over the last several years, the COS has been in a position to receive a discount in form of ten cents per \$100 of payroll. Which equates to a nearly \$200,000 cost avoidance, as indicated in Chart 2.

CHART 2: WCB PREMIUM PAID (2011 TO 2015)

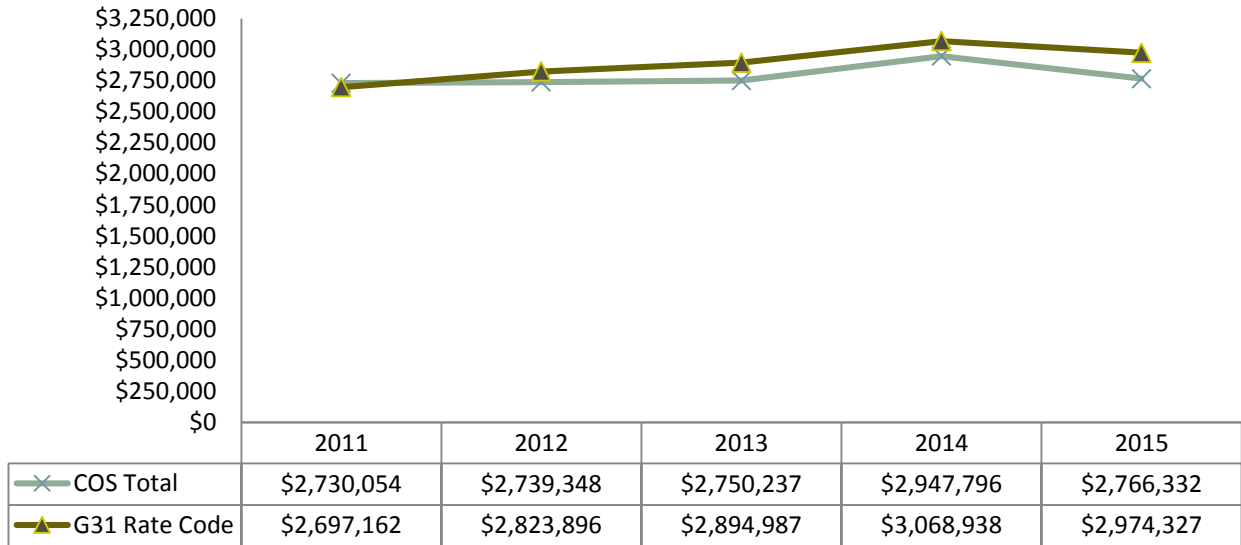
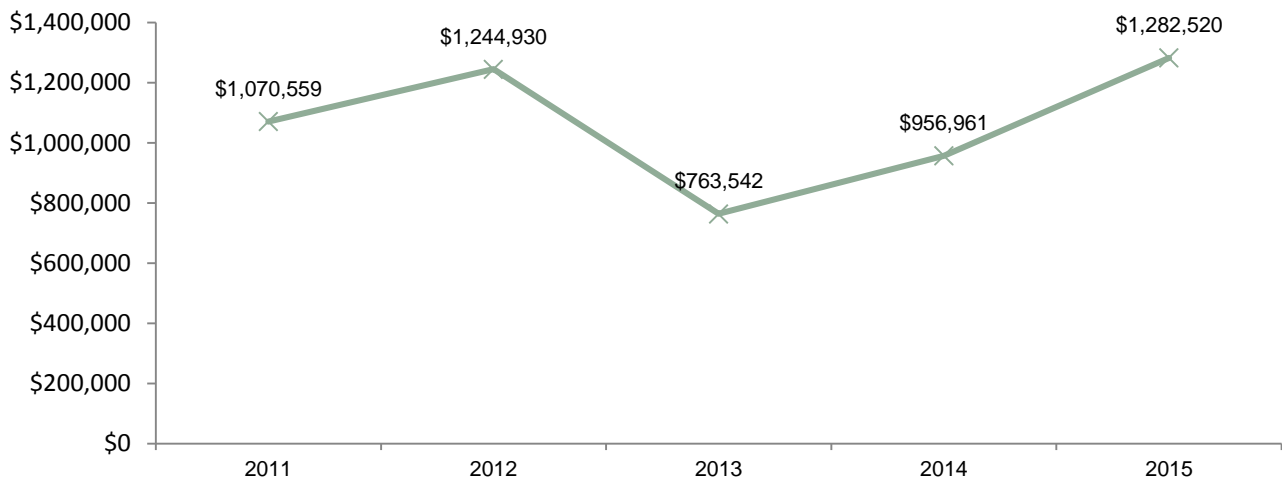
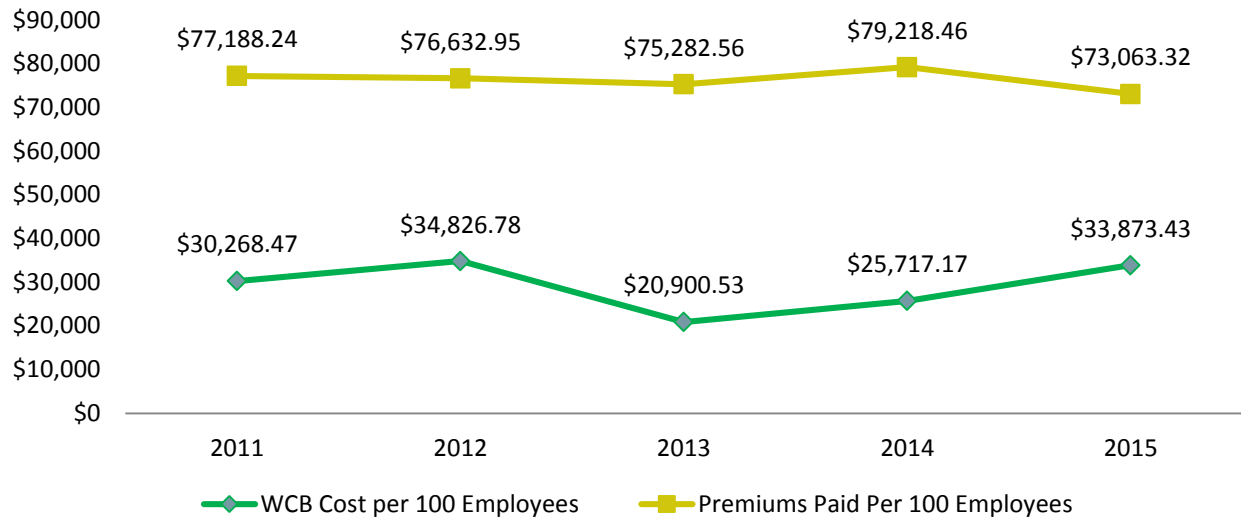


CHART 3: WCB COSTS, CITY, POLICE AND BOARD TOTALS (2011 TO 2015)



WCB cost is a collection of costs associated with WCB claims. This is made up of medical aid costs (treatment), rehabilitation costs, and pension costs. While this is not a reliable measure of performance, it is important to note the trend. This measure is somewhat unreliable as pension costs are a portion of the costs, which are usually indexed to claims that may have been made several years previous (in 2015, the City experienced \$294,125.04 in pension costs, compared to a reimbursement of \$155,656.97 in 2014). In addition, there is some variability as costs may be contribute to a claim that could be later changed to be denied or cost relief applied to the City, resulting in a change in costs.

CHART 4: COST SEVERITY, CITY, POLICE AND BOARD TOTALS (2011 TO 2015)



Cost Severity is calculated by multiplying the WCB or premium costs by 200,000 and then dividing that by the employee labour hours (exposure hours). WCB premium severity is an expression of the cost for WCB premiums for every 100 City employees. WCB cost severity is an expression of WCB costs per 100 City employees.

4. CITY OF SASKATOON SAFETY STATISTICS

The COS lost time injury frequency rate has been overall trending downwards since 2009. In 2015, the City of Saskatoon achieved a historical low for lost-time injury frequency reporting at 3.61, an eighteen percent decrease from the 2014 reported lost-time injury frequency of 4.39.

With one exception, all departments of the City of Saskatoon had a decrease in lost-time injuries.

This trend is indicative of an increasingly successful safety culture at the City of Saskatoon that values employee wellbeing and is committed, at all levels, to enhancing safety and integrating safety into all aspects of Civic operations from planning to execution, or completion of work.

While we have a reduction in injuries that resulted in time away from work there was an increase in medical aid injuries (23%), or those injuries that require medical attention but do not result in time away from work. Increased communication with workgroups on the importance of reporting incidents, followed by a prevention focused discovery of the causes, actions can be taken to prevent similar incidents which will support the continued decrease in injury frequency.

The Lost Time Injury Frequency (LTIF) is calculated by multiplying the number of lost-time injuries by 200,000 and then dividing that by the employee labour hours (exposure hours).

$$LTIF = \frac{\text{Number of Lost Time Injuries} \times 200,000}{\text{Number of Employee Labour Hours Worked}}$$

TRENDS

- The City of Saskatoon observed an 18% reduction in lost-time injuries in 2015.
- Medical-aid injuries increased by 23%.
- Injury severity increased by 4% at the City of Saskatoon.

CHART 5: LOST TIME INJURY FREQUENCY CITY OF SASKATOON (LTIF) (2011 TO 2015)



Chart 5 demonstrates that while there has been some variability in results in the last five years (2011-2015), The Lost Time Injury Frequency (LTIF) has been trending downward by an average of 6 percent per year which is less than the approximate 15% percent downward trend that is being experienced by the G31.

The Rate Classification system is used by the Workers Compensation Board to determine employer premiums in the Province of Saskatchewan. Rate Code G31 includes cities, towns, villages, and RMs.

CHART 6: LOST TIME INJURY FREQUENCY BY CITY OF SASKATOON (LTIF) (2011 TO 2015)

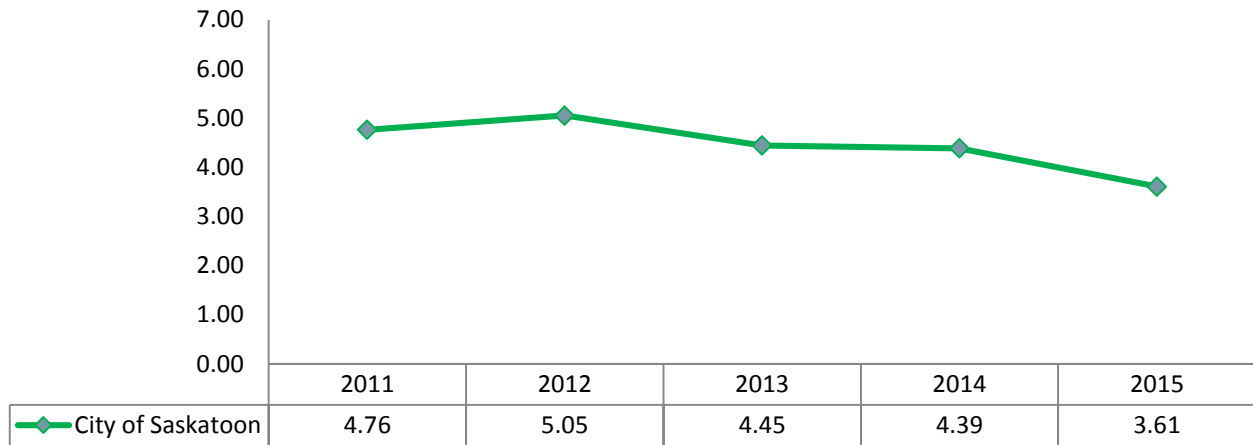


Chart 6 above demonstrates a general trend downwards in LTIF for the City of Saskatoon.

CHART 7: LOST TIME INJURY FREQUENCY BY DEPARTMENT (LTIF) (2012 TO 2015)

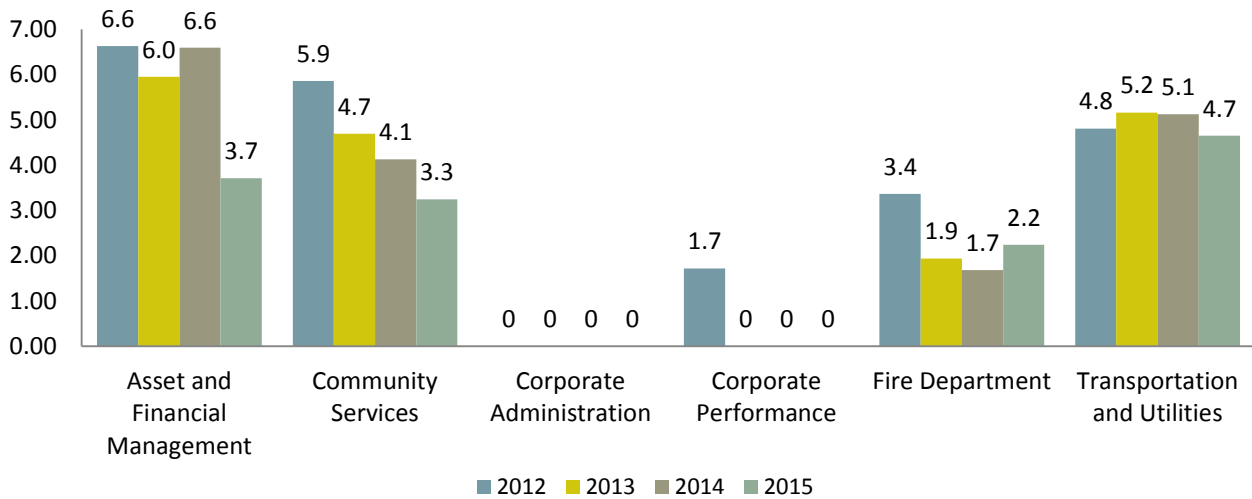
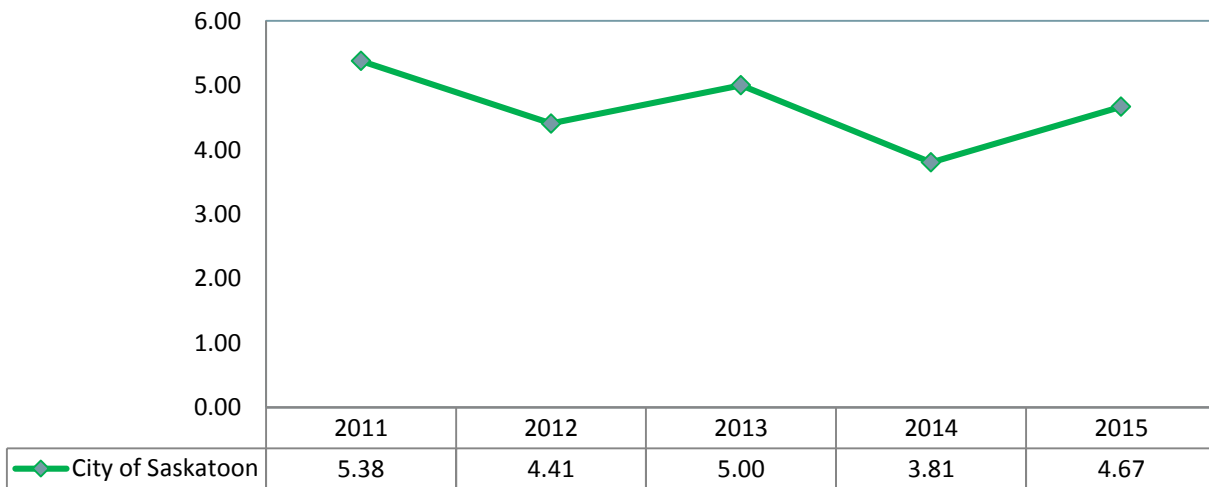


Chart 7 provides the breakdown of the LTIF performance of the various departments of the City of Saskatoon. Overall, all departments/groupings have been trending downwards in the last four years despite an increase in LTIF for the Fire Department in 2015.

CHART 8: MEDICAL AID FREQUENCY BY CITY OF SASKATOON (2011 TO 2015)



Medical Aid Frequency is a standard that is used to measure the number of injuries that required medical attention, but did not result in lost time. This calculation uses a similar formula as LTIF.

$$MAF = \frac{\text{Number of Medical Aid Injuries} \times 200,000}{\text{Number of Employee Labour Hours Worked}}$$

Medical Aid Frequency is a measure of the number of medical aid injuries per 100 employees.

As is demonstrated in Chart 8, the City of Saskatoon saw an increase in medical aid frequency over last year of 23%. In spite of this increase, medical aid frequency has been trending downward (15%) over the last five years.

CHART 9: MEDICAL AID FREQUENCY BY DEPARTMENT (2012 TO 2015)

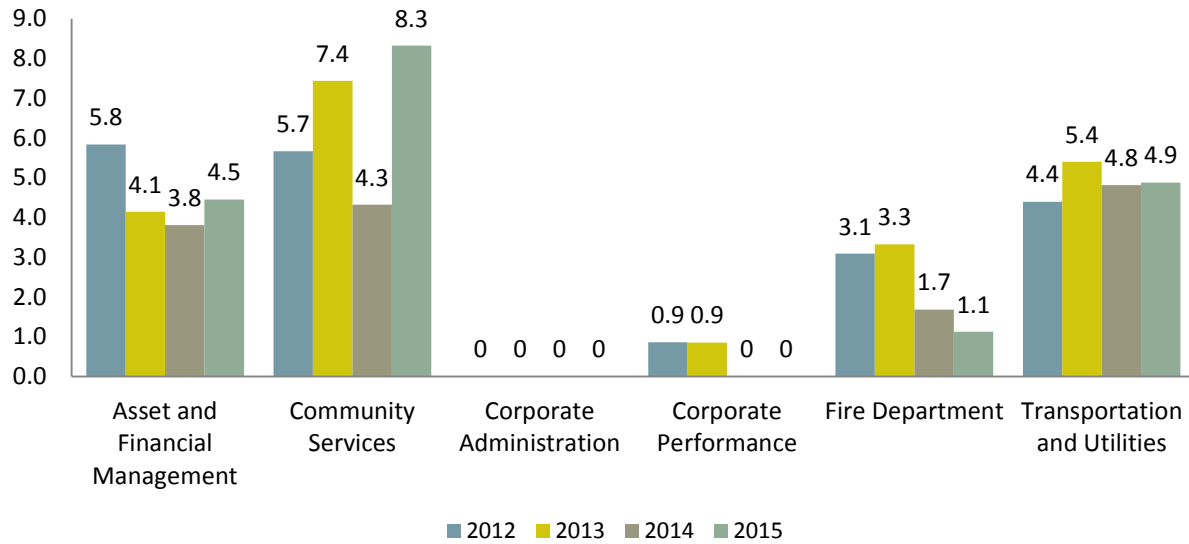
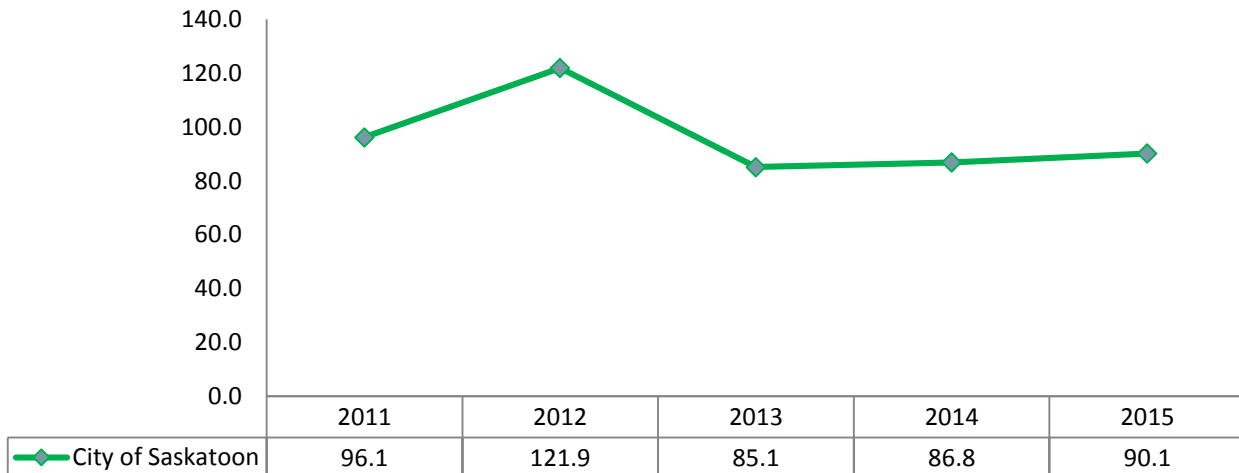


Chart 9 demonstrates the performance of the departments of the City of Saskatoon over the last four years. With the exception of the Fire Department and Corporate Performance, most departments medical aid injuries increased.

CHART 10: SEVERITY OF INJURY BY CITY OF SASKATOON (2011 TO 2015)



Injury Severity is calculated by multiplying the number of lost-time days by 200,000 and then dividing that by the employee labour hours (exposure hours). This is a standardized calculation that expresses loss as a representation of days lost per 100 employees.

$$\text{Injury Severity} = \frac{\text{Number of Lost Time Days} \times 200,000}{\text{Number of Employee Labour Hours Worked}}$$

The City of Saskatoon is showing an increase of 4% over the one year period (2014-2015).

CHART 11: SEVERITY OF INJURY BY DEPARTMENT (2012 TO 2015)

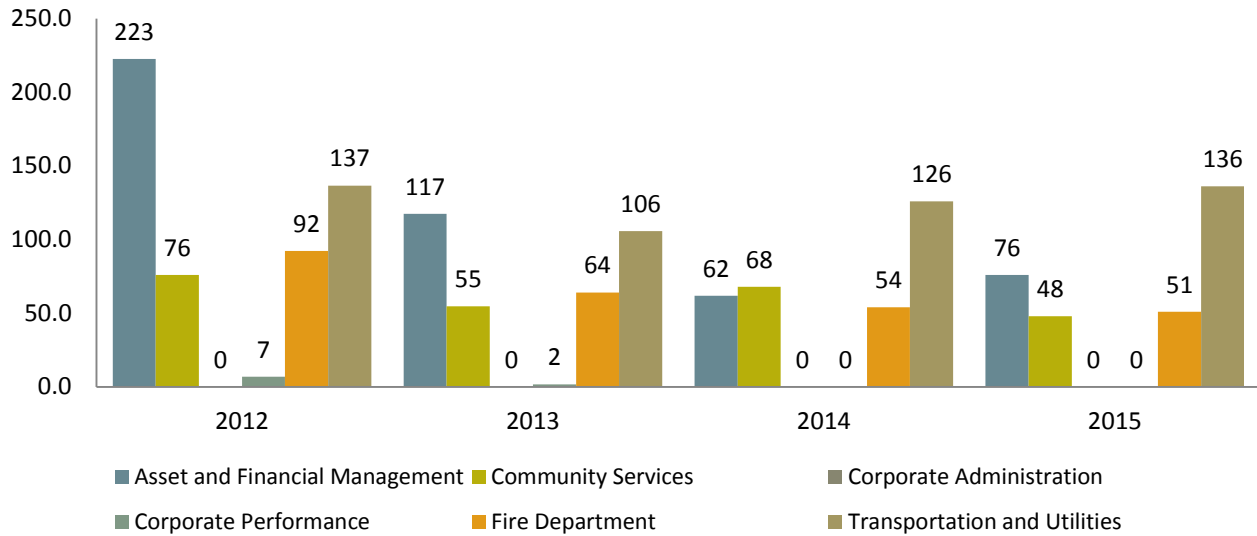


Chart 11 provides a breakdown of performance on injury severity for all City of Saskatoon Departments from 2012 to 2015. Despite increases in Asset & Financial Management and Transportation & Utilities in 2015, all departments have lower severity of injury over the four-year period.

CHART 12: LOST TIME DAYS BY CITY OF SASKATOON (2011 TO 2015)

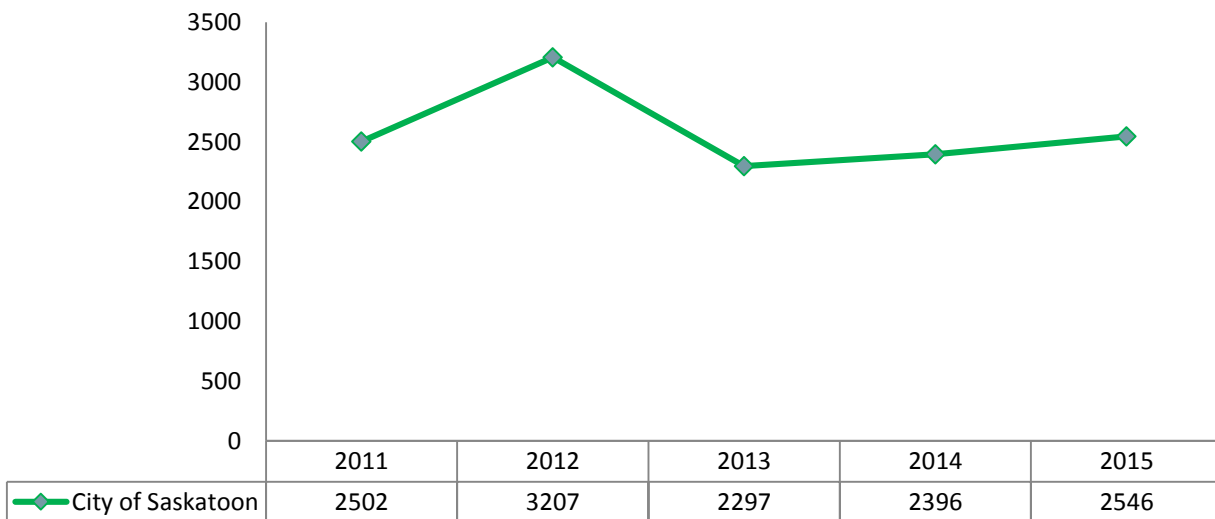


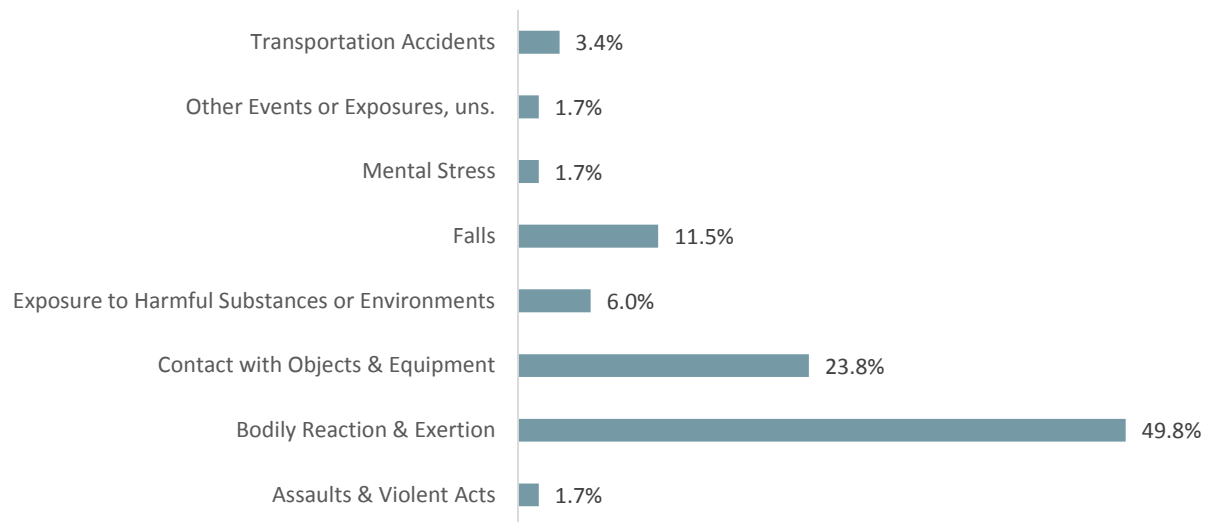
Chart 12 demonstrates an upward trend in lost time days for the City of Saskatoon from 2011-2015. It is important to note that the current lost time days does not take into account the increase in employee population. As such, severity of injury is a more reliable measure of performance.

INJURY TRENDS

In order to eliminate workplace injuries we must be able to learn from the injuries, adequately address them, and learn to predict when and what activities lead to increased exposure to hazards for employees. Enhanced data will be one tool that will be used to identify trends and activities that could result in injury. In 2015, the City began to focus more on consistent collection and analysis of this data. While this project is ongoing into 2016, the preliminary data suggests that tracking trends and monitoring activities can be an effective way to identify and eliminate trending incident types and causes.

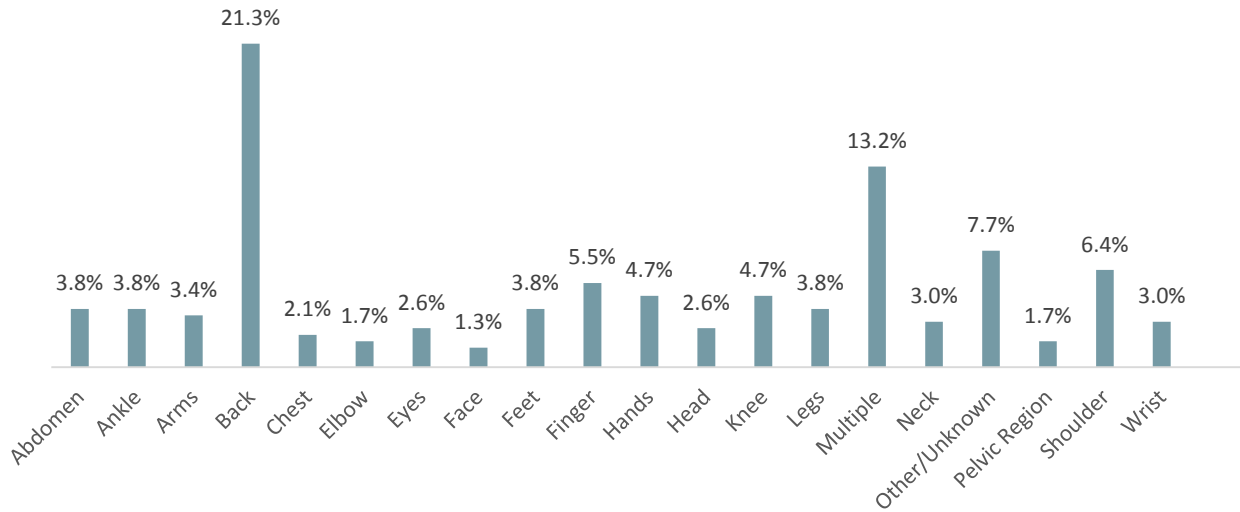
Below is the first phase of collecting and reporting data to develop incident elimination strategies. Our baseline data set has been established as of 2015.

CHART 13: INJURY BY WCB CATEGORY, CITY OF SASKATOON EMPLOYEES, 2015



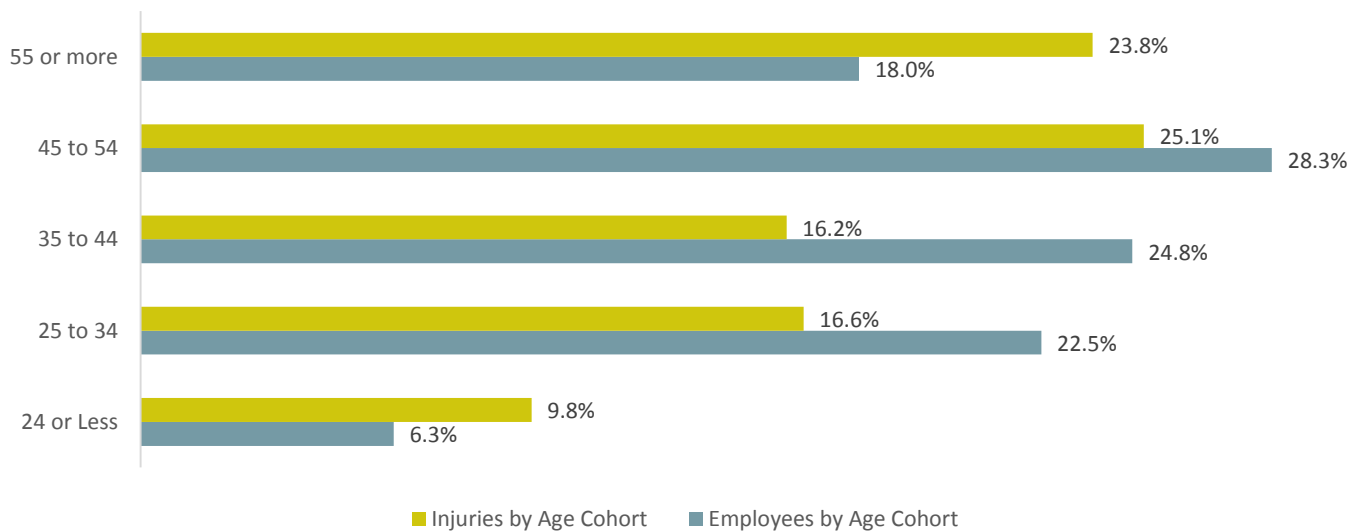
This data represents 235 injuries that resulted in medical treatment (medical-aid or lost-time). One hundred and seventeen (117) were reported due to over-exertion or a bodily reaction to the activity.

CHART 14: INJURY BY BODY PART, CITY OF SASKATOON EMPLOYEES, 2015



Of those 117 over-exertion injuries, 43 were back related. Of those 43 over-exertion back injuries, 25 were split between three divisions. Implementation of incident elimination strategies based on this available data would mean that those three divisions would be recommended to further investigate and identify the potential causes of this trend. It would be further recommended that the divisions develop and implement a program to address these injuries and provide targeted education and future elimination strategies.

CHART 15: PERCENTAGE OF TOTAL INJURIES BY AGE COHORT, 2015



The employee age demographic shows that the percentage of injury for the age cohort of less than 24 years old in 2015 is greater than the actual employee population. This age cohort represents 6.3% of the

employee population and accounts for 9.8% of the injuries. The 25-34 cohort represents 22.5% of the employee population and 16.6% of injuries. The 35-44 cohort represents 24.8% of the employee population and 16.2% of injuries. The 45-54 age cohort represents 28.3% of the employee population and accounts for 25.1% of workplace injuries. Finally, the 55+ cohort represents 18% of the employee population and accounts for 23.8% of injuries.

This information will be used to help determine targeted initiatives such as focused learning opportunities towards a specific segment of our employees (e.g. young workers).

5. OPPORTUNITIES

It is well understood at all levels of leadership, management and supervision that we are committed to achieving zero time loss injuries by 2023. Given this it is recommended that the City continue to enhance the safety culture using a three pronged approach:

1. Strategic – ongoing development and implementation of the Health and Safety Management System, focusing on the pillar elements (Leadership, Hazard ID, Assessment & Control, and Education & Communication) and ongoing Policy development;
2. Tactical – incident elimination strategies based on tracking and analyzing trends in safety data (to replace the priority employer program);
3. Operational – on the ground activities such as the implementation of root cause analysis to actively make jobs safer each time an incident occurs.

With support from Human Resources, each division will develop and implement an action plan to achieve goals at the strategic level, (development and implementation of the Health and Safety Management System). It would also be beneficial for all divisions that experienced an injury in 2015 to consider placing a greater emphasis on options suggested in the operational and tactical components of the above recommended approach to Health and Safety at the City of Saskatoon.

The City Manager has established a goal of achieving a 10% reduction in recordable incidents for 2016. All divisions will introduce the necessary strategic, tactical and/or operational approaches set out above to reduce recordable incidents by 10% in 2016. Should the City of Saskatoon as a whole achieve this goal, the City's lost-time injury frequency for 2016 would be reduced to 3.30.

In concert with the roll out of the City of Saskatoon's updated medical standard, all divisions will work to identify potential accommodation options to ensure that those who do require an accommodation can be returned to work as soon as reasonably possible. This work has the potential to positively impact both the severity of occupational injuries and illnesses as well as assist in reducing absenteeism for those employees who could otherwise avoid lengthy absences for manageable illnesses and injuries.

6. 2016 ACTION PLAN

Below is a representation of the activities that have been identified as priority to achieve in 2016 to support the recommendations as listed in this report for the organization, and to continue to enhance the City's Safety Culture on the way to eliminating all injuries and illnesses as a result of the workplace by 2023.

MEDICAL NOTE STANDARDIZATION

As this was a priority indicated in 2015, this initiative will be implemented in March 2016 and the performance of this initiative will be closely monitored to provide a report to the leadership team by the fourth quarter of 2016.

GHS (WHMIS 2015)

WHMIS 2015 is what the Globally Harmonized System (GHS) is being referred to as in provincial legislation. This legislation is slated to be re-written in the summer of 2015 and implemented starting in 2016 on a gradual basis.

As such, the program for 2016 of WHMIS 2015 is to research compliance methods, including preparation for updating MSDS to the global standard and training options for City employees. The final deliverable of this should be a plan of action to ensure full compliance to GHS/ WHMIS which is expected by June 1, 2018.

LEADERSHIP SAFETY TRAINING PROGRAM

Supporting the 10-year strategy to make health and safety a top priority in all that we do, training for City of Saskatoon leaders has been identified as a priority for 2016.

As safety culture starts with management culture, the City of Saskatoon will be researching opportunities for development with respect to safety culture and leadership for director level positions and above. It is anticipated that a report will be forwarded to the Leadership Team for consideration on this topic in the third quarter of 2016. As such, a thorough plan must be in place by 2017.

INCIDENT INVESTIGATION TRAINING

Supporting the 10-year strategy to make health and safety a top priority in all that we do, incident investigation has been identified as a priority for 2016.

This will consist of a new program for health and safety investigations being placed into the Learning and Development Opportunities Course Calendar beginning in 2016.

CONTRACTOR SAFETY MANAGEMENT ROLLOUT AND TRAINING PROGRAM

Pending approval of the Contractor Safety Management Program, Prequalification Program, and the Contract Safety Management Policy in 2016, a comprehensive training process must follow. As such, training on new requirements for managing contractors will be a part of a thorough implementation process of the program in 2016.

MOTOR VEHICLE AND EQUIPMENT COLLISIONS

As indicated earlier in this report, in late 2015, it was determined that while the investigation part of the MVC was working, the program needed to be expanded to provide a consistent process for addressing the

preventative (corrective action) portion of motor vehicle collisions at the City. This process for corrective action is intended to be available to the organization by the 2016 construction season, and the full MVC processes rolled out to all divisions that have vehicles on the road by the end of 2016.

MENTAL HEALTH TRAINING PROGRAM

Our goal for 2016 is to develop Mental Health First Aid Training Program. Once approved, the Mental Health First Aid Training would be provided to all managers and supervisors to adequately manage their staff and provide the necessary support when needed. In conjunction with this training, it is intended to roll out a new *City of Saskatoon Accommodation Process Manual* so all managers and supervisors have the tools necessary to manage their employees. This manual will include the Attendance Support Process, the Health Management System, the Disability Assistance Program, the Mental Health Program, Family Status Accommodation Process, and statements on confidentiality. This manual will have all the necessary procedures and tools needed to support employees who are dealing with an injury and/or illness.

ROLL OUT OF THE HSMS PROGRAM FOR DIVISIONS PRIMARILY ENGAGED IN LOWER RISK ACTIVITIES

Pending the approval of the Occupational Health and Safety Administrative Policy, a program will be piloted to address low risk divisions that do not require dedicated support in the form of a Health and Safety Superintendent.

IMPLEMENTATION OF THE HSMS ELEMENT: HAZARD ID, ASSESSMENT AND CONTROL

Pending the approval of the Occupational Health and Safety Administrative Policy, a program will be piloted to address the HSMS pillar element for Hazard ID, Assessment and Control with plans to implement on a broad scale.

DEVELOPMENT OF HSMS ELEMENT: LEADERSHIP

Pending the approval of the Occupational Health and Safety Administrative Policy, and adoption of the Hazard ID, Assessment and Control Program, development will commence on the HSMS pillar element: Leadership.

DEVELOPMENT OF HSMS ELEMENT: EDUCATION & COMMUNICATION

Pending the approval of the Occupational Health and Safety Administrative Policy, and adoption of the Hazard ID, Assessment and Control Program, development will commence on the HSMS pillar element "Education and Communication".

Section B – Police Services

7. POLICE SERVICES SAFETY STATISTICS

In 2015, Police Services lost-time injury frequency reporting at 4.67, a twenty-five percent decrease from the 2014 reported lost-time injury frequency of 6.20.

Police Services medical aid injuries decreased by 6% (those injuries that require medical attention but do not result in time away from work).

The Lost Time Injury Frequency (LTIF) is calculated by multiplying the number of lost-time injuries by 200,000 and then dividing that by the employee labour hours (exposure hours).

$$LTIF = \frac{\text{Number of Lost Time Injuries} \times 200,000}{\text{Number of Employee Labour Hours Worked}}$$

TRENDS

- Saskatoon Police observed a 25% reduction in lost-time injuries in 2015.
- Saskatoon Police saw a reduction in medical aid injuries (6%) in 2015.
- There was a decrease in injury severity by 36% at Saskatoon Police (36%).

CHART 1: LOST TIME INJURY FREQUENCY BY POLICE (LTIF) (2011 TO 2015)

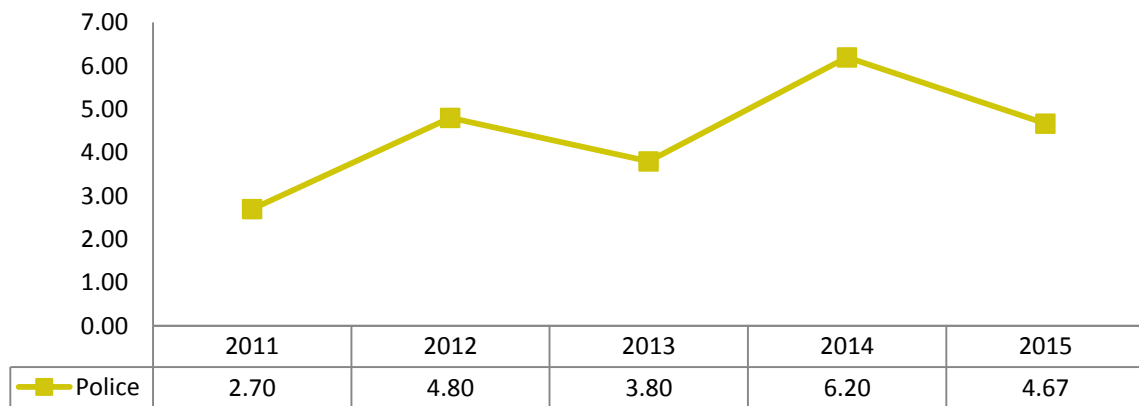
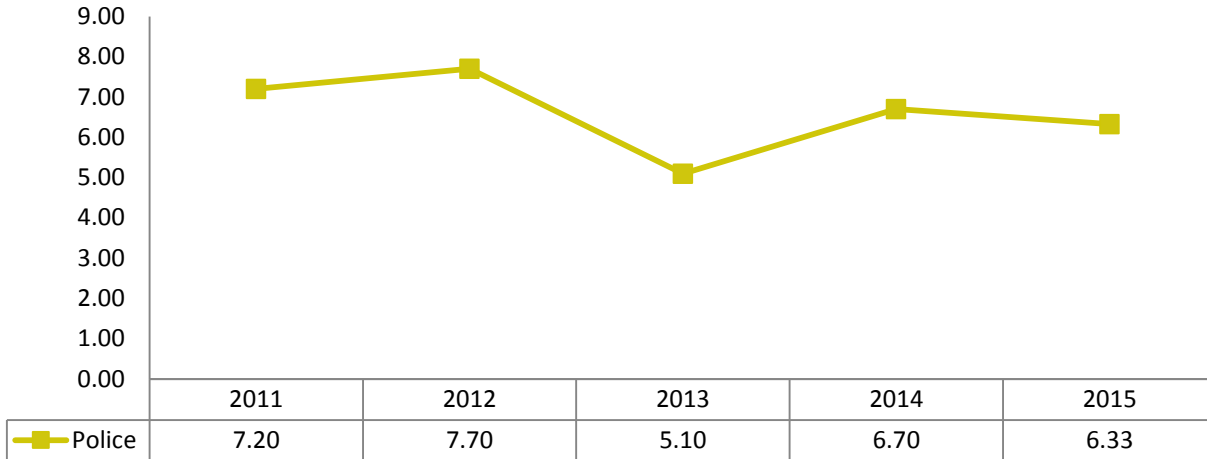


Chart 1: presents the LTIF for the Police Services. Despite an excellent performance in 2015 from 2014, the Saskatoon Police Service has been trending upward over the last five years.

Chart 2 shows that Saskatoon Police Service medical aid frequency decreased last year (2014-2015) and has been experiencing downward trend in medical aid frequency over the last five years.

CHART 2: MEDICAL AID FREQUENCY FOR POLICE SERVICES (2011 TO 2015)

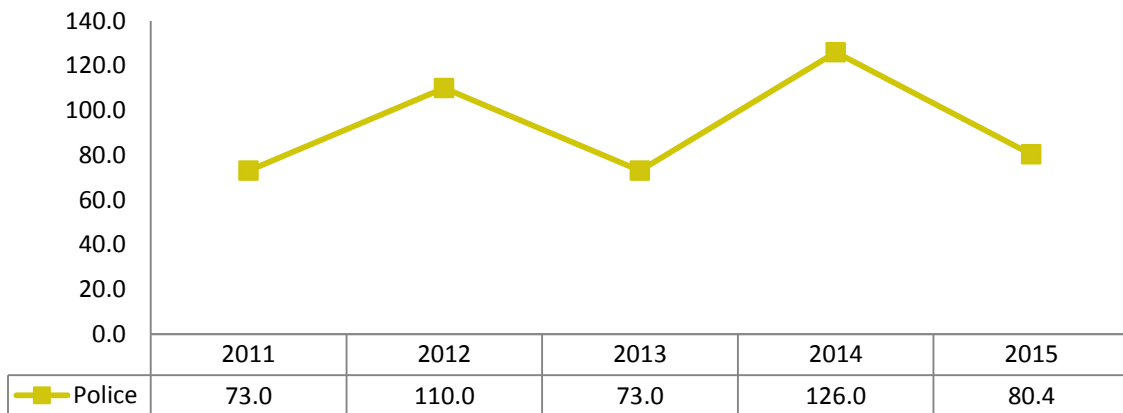


Medical Aid Frequency is a standard that is used to measure the number of injuries that required medical attention, but did not result in lost time. This calculation uses a similar formula as LTIF.

$$MAF = \frac{\text{Number of Medical Aid Injuries} \times 200,000}{\text{Number of Employee Labour Hours Worked}}$$

Medical Aid Frequency is a measure of the number of medical aid injuries per 100 employees.

CHART 3: SEVERITY OF INJURY BY POLICE SERVICES (2011 TO 2015)



Injury Severity is calculated by multiplying the number of lost-time days by 200,000 and then dividing that by the employee labour hours (exposure hours). This is a standardized calculation that expresses loss as a representation of days lost per 100 employees.

$$\text{Injury Severity} = \frac{\text{Number of Lost Time Days} \times 200,000}{\text{Number of Employee Labour Hours Worked}}$$

Chart 3 data shows a reduction in injury severity for Saskatoon Police Service in 2015. Saskatoon Police Service injury severity has increased over the last five years despite a reduction from 2014.

CHART 4: LOST TIME DAYS BY POLICE SERVICES (2011 TO 2015)

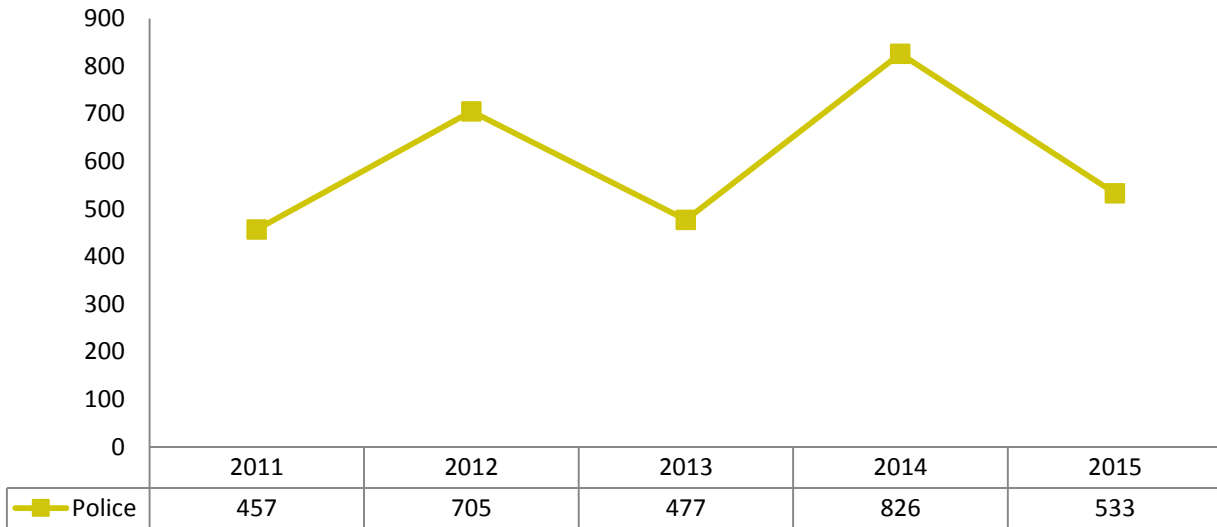
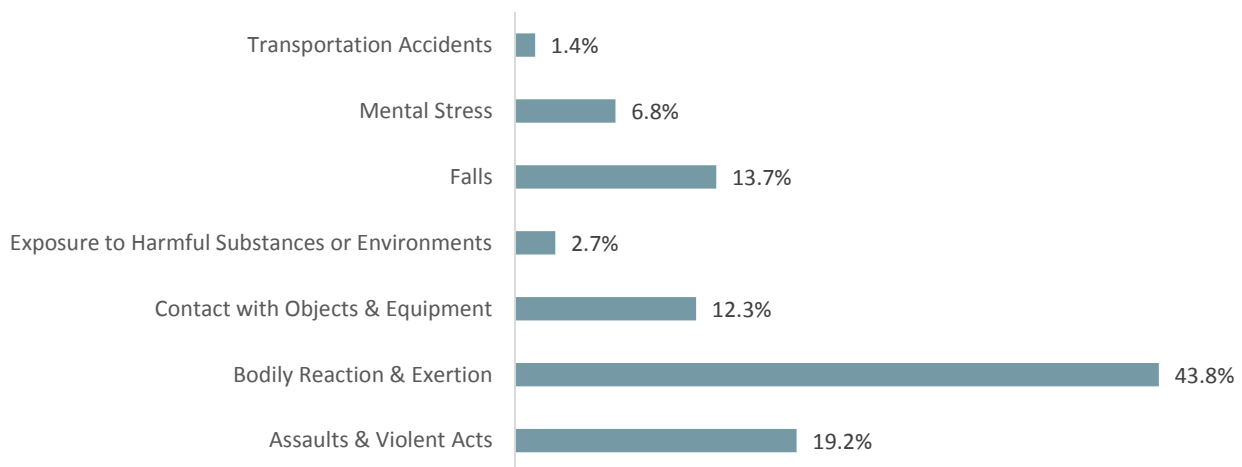


Chart 4 demonstrates a decrease in lost time days in 2015 from 2014. The data also shows an upward trend in lost time days from 2011-2015.

INJURY TRENDS

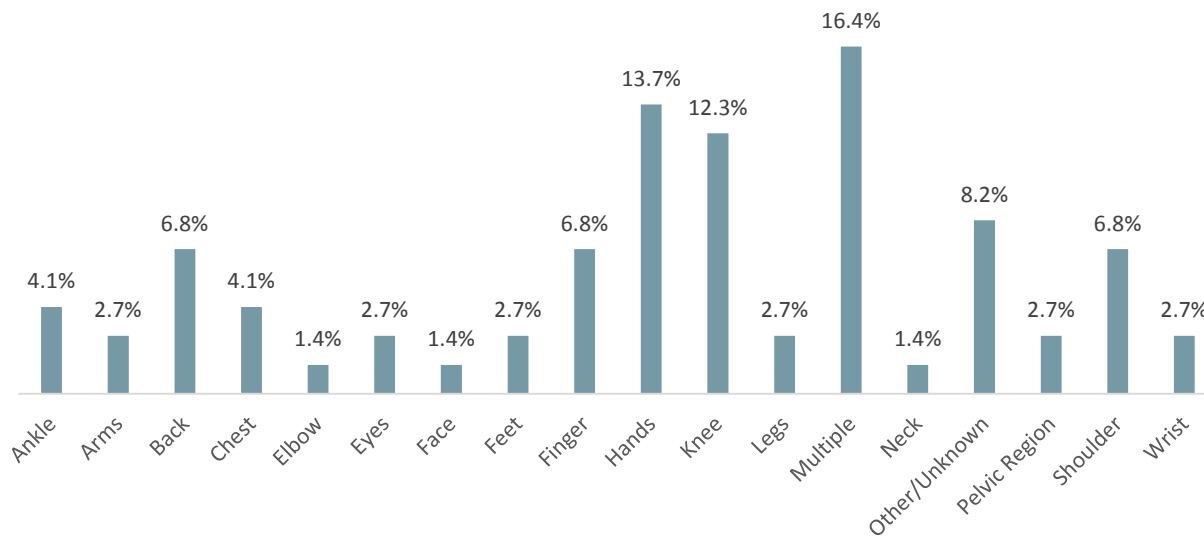
This data represents 73 injuries that resulted in medical treatment (medical-aid or lost-time).

CHART 5: INJURY BY WCB CATEGORY, POLICE SERVICE 2015



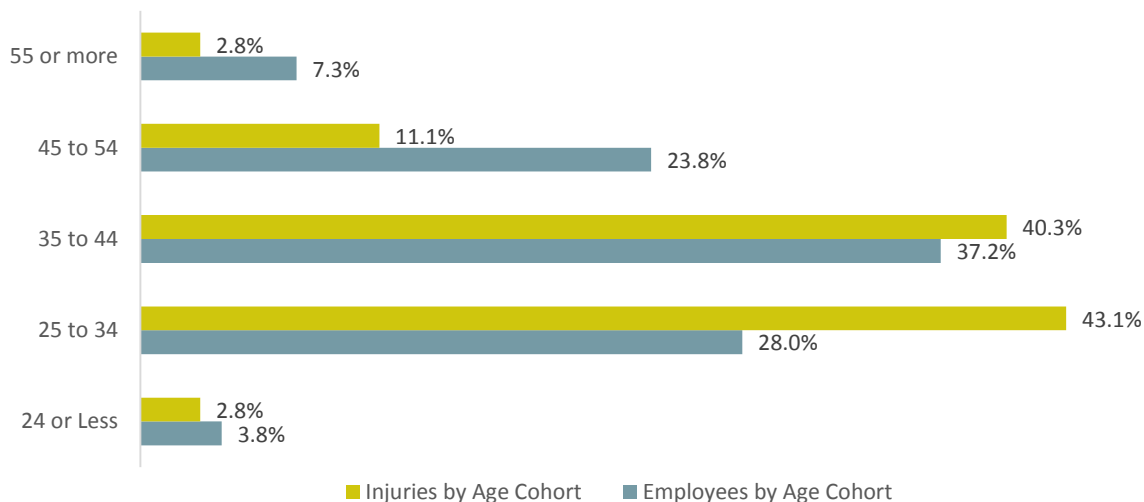
Thirty-two (32) were reported due to over-exertion or a bodily reaction to the activity.

CHART 6: INJURY BY BODY PART, POLICE SERVICE, 2015



As is evident from chart 6 injuries were distributed over a number of body areas.

CHART 7: PERCENTAGE OF TOTAL INJURIES BY AGE COHORT, 2015



The less than 24 age cohort represents 3.8% of the employee population and accounts for 2.8% of the injuries. The 25-34 cohort represents 28.0% of the employee population and 43.1% of injuries. The 35-44 cohort represents 37.2% of the employee population and 40.3% of injuries. The 45-54 age cohort represents 23.8% of the employee population and accounts for 11.1% of workplace injuries. Finally, the 55+ cohort represents 7.3% of the employee population and accounts for 2.8% of injuries.

Section C – Civic Boards

Mendel Art Gallery (Remai Modern)

Saskatoon Library

SaskTel Centre

TCU Place

8. CIVIC BOARDS SAFETY STATISTICS

In 2015, Civic Board lost-time injury frequency reporting at 2.34, a ten percent decrease from the 2014 reported lost-time injury frequency of 2.60.

Civic Boards medical aid injuries increase by 39% (those injuries that require medical attention but do not result in time away from work).

TRENDS

- Civic Boards observed a 10% reduction in lost-time injury frequency in 2015.
- Civic Boards had a 39% increase in medical aid injuries in 2015.
- There was a decrease in injury severity by 97% at Civic Boards in 2015.

CHART 1: LOST TIME INJURY FREQUENCY BY CIVIC BOARD (LTIF) (2011 TO 2015)

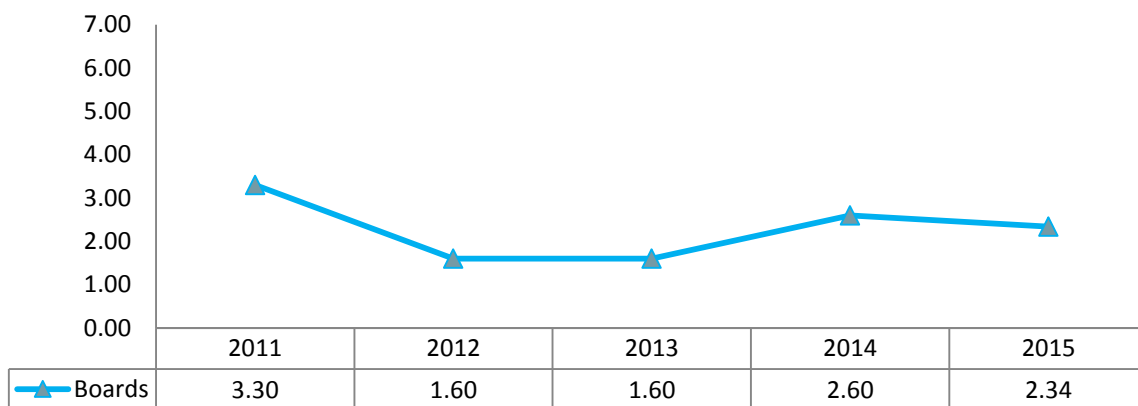
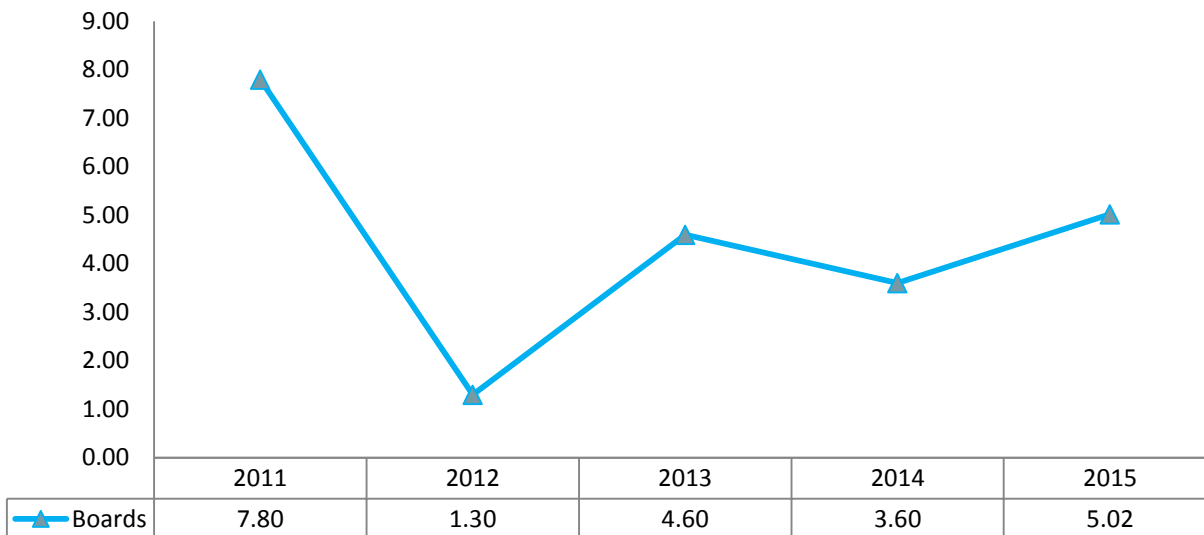


Chart 1: presents a 10% reduction in LTIF for the Civic Boards.

The Lost Time Injury Frequency (LTIF) is calculated by multiplying the number of lost-time injuries by 200,000 and then dividing that by the employee labour hours (exposure hours).

$$LTIF = \frac{\text{Number of Lost Time Injuries} \times 200,000}{\text{Number of Employee Labour Hours Worked}}$$

CHART 2: MEDICAL AID FREQUENCY FOR CIVIC BOARDS (2011 TO 2015)



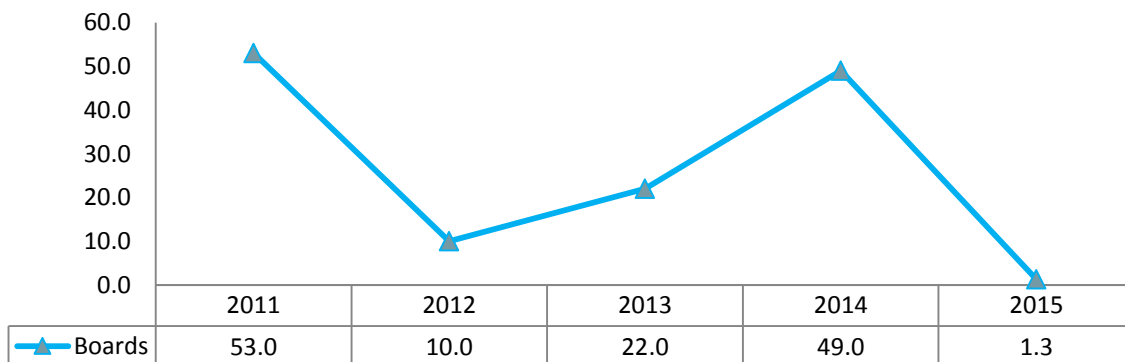
Medical Aid Frequency is a standard that is used to measure the number of injuries that required medical attention, but did not result in lost time. This calculation uses a similar formula as LTIF.

$$MAF = \frac{\text{Number of Medical Aid Injuries} \times 200,000}{\text{Number of Employee Labour Hours Worked}}$$

Medical Aid Frequency is a measure of the number of medical aid injuries per 100 employees.

Civic Boards saw a 39% increase in medical aid frequency over the last year (2014-2015).

CHART 3: SEVERITY OF INJURY BY CIVIC BOARDS (2011 TO 2015)



Injury Severity is calculated by multiplying the number of lost-time days by 200,000 and then dividing that by the employee labour hours (exposure hours). This is a standardized calculation that expresses loss as a representation of days lost per 100 employees.

$$\text{Injury Severity} = \frac{\text{Number of Lost Time Days} \times 200,000}{\text{Number of Employee Labour Hours Worked}}$$

Chart 3 data shows a reduction in injury severity of 97% for Civic Boards in 2015. Civic Boards injury severity has fluctuated over the last five years.

CHART 4: LOST TIME DAYS BY CIVIC BOARDS (2011 TO 2015)

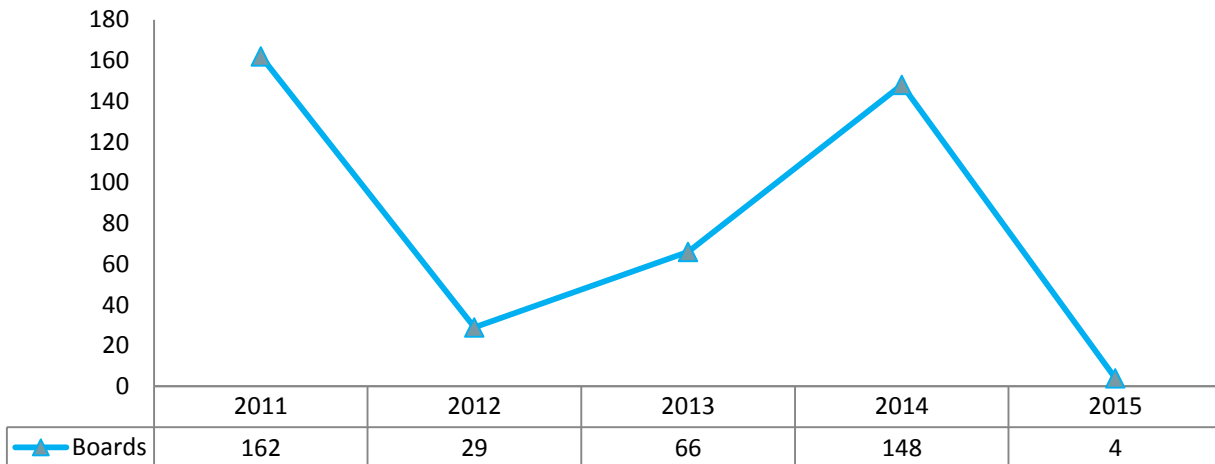
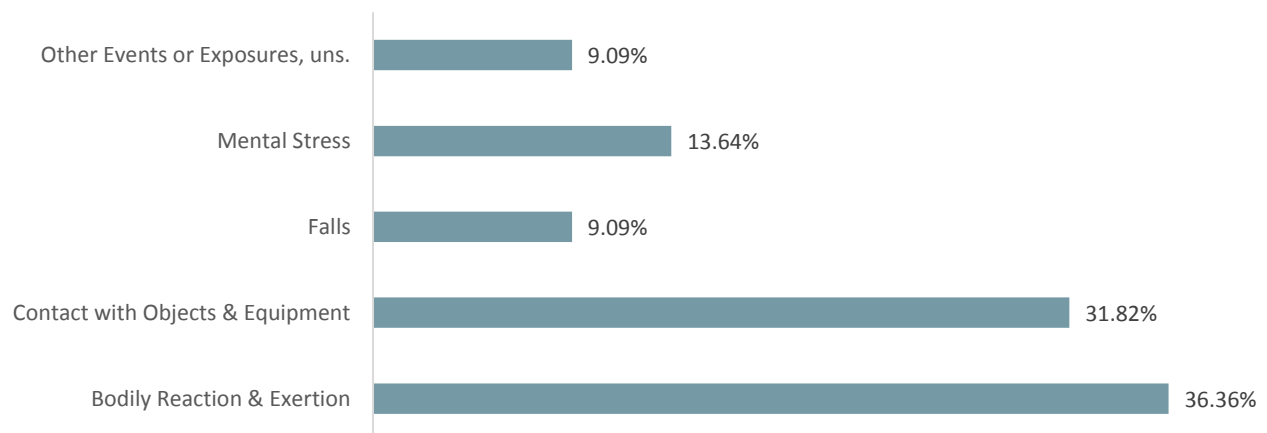


Chart 4 demonstrates a decrease in lost time days in 2015 from 2014.

INJURY TRENDS

The data in chart 5 represents 22 injuries that resulted in medical treatment (medical-aid or lost-time).

CHART 5: INJURY BY WCB CATEGORY, CIVIC BOARDS, 2015



Eight (8) were reported due to over-exertion or a bodily reaction to the activity. Of those 8 over-exertion injuries, 5 or 22.7% were back related.

CHART 6: INJURY BY BODY PART, CIVIC BOARD, 2015

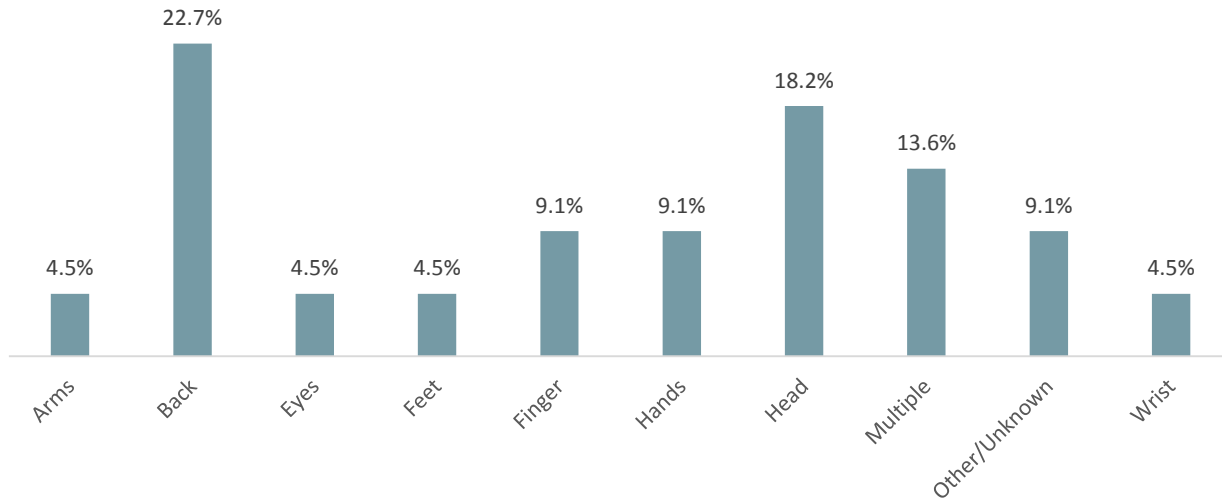
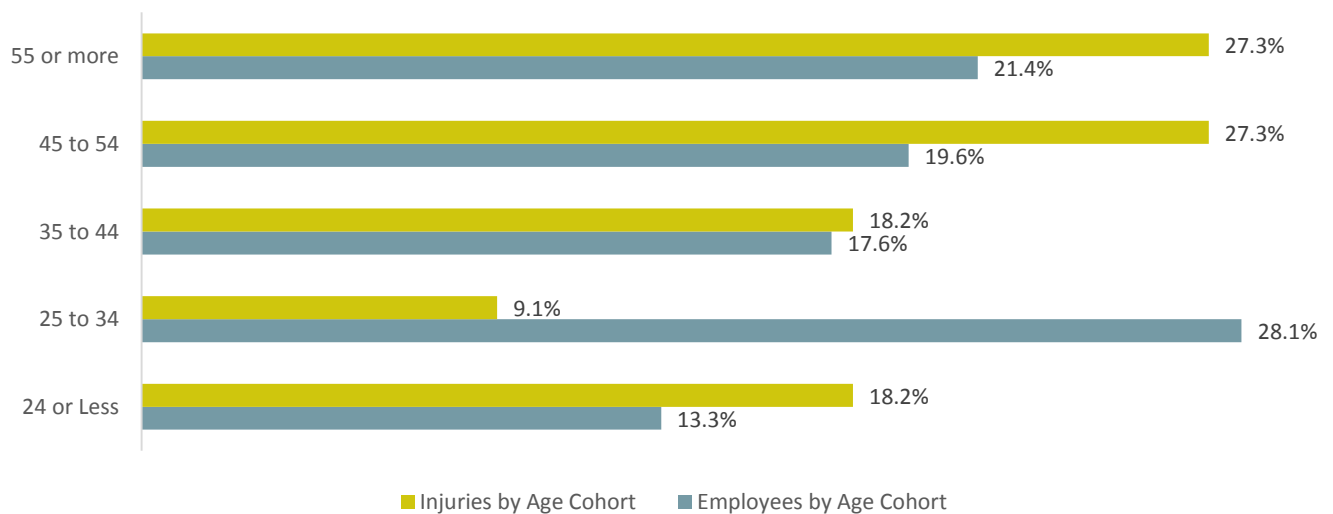


CHART 7: PERCENTAGE OF TOTAL INJURIES BY AGE COHORT, 2015



The less than 24 age cohort represents 13.3% of the employee population and accounts for 18.2% of the injuries. The 25-34 age cohort represents 28.1% of the employee population and 9.1% of injuries. The 35-44 age cohort represents 17.6% of the employee population and 18.2% of injuries. The 45-54 age cohort represents 19.6% of the employee population and accounts for 27.3% of workplace injuries. Finally, the 55+ cohort represents 21.4% of the employee population and accounts for 27.3% of injuries.

Absenteeism Performance

City of Saskatoon | June 2016



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1. EXECUTIVE SUMMARY

The total cost of absenteeism decreased in 2015 from \$5,920,275 in 2014 to \$5,827,293.

ABSENTEEISM

Absenteeism at the City of Saskatoon is classified into three categories: Short term, medium-term, and long-term.

This report is limited to short (Periodic) and medium-term (Ongoing) absences and does not include information in regards to long-term absenteeism. In 2015, the City of Saskatoon (not including civic boards or the Saskatoon Police Service) results were:

- Average incidences of absenteeism increased from 3.15 (9,559) in 2014 to 3.19 (9,906) in 2015. The 2015 Statistics Canada Labour Force Survey reports incidents per employee in the public sector at 7.9.
- Average days of absenteeism per employee decreased from 7.9 in 2014 to 7.5 in 2015. The 2015 Statistics Canada Labour Force Survey reports average days lost per employee in the public sector at 10.8.
- Absenteeism hours decreased from 189,584 in 2014 to 184,019 hours in 2015 resulting in an overall cost reduction in absenteeism.

Employees are off work more frequently (Average Incidents) but the duration of the absences (Average Days) are less resulting in an overall cost reduction in absenteeism.

SHORT-TERM (PERIODIC) ABSENTEEISM

The majority of absences (64% of the total cost) are short-term (less than 10 days per occurrence):

- Total short-term absenteeism occurrences increased from 9,232 to 9,600 in 2015.
- Total hours for the entire corporation increased slightly from 119,235 hours to 120,388 hours in 2015.
- Costs related to short-term absenteeism increased from \$3,538,147 to \$3,734,326 in 2015.

MEDIUM-TERM (ONGOING MEDICAL CONDITION) ABSENTEEISM

Medium-term absenteeism (occurrences 10 days or longer) decreased in 2015 which in part can be attributed to the success of the Disability Assistance Program:

- Costs decreased from \$1,715,927 in 2014 to \$1,482,349
- Total hours decreased from 51,333 hours in 2014 to 42,394 hours in 2015
- Total incidents decreased from 206 to 204.

OPPORTUNITIES

Greater focus will be placed on managing short-term absenteeism for employees. This will be achieved through:

- Enhancing the tools available for managers and supervisors for utilizing the Attendance Support Program,
- Ensuring that the Attendance Support Program is consistently applied, and
- Consistently utilizing the updated City of Saskatoon medical standard form.

Further success may be achieved through changes to the collective agreement and greater collaboration with the unions.

2. INTRODUCTION

FOCUS AND PURPOSE OF REPORT

The focus of the report is on short-term absenteeism at the City of Saskatoon. The purpose of the report is to review absenteeism rates and costs for employees, departments and the City and to identify trends as well as opportunities for improvement.

SCOPE OF REPORT

Absenteeism at the City of Saskatoon is classified into three categories: Short term (periodic), medium-term (on-going medical condition), and long-term.

Short-term absenteeism has previously been reported as periodic absences. Short-term absences are defined as a single occurrence of medical absence that is less than 10 days in duration.

Medium-term absenteeism has previously been reported as Ongoing Medical Condition absences. Medium-term absences are defined as a single occurrence of medical absence that is 10 days or greater in duration.

The report presents data on short and medium-term sick leave as well as occupational illnesses/injuries for the City of Saskatoon for 2015. This report does not include:

- Employees that are not eligible for sick leave benefits (i.e., casual or part-time employees),
- Employees that are employed by Boards or the Saskatoon Police Services, or
- Long-term absenteeism - Hours lost due to illnesses where the employee's leave is covered by an insurer such as Sick Bank or Long-Term Disability.

METHODOLOGY OF REPORT

Short and Medium-term absenteeism information is extracted from the corporate payroll system (i.e., SmartStream).

The occupational injury and illness information is retrieved from annual statistical report from WCB as well as internal incident tracking. In order to provide an accurate figure for costs of time lost associated with WCB injuries, this information is collected from the City of Saskatoon's WCB 16C1: *Employer Expense Summary, as of January 31, 2016*. From this report, the compensation costs are the only costs reported (Pension and Medical are excluded).

CANADA LABOUR FORCE WORK ABSENCE RATE

Statistics Canada defines an incidence of absence as the percentage of full-time employees reporting some absences in the reference week. In calculating an incidence, the length of work absence, whether an hour, a day or a full week is irrelevant.

Statistics Canada's Work Absence Rates is determined by actual employee counts versus budgeted positions.

The Labour Force Survey does not distinguish between short-term and long-term disability absenteeism. Those who are absent but consider themselves "employed," and who receive full or partial pay from their employer, are included in the illness or disability category, irrespective of length of absence. As well, the Labour Force Survey does not ask if an illness or disability is work related. As such, all absences are included in the data.

According to Statistics Canada, work absence rates differ by sector (public/private) as well as by industry. The City of Saskatoon comparison in this report uses the public sector statistics from Statistics Canada's Labour Force Survey. Public sector employees are defined as those working for government departments or agencies, crown corporations, or publicly funded schools, hospitals or other institutions.

The short-term absenteeism data is obtained from the 2015 Statistics Canada Labour Force Survey. The number of incidents per employee in the public sector is 7.9 and the average days lost per employee for the public sector is 10.8. These figures have increased from 2014.

3. EMPLOYEE DEMOGRAPHICS

INTRODUCTION

The report includes relevant employee demographics including permanent full time, part time, seasonal and temporary employees.

Table 1 Employee Eligible for Sick Benefits (Increase in Employee Population)

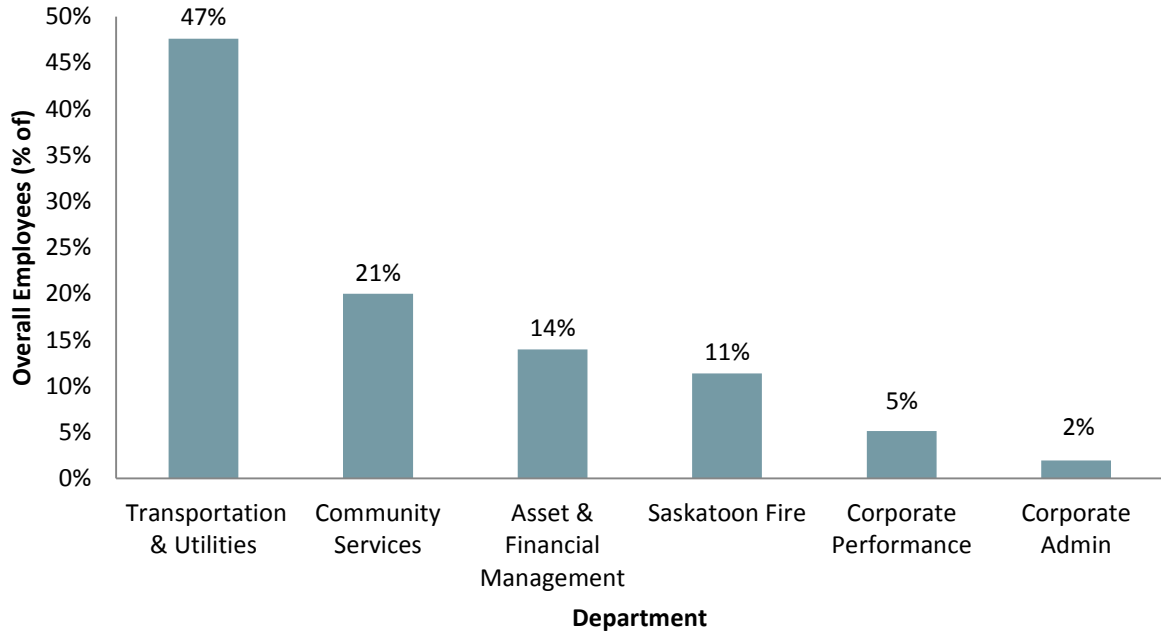
Year	Total Employees	Inc. in EE Pop.
2010	2,807	
2011	2,857	1.8%
2012	2,910	1.9%
2013	2,975	2.2%
2014	3,037	2.1%
2015	3,111	2.4%

The overview of employee demographics show:

- The average age is 43 years of age (no change).
- 47% of the employee population is over 44 years of age.
- 70% of the employee population is male; 30% female.

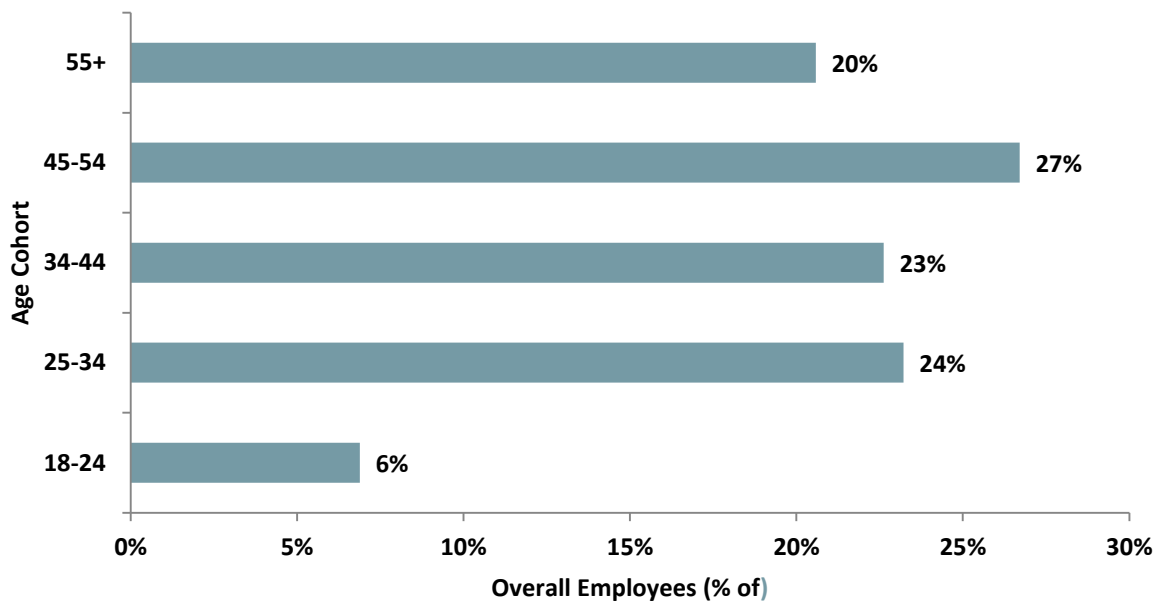
EMPLOYEES BY DEPARTMENT

Chart 2: Breakdown of Employees by Department



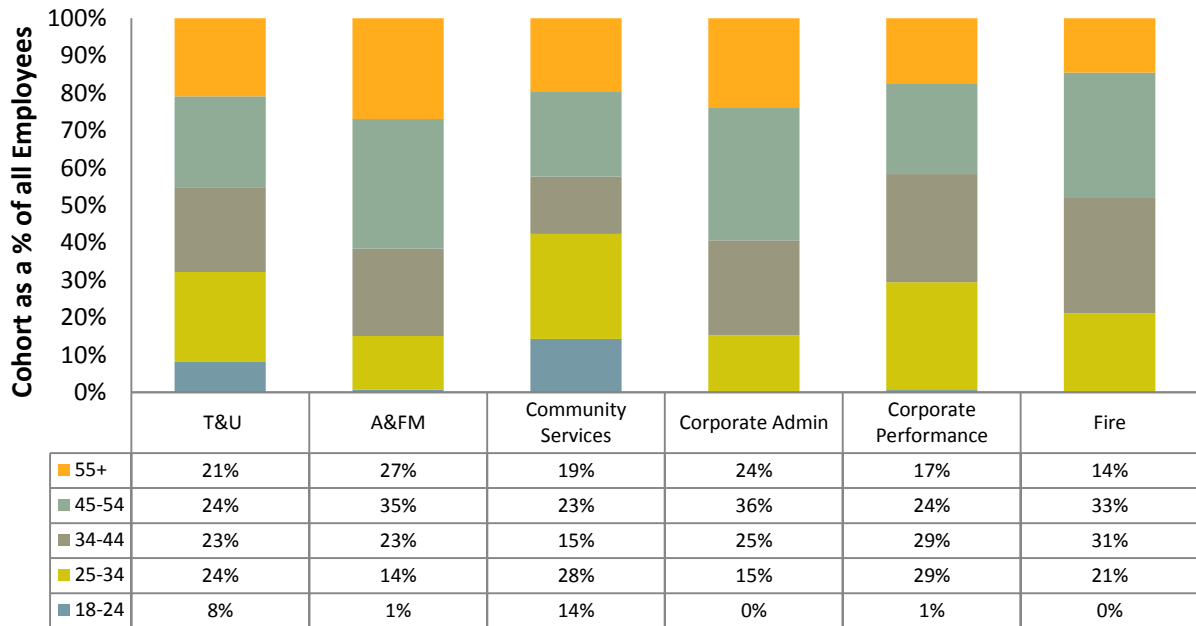
EMPLOYEES BY AGE COHORT

Chart 3: Age Cohort as a Percentage of the Corporation



AGE COHORT BY DEPARTMENT

Chart 4: Departments broken down by Age Cohorts



4. CORPORATE TOTALS AND PUBLIC SECTOR DATA

TRENDS

- Costs decreased from \$5,920,275 to \$5,827,293 in 2015.
- Average incidences of absenteeism increased from 3.15 in 2014 to 3.19 in 2015.
- Absenteeism hours decreased from 189,584 in 2014 to 184,019 in 2015.
- Average days of absenteeism per employee decreased from 7.9 in 2014 to 7.5 in 2015.

SHORT-TERM ABSENTEEISM

- Total hours increased slightly from 119,235 to 120,388 in 2015
- Total incidents increased dramatically from 9,232 to 9,600 in 2015.
- Total costs increased from \$3,538,147 to \$3,734,326 in 2015.

MEDIUM-TERM ABSENTEEISM

- Medium-term absenteeism decreased in all areas in 2015, including costs that decreased from \$1,715,927 in 2014 to \$1,482,349 in 2015 and total hours that were decreased from 51,333 in 2014 to 42,394 in 2015, while total incidents decreased from 206 to 204.

The following charts represent the City's performance on absenteeism costs, hours, incidents and days lost.

Chart 5: Total Costs

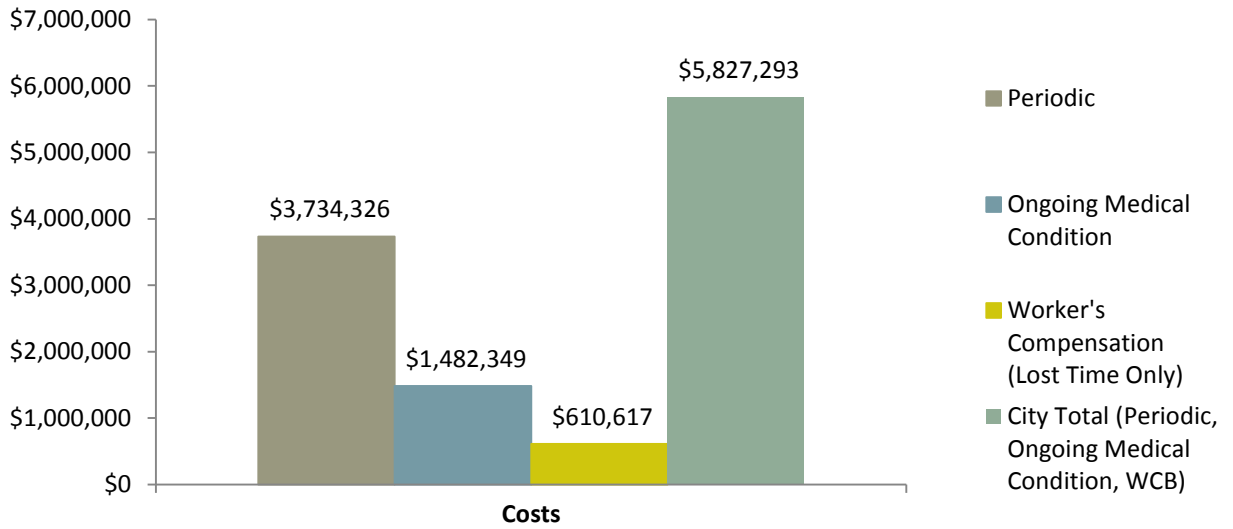


Chart 6: Total Hours

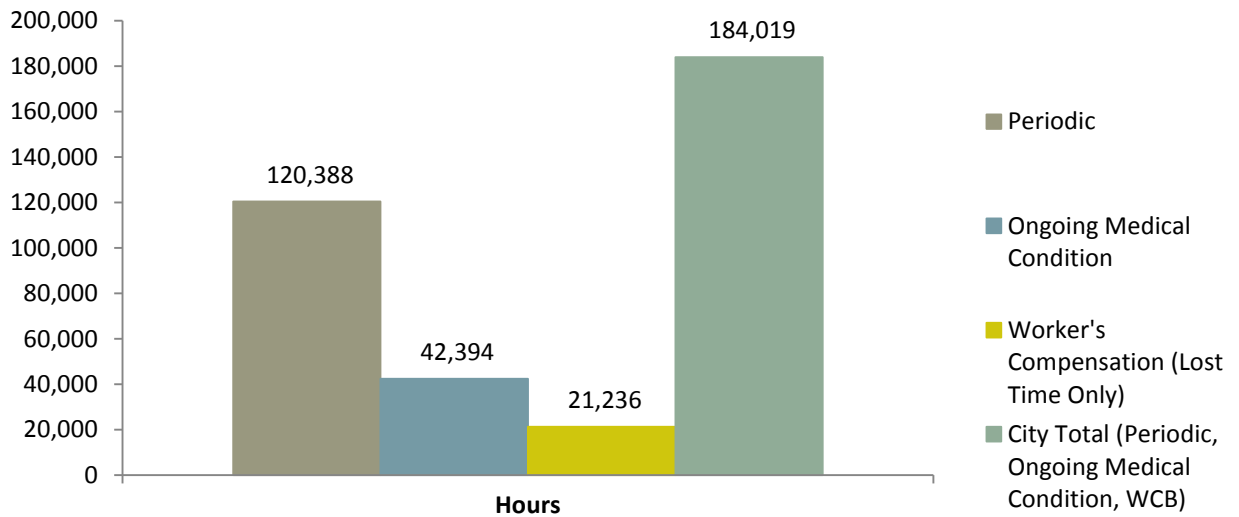
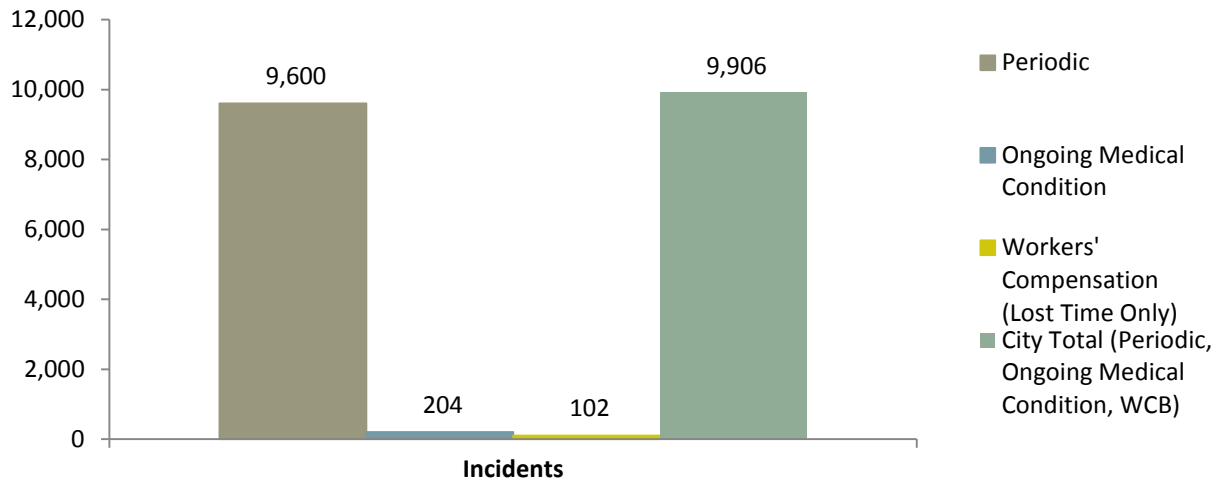


Chart 7: Total Incidents



In the below two charts: Chart 8 compares the City of Saskatoon's average days' lost to Statistics Canada data for the Public Sector. Chart 9 compares the City of Saskatoon's average number of incidents to Statistics Canada data for the Public Sector.

Chart 8: City of Saskatoon Absenteeism compared to Statistic Canada for the Public Sector

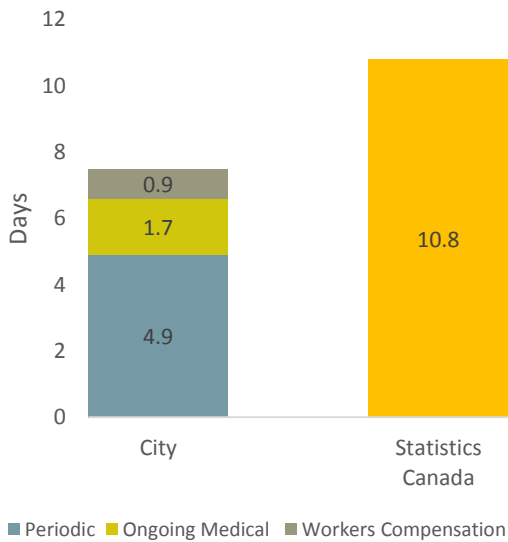
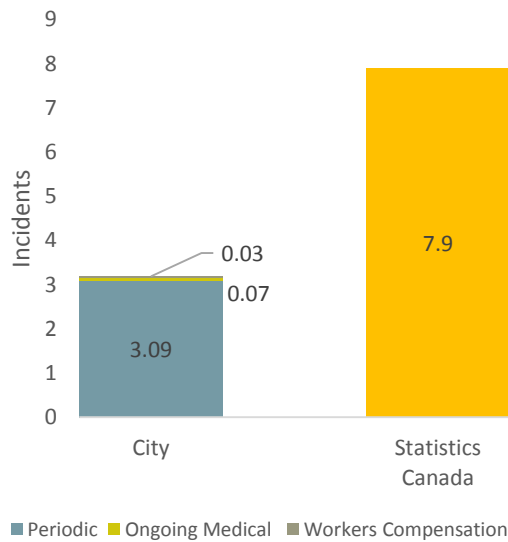


Chart 9: Average Number of Incidents/Employee compared to Statistic Canada for the Public Sector



The following charts summarizes sick leave usage (short and medium-term absenteeism) at the City of Saskatoon. Workplace injuries (WCB) are not included. For more detailed information on the City of Saskatoon's WCB performance, please see the *Leadership Report: Safety Performance, City of Saskatoon, May, 2016*.

Chart 10: Total Cost/Employee

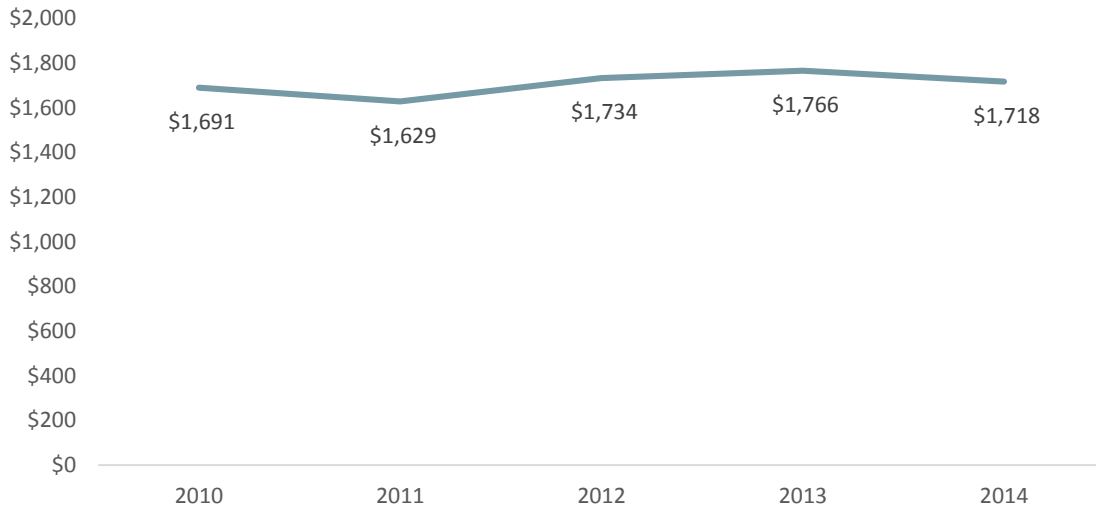


Chart 11: Total Hours

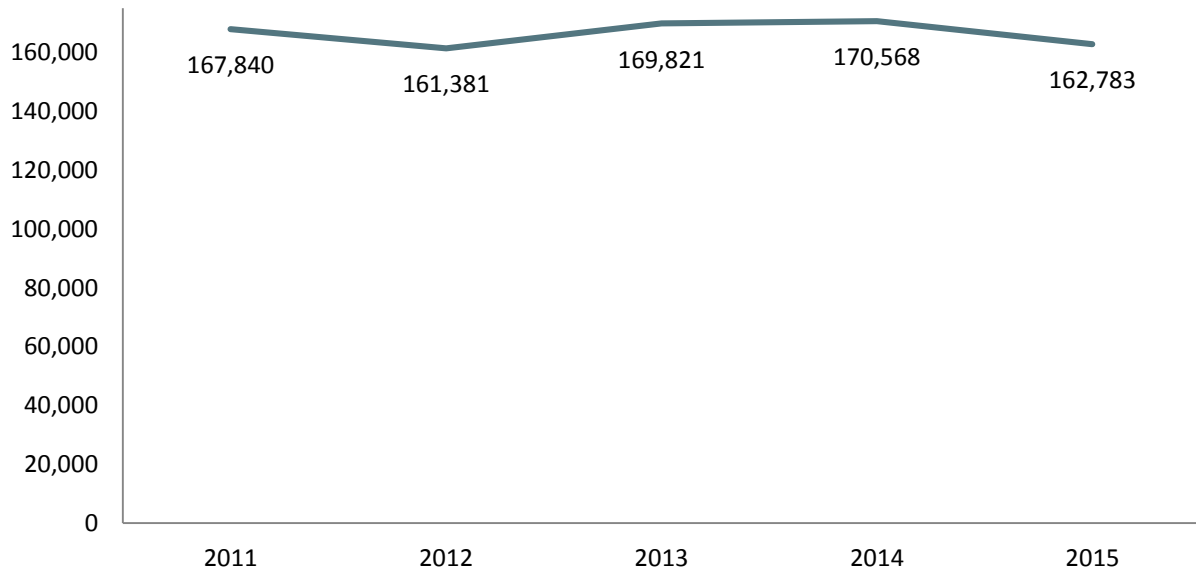


Chart 12: Average Hours (per person)

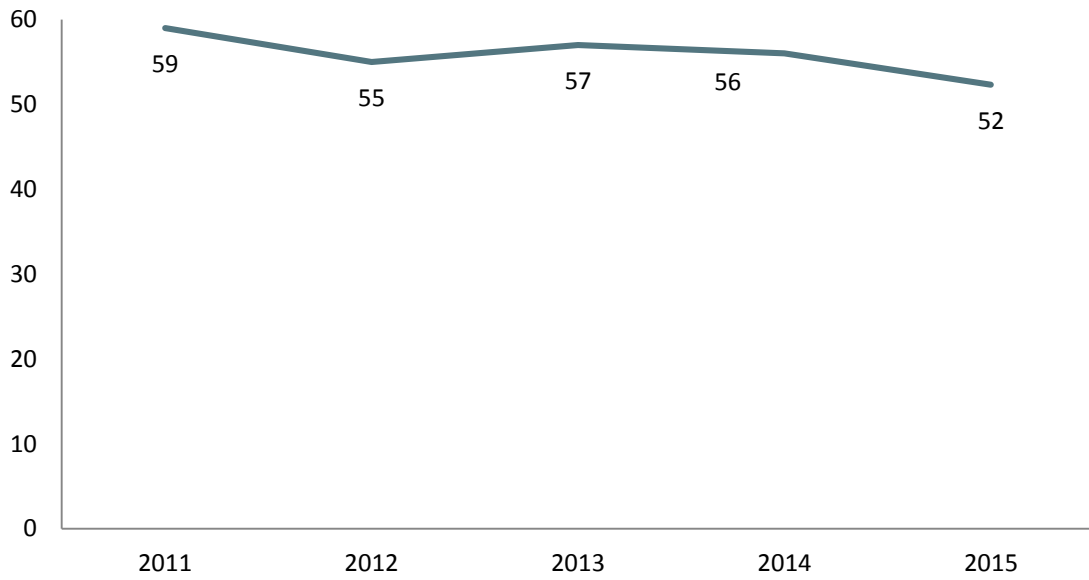


Chart 13: Total Incidents

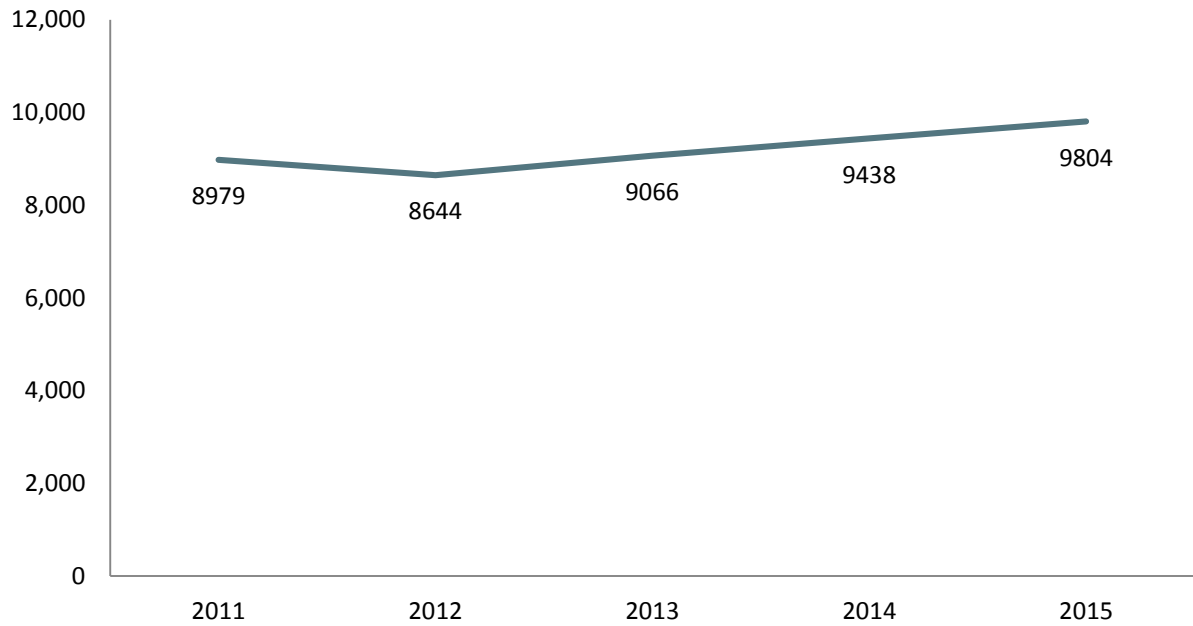
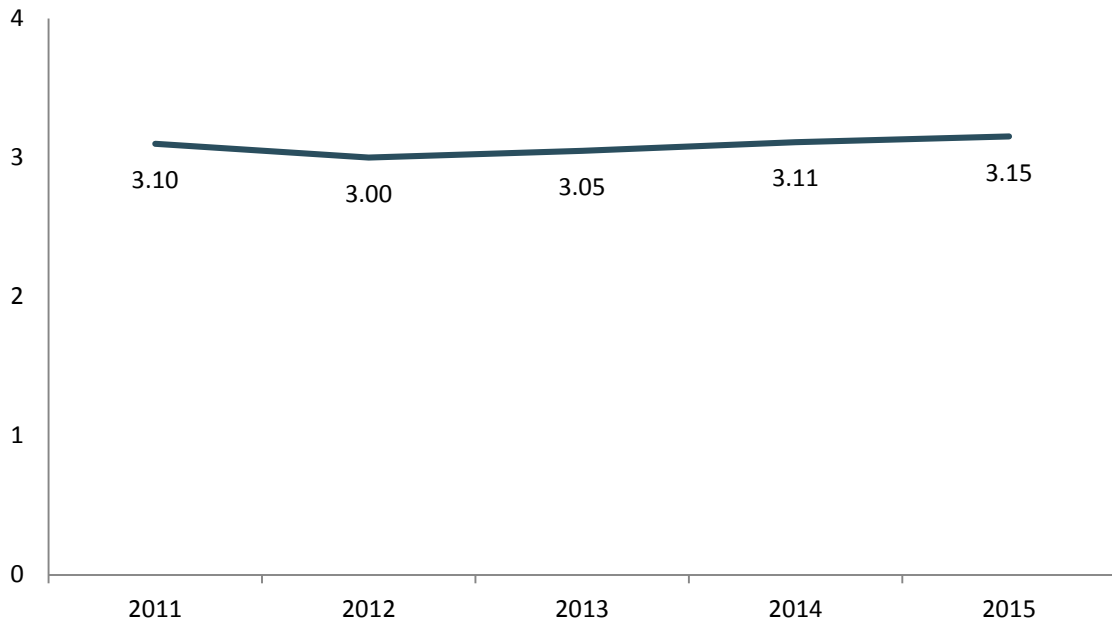


Chart 14: Average Incidents (per person)



OPPORTUNITIES

Statistics Canada reports an average of 10.8 days lost per person for the Public Sector in 2015. By comparison the City of Saskatoon is reporting an average of 7.5 days lost per person (includes short and medium-term absences and WCB). An increased effort in monitoring short term absenteeism and enhanced facilitation of return to work programming in the first ten days of absence should be a focus for the City over the coming years.

In 2015, employees taking off 16 hours or less in a single occurrence of disability accounts for 75.1% of total occurrences of short-term and ongoing absences and nearly 35% of all direct costs of sick leave. Given that incidences of short-term absences have increased in 2015, enhanced programming in reducing short-term absences will be the target over the next few years.

5. SHORT-TERM ABSENTEEISM BY DEPARTMENT

INTRODUCTION

Short-term absenteeism has previously been reported as periodic absences. Short-term absences are defined as a single occurrence of medical absence that is less than 10 days in duration.

The purpose of this section is to provide data on cost, hours and incidences for each department in regards to short-term absenteeism in 2015. Short-term absences are defined as an absence of less than ten days. Incidents represent the number of times an employee was absent due to short-term sick leave regardless of the number of hours the individual was away.

TRENDS

- Corporate Administration, Saskatoon Fire and Corporate Performance all had decreases in Short-term Absences in 2015.
- Community Services and Transportation & Utilities remained the same
- Asset & Financial Management increased slightly.

Chart 15: Total Costs - Short-term Absenteeism

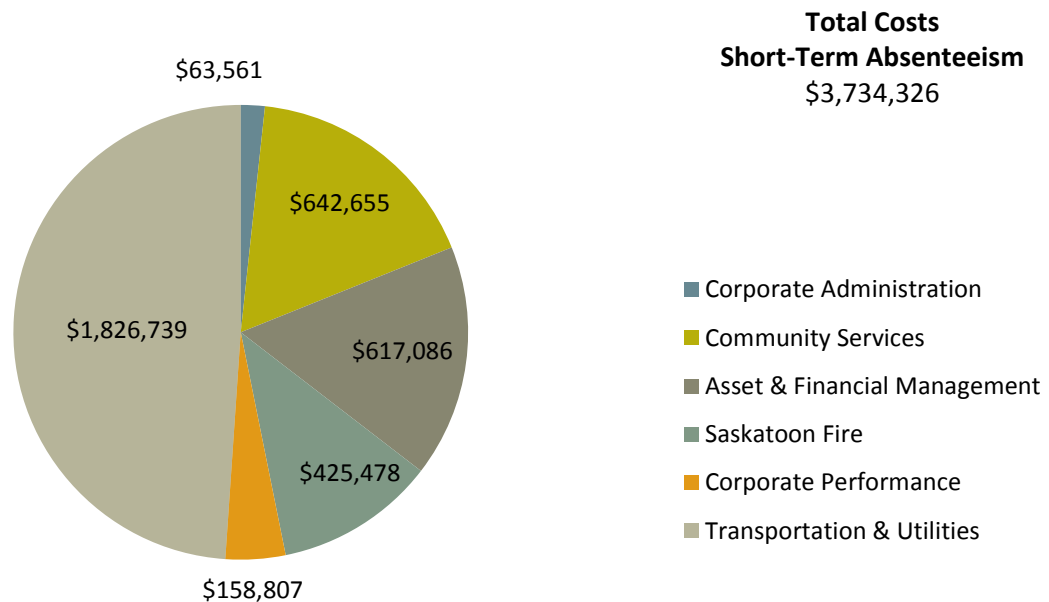


Chart 16: Total Hours - Short-Term Absenteeism

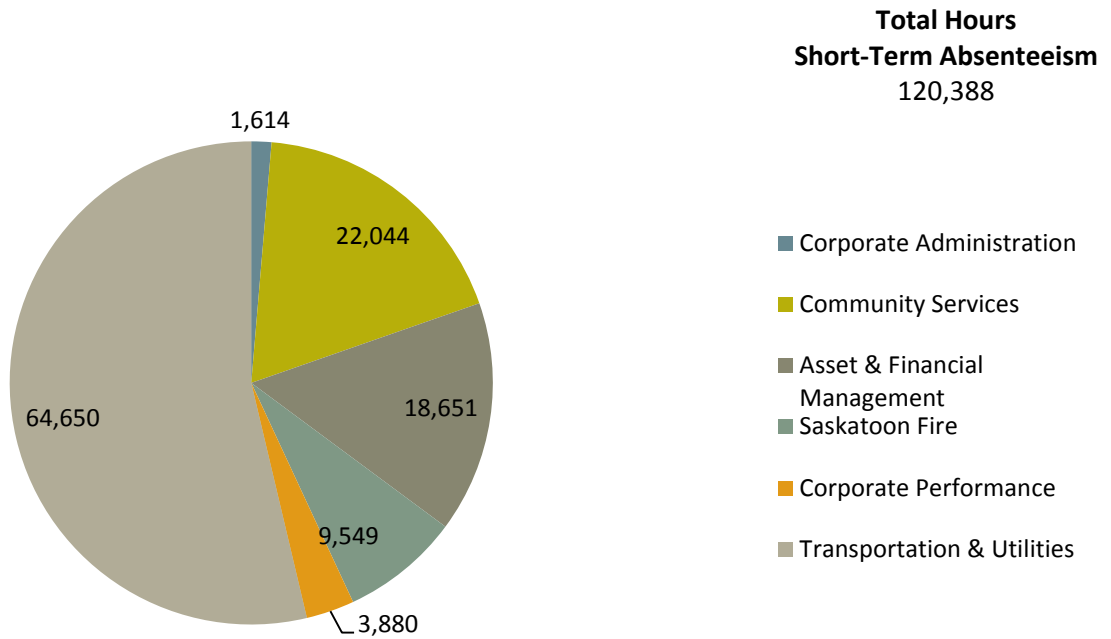


Chart 17: Average Hours - Short-Term Absenteeism (Per Person)

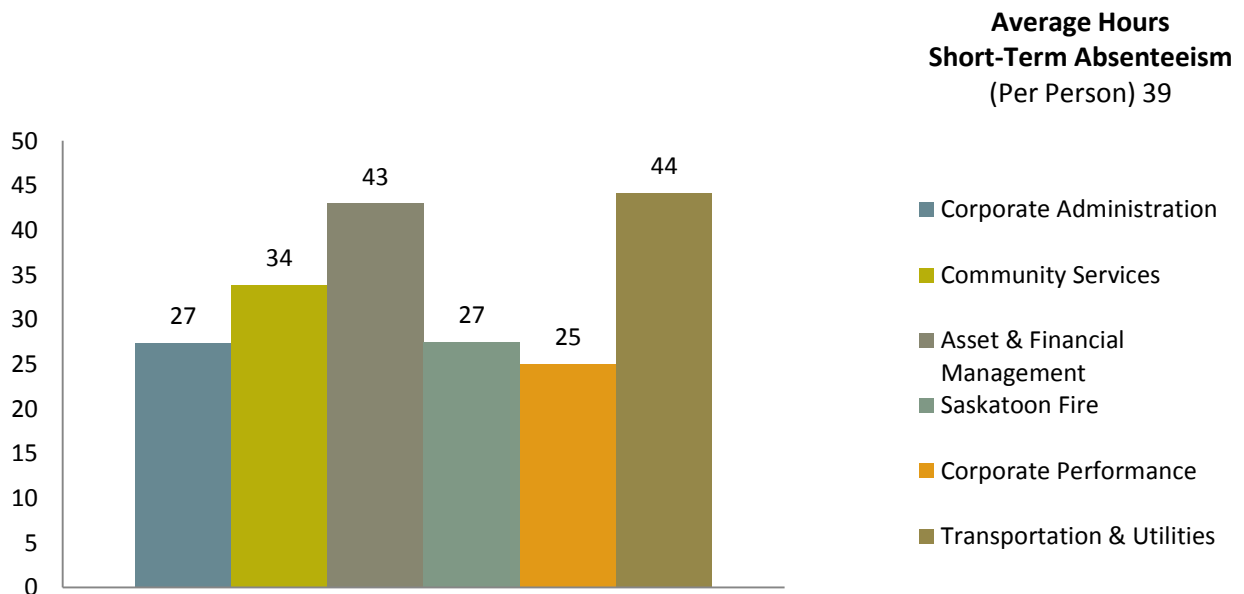


Chart 18: Total Incidents - Short-Term Absenteeism (Per Person)

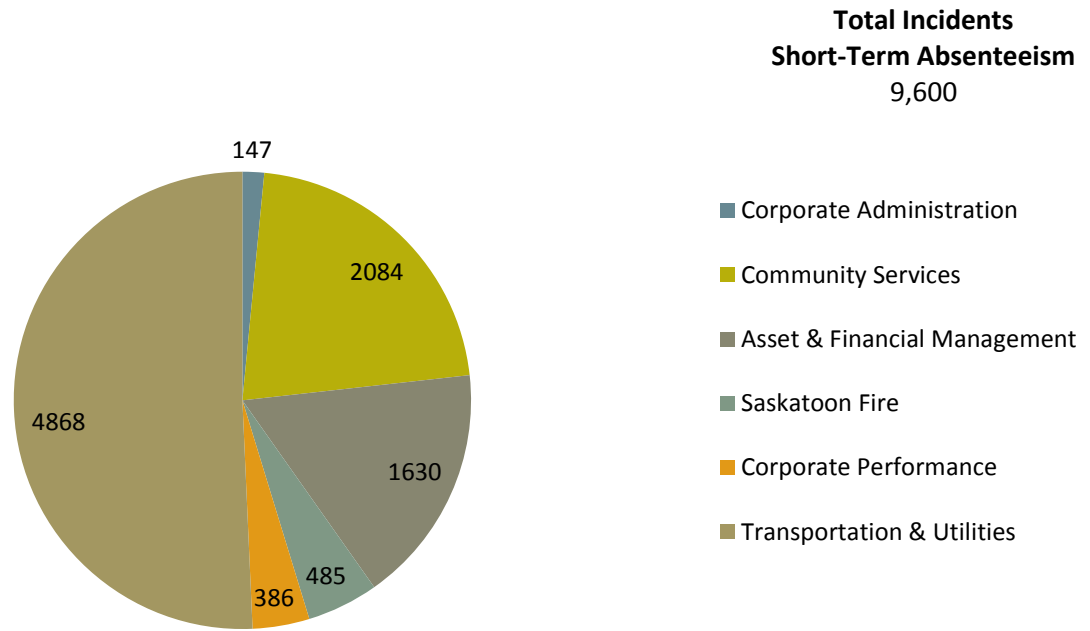
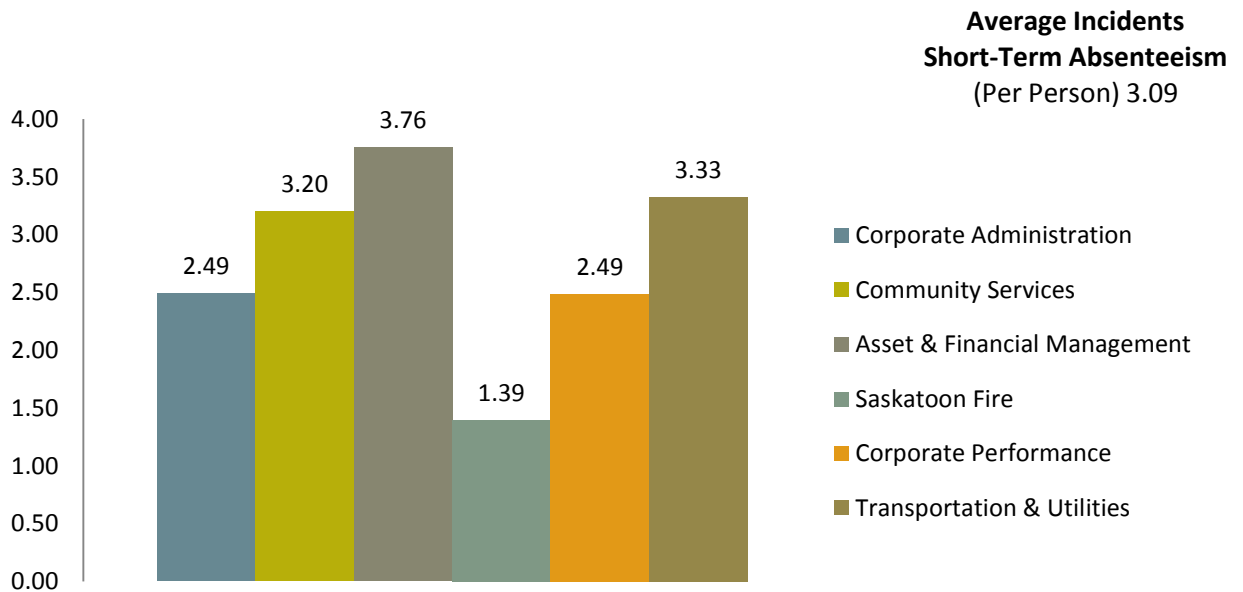


Chart 19: Average Incidents - Short-Term Absenteeism (Per Person)



OPPORTUNITIES

The majority of absenteeism is driven by short-term absenteeism (64% of total cost). Incidents of short-term absenteeism continue to increase at the City.

Improved attendance management during the first ten days of absence should yield results not only for short-term absenteeism, but also aid in decreasing absenteeism for medium-term absenteeism. To achieve this goal all civic divisions should be ensuring that the Attendance Support Program is being utilized to assist employees in remaining at work and offering accommodations as early as possible to assist employees in safely returning to work.

6. MEDIUM-TERM ABSENTEEISM BY DEPARTMENT

INTRODUCTION

Medium-term absenteeism has previously been reported as Ongoing Medical Condition absences. Medium-term absences are defined as a single occurrence of medical absence that is 10 days or greater in duration more for the same illness or injury (before going on long-term disability or sick bank).

The purpose of this section is to provide data on the cost, hours and incidences for each department related to medium-term absenteeism. Total cost, total hours and total incidents are calculated for each department. In addition, average hours per person and average incident per person are calculated for each department.

TRENDS

- All departments experienced decreases in average hours per person of medium-term absenteeism.
- All departments with the exception of the Fire department had reduced incidents of medium-term absenteeism.

Chart 20: Total Costs – Medium-Term Absenteeism

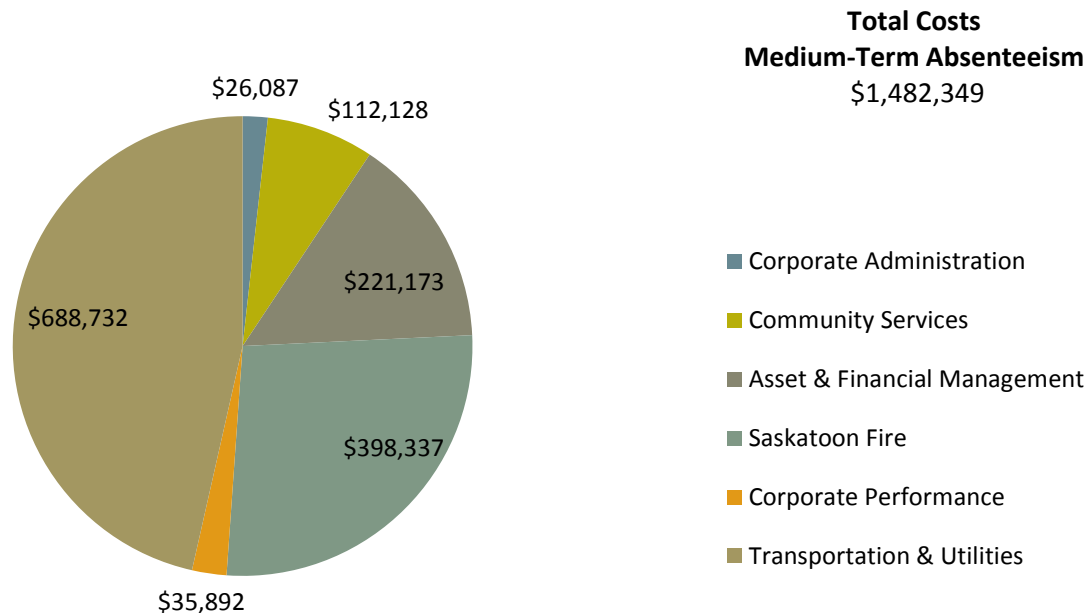


Chart 21: Total Hours – Medium-Term Absenteeism

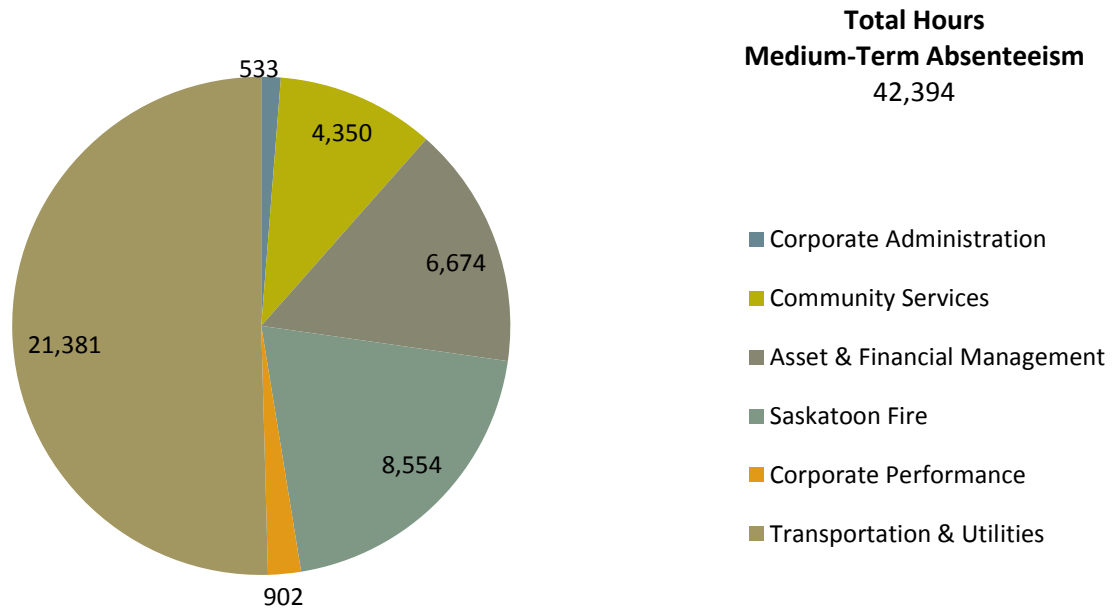


Chart 22: Average Hours – Medium-Term Absenteeism

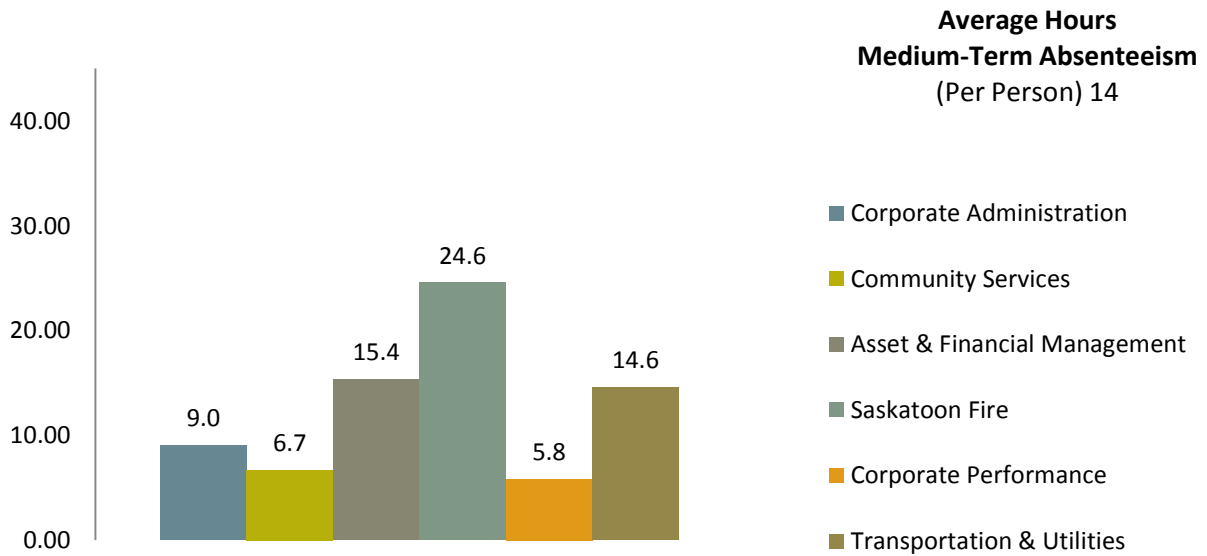
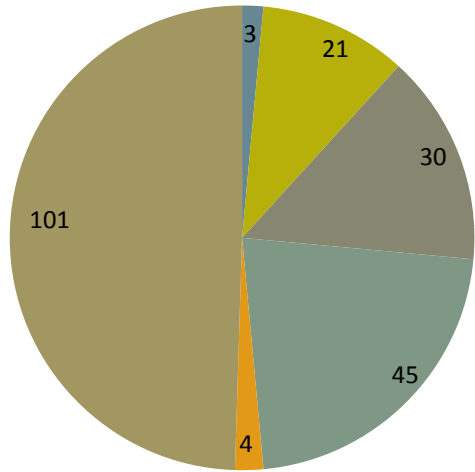


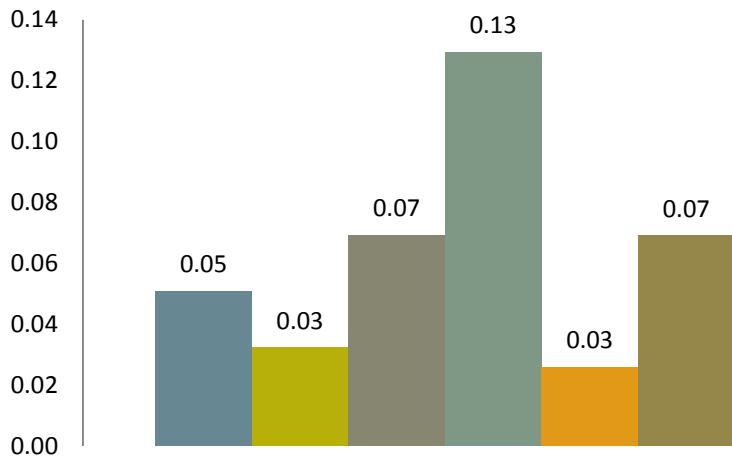
Chart 23: Total Incidents – Medium-Term Absenteeism



**Total Incidents
Medium-Term Absenteeism**
204

- Corporate Administration
- Community Services
- Asset & Financial Management
- Saskatoon Fire
- Corporate Performance
- Transportation & Utilities

Chart 24: Average Incidents – Medium-Term Absenteeism



**Average Incidents
Medium-Term Absenteeism**
(Per Person) 0.07

- Corporate Administration
- Community Services
- Asset & Financial Management
- Saskatoon Fire
- Corporate Performance
- Transportation & Utilities

OPPORTUNITIES

While there are a fairly low number of incidences related to medium-term absenteeism, there are substantial costs associated with these types of absences.

The City's Disability Assistance Program has played an important role in the decreased costs, hours and number occurrences of medium-term absences. Ongoing support for this program and enhancements designed to assist employees returning to work from medium and long-term illnesses and injuries as soon as safely possible are critical to achieving ongoing decreases in relation to medium-term absenteeism.

7. SUMMARY OF OPPORTUNITIES FOR IMPROVEMENT

In 2015, costs decreased from \$5,920,275 in 2014 to \$5,827,293.

At the City of Saskatoon, the majority of our absenteeism costs are driven by short-term absenteeism (64% of total cost). While overall costs have decreased, incidents of short-term absenteeism continue to increase at the City.

Given that employees are off more often and for shorter durations, greater focus will be placed on managing the first few days of absenteeism for employees. This can be done by enhancing the tools available for managers and supervisors within the City of Saskatoon's Attendance Support Program, ensuring that it is consistently applied and that the updated City of Saskatoon medical standard form is consistently utilized.

Over the past several years, the City's Disability Assistance Program has been a factor in the decreasing medium-term absenteeism. The City will continue to support this program and continue to introduce enhancements to assist employees returning to work from longer-term illnesses and injuries as soon as safely possible.

There will be a greater focus on managing attendance during the first few days of absence which should yield positive results in reducing short-term absenteeism as well as aid in decreasing absenteeism related to medium-term absenteeism.

8. 2016 ACTION PLAN

Below is a representation of the activities that have been identified as priority to achieve in 2016 to continue to reduce absenteeism costs.

MEDICAL NOTE STANDARDIZATION

This initiative was implemented in March 2016 and will be closely monitored to provide a report to the leadership team to determine its success.

MENTAL HEALTH TRAINING PROGRAM

Our goal for 2016 is to develop Mental Health First Aid Training program. Once approved, the Mental Health First Aid Training would be provided to all managers and supervisors so they can adequately manage their staff and provide the necessary support when needed. In conjunction with this training, it is intended to roll out a new City of Saskatoon

ACCOMMODATION PROCESSES MANUAL

So all managers and supervisors have the tools necessary to manage their employees; this manual will be updated to include the Attendance Support Process, the Health Management System, the Disability Assistance Program, the Mental Health Program, Family Status Accommodation Process, and statements on confidentiality. This manual will have all the necessary procedures and tools needed to support employees who are dealing with an injury and/or illness.

ATTENDANCE SUPPORT TRAINING PROGRAM REVIEW AND ENHANCEMENT OF TOOLS AND TRAINING

In 2016, the City of Saskatoon's Attendance Support Program (ASP), the program designed to assist managers and supervisors in addressing absenteeism issues, will be reviewed to ensure that the tools are current and sufficient to address the needs of the workforce. Once the review is complete, updated tools to support managers in ensuring that the program is consistently utilized, will be developed and become a part of the ASP training program. Sessions will be made available to train all managers required to deliver the program to employees.

TRIAL OF THIRD PARTY MANAGEMENT OF ATTENDANCE/DISABILITY MANAGEMENT

Starting in March of 2016, the City of Saskatoon engaged in a Pilot program at Saskatoon Transit for the management of all employee attendance issues in excess of 10 days. A review is planned for the third quarter of 2016. Should the pilot program be successful, further roll out of the program and/or further enhancements to the program will be discussed.

INVESTIGATION OF THE POTENTIAL TO RETAIN THIRD PARTY FOR THE ASSESSMENT ON WCB CLAIMS

In order to assist in addressing the short term occupational injury/illness (WCB) that the City of Saskatoon experiences, the City will investigate the possibility of hiring a third party (medical professional) to assist in assessment of employees for safe return to work and analysis of the workplace incidents that are leading to injury so to reduce the potential of reoccurrence of that method of injury. This research and review will be conducted in the second quarter of 2016.

2015 Overtime Utilization Report

Recommendation

That the report of the General Manager, Corporate Performance Department, dated June 13, 2016, be received as information.

Topic and Purpose

The focus of this report is to provide an overview of the overtime utilization at the City of Saskatoon (City).

Report Highlights

1. Total overtime as a percentage of earnings has been trending downward since 2013. Overtime as a percentage of earnings is 5.33% (2015) down from 5.87% in 2014.
2. The City has a number of services where fluctuations in workload is managed through overtime, such as demand (eg. transit services and light & power) and seasonal (eg. snow removal and road repairs).
3. Fourteen job classifications (approximately 1,140 employees) accounted for 48% of the overtime amount.
4. Average overtime decreased in 2015 by 9.2% from 5.87% (2014) to 5.33% (2015).

Strategic Goal

This report supports the Strategic Goal of Continuous Improvement.

Background

This report includes employees falling under the responsibility of the City Manager for the City, including employees covered by the CUPE 59 Collective Agreement that work at Saskatoon Police Service, SaskTel Centre, TCU Place, and Remai Modern. It does not include the remaining employees in these areas.

Report

Downward Trend in Overtime

The City uses overtime to increase organizational capacity and manage temporary workload fluctuations. The management of workload and staffing is impacted by a variety of factors, such as collective agreement provisions, unpredictable events such as winter storms, anticipated or unanticipated absences and extended sick leaves.

The use of overtime to manage capacity and temporary fluctuations in workload has limits and is at risk if it is not properly managed. Excessive overtime can result in lower

productivity, increased absenteeism or missed work due to injury or illness, and can result in higher employee turnover.

Drivers of Overtime

Workload

The City has a number of significant services that have demand fluctuations (e.g., transit services and light & power) and seasonal fluctuations (e.g. snow removal, road repairs and parks maintenance). While some of these fluctuations are patterned fluctuations, many of the fluctuations are more random and difficult to project. Different data is required by management in order to respond to these workload fluctuations.

Absences

Absences due to vacation, illness, disability, training, and employee turnover also have an impact on overtime costs. In addition, longer service employees have more time off and are often not replaced during these absences. It is anticipated that departments that have high absenteeism or longer service employees will tend to incur more costs as replacement staff are required on short notice and often at overtime rates or the remaining staff are utilized to provide extra hours at overtime rates. Data collection is beginning to take place in order to analyze the relationship between overtime and absenteeism.

Job Classifications

Total overtime hours has been trending downward at the City since 2013. Permanent staff account for 90% of the overtime hours worked in 2015.

- Fourteen classifications (approximately 1,140 employees) accounted for 48% of the overtime.
- Transit Operators (approximately 262 employees) accounted for approximately 14.5% of the overtime amount.
- Supervisor VI positions (approximately 33 employees) accounted for 3.7% of the overtime amount.
- Labourers, the largest job classification group (approximately 367 employees), accounted for approximately 3.6% of overtime amount.
- Approximately 23% (2015) of the City's workforce is between the ages of 45 to 54 and accounted for 70,195 hours (27%) of overall overtime worked in 2015. By comparison, employees under the age of 25 (approximately 14% of the workforce) accounted for 4.4% of the overtime amount.
- Employees with less than five years of service (approximately 46% of the workforce) accounted for the greatest percentage of overtime (31%).

Public and/or Stakeholder Involvement

There are no public and/or stakeholder involvement implications or considerations.

Communication Plan

A news release highlighting the successes in safety and absenteeism over the past few years will be issued and posted to the City website and shared on Twitter and Facebook. The final report will also be made available on the website. In addition, the report will be shared with the Division Managers, Saskatoon Police Service and civic Boards to help identify opportunities for improvement within their business units.

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 Administration will report back to the Committee in approximately one year with the annual results for 2016.

Public Notice

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

Attachment

1. 2015 Overtime Utilization Report

Report Approval

Written by: Dan Tkatchuk, Compensation and HR Systems Supervisor
Reviewed by: Marno McInnes, Director of Human Resources
Approved by: Catherine Gryba, General Manager, Corporate Performance Department

2015 Overtime Utilization Report.docx

Overtime Utilization

City of Saskatoon | June 2016



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EXECUTIVE SUMMARY

This report examines overtime utilization for the City of Saskatoon (City) and the data source is obtained by the City's payroll record system, SmartStream.

The City uses overtime to increase organizational capacity and manage temporary workload fluctuations. Utilizing overtime in these circumstances is typically more cost effective than adding new employees when the cost of hiring, training, and benefits is considered.

SCOPE OF THIS REPORT

This report includes employees falling under the responsibility of the City Manager for the City, including employees covered by the CUPE 59 Collective Agreement that work at Saskatoon Police Service, SaskTel Centre, TCU Place, and Remai Modern Art Gallery of Saskatchewan.

Other than the CUPE 59 employees, this report does not include the remaining employees at Saskatoon Police Service, Saskatoon Public Library, SaskTel Centre, TCU Place or the Remai Modern Art Gallery of Saskatchewan.

TOTAL OVERTIME HOURS

Total overtime hours refers to all overtime hours worked by the City's employees. Total overtime hours as a percentage of earnings (base salary, wage and other earnings), has been trending downward since 2013. The actual amount of total overtime worked is also down slightly in 2015.

TABLE 1: TOTAL OVERTIME HOURS AS A PERCENTAGE OF EARNINGS (2012 TO 2015)

YEAR	BASE SALARY & WAGES, OTHER EARNINGS	OVERTIME \$	OVERTIME % OF EARNINGS
2012	\$173,644,289	\$9,526,812	5.49%
2013	\$176,962,258	\$11,436,353	6.46%
2014	\$201,181,689 *	\$11,809,867	5.87%
2015	\$200,436,337	\$10,683,240	5.33%

Table 1 includes earned and/or banked overtime that was paid out in the calendar year.

*This amount included \$10,634,720 of retro pay due to ratification of collective bargaining agreements

EMPLOYMENT TYPE

Permanent staff made up approximately 67% of the overall workforce in 2015 and accounted for 90% of the overtime hours worked in 2015.

2015 OVERTIME HIGHLIGHTS

- Fourteen classifications (approximately 1,140 employees) accounted for 48% of the overtime. There are over 675 job classifications in the corporation.
- Transit Operators (approximately 262 employees) accounted for approximately 14.5% of the overtime amount.
- Supervisor VI positions (approximately 33 employees) accounted for 3.7% of the overtime amount.
- Labourers, the largest job classification group (approximately 367 employees), accounted for approximately 3.6% of overtime amount.
- Approximately 23% (2015) of the City's workforce is between the ages of 45 to 54 and accounted for 70,195 hours (27%) of overall overtime worked in 2015. By comparison, employees under the age of 25 (approximately 14% of the workforce) accounted for 4.4% of the overtime amount.
- Employees with less than five years of service (approximately 46% of the workforce) accounted for the greatest percentage of overtime (31%).

CONCLUSION

With continuing improvements in data collection, reporting managers will have more tools to assist them with workforce planning and overtime allocation decisions.

METHODOLOGY

DATA SOURCE AND SCOPE

The data source used in this report is obtained by the City's payroll record system, SmartStream. Base salary and wage data is determined using the "Regular Pay" pay element. Overtime data is comprised of a combination of 15 pay elements that cover the various types of overtime employees can earn under the collective agreements (e.g. 1½ time, double time, etc.). This report only includes employees that earned some amount of regular pay during the calendar year being reported. "Other Earnings" includes any pay element that tracks earnings that are not included in regular pay or overtime pay.

The overtime data also includes banked overtime that was paid out in the calendar year but does not include overtime that has been banked during the calendar year. Data for the calendar year is determined as at December 31 of each year.

SCOPE OF REPORT

This report includes employees falling under the responsibility of the City Manager for the City, including employees covered by the CUPE 59 Collective Agreement that work at Saskatoon Police Service, SaskTel Centre, TCU Place, and Remai Modern Art Gallery of Saskatchewan.

Other than the CUPE 59 employees, this report does not include the remaining employees at Saskatoon Police Service, Saskatoon Public Library, SaskTel Centre, TCU Place or the Remai Modern Art Gallery of Saskatchewan.

ORGANIZATIONAL REALIGNMENT

The City's organizational realignment in November, 2013 limits the ability to trend the overtime data over the three year period by departments. Comparisons to 2012 are completed on an aggregate basis only.

OVERTIME UTILIZATION

The City uses overtime to increase organizational capacity and manage temporary workload fluctuations. Utilizing overtime in these circumstances is typically more cost effective than adding new employees when the cost of hiring, training, and benefits is considered.

The management of workload and staffing is impacted by a wide range of factors, such as, collective agreement provisions, unpredictable events such as winter storms, anticipated or unanticipated absences and extended sick leaves.

The ability to manage overtime is difficult without proper scheduling tools as the total overtime costs are not easily or readily visible to managers. Payroll data has a limited benefit to managing day to day overtime drivers but can be helpful in identifying systemic overtime issues and workforce planning.

DRIVERS OF OVERTIME

WORKLOAD

The City has a number of significant services that have demand fluctuations (e.g., transit services and light & power) and seasonal fluctuations (e.g. snow removal, road repairs and parks maintenance). While some of these fluctuations are patterned fluctuations, many of the fluctuations are more random and difficult to project. Different data is required by management in order to respond to these workload fluctuations.

ABSENCES

Absences due to vacation, illness, disability, training, and employee turnover also have an impact on overtime costs. In addition, longer service employees have more time off and are often not replaced during these absences. It is anticipated that departments that have high absenteeism or longer service employees will tend to incur more costs as replacement staff are required on short notice and often at overtime rates or the remaining staff are utilized to provide extra hours at overtime rates. Data collection is beginning to take place in order to analyze the relationship between overtime and absenteeism.

RISKS OF OVERTIME

The use of overtime to manage capacity and temporary fluctuations in workload has limits and are a risk if it is not properly managed. Excessive overtime can result in lower productivity, increased absenteeism or missed work due to injury or illness, and can result in higher employee turnover. Excessive overtime for long durations is the greatest concern.

EXCESSIVE OVERTIME

While there are substantial benefits of using overtime in the City's service delivery model, it is important to monitor overtime utilization to ensure excessive overtime is managed from a departmental perspective, as well as an individual perspective.

ABSENTEEISM

Managing absenteeism is also an essential factor in controlling overtime costs. Proper management of absenteeism reduces workload fluctuations and better enables management to measure and utilize strategic overtime effectively.

COLLECTIVE AGREEMENTS

The City's workforce statistics represented in this report are comprised of employee data from the following eight unions and associations:

- ATU Local 615 – Saskatoon Transit Employees
- CUPE Local 47 – Saskatoon Water and Wastewater
- CUPE Local 59 – Essentially Inside Workers
- CUPE Local 859 – Essentially Outside Workers
- ESA 292 – Exempt Staff Association
- IAFF Local 80 – Saskatoon Fire Fighters
- IBEW Local 319 – Saskatoon Light & Power
- SCMMA 222 – Saskatoon Civic Middle Management Association

Employees covered by the ESA agreement are not entitled to overtime. SCMMA employees are predominately management. Employees covered by the SCMMA agreement have only limited and exceptional entitlements to overtime.

The remaining bargaining units have collective agreements that provide for overtime. Table 2 provides a summary of the primary overtime provisions:

TABLE 2: TOTAL OVERTIME HOURS AS A PERCENTAGE OF EARNINGS (2012 TO 2015)

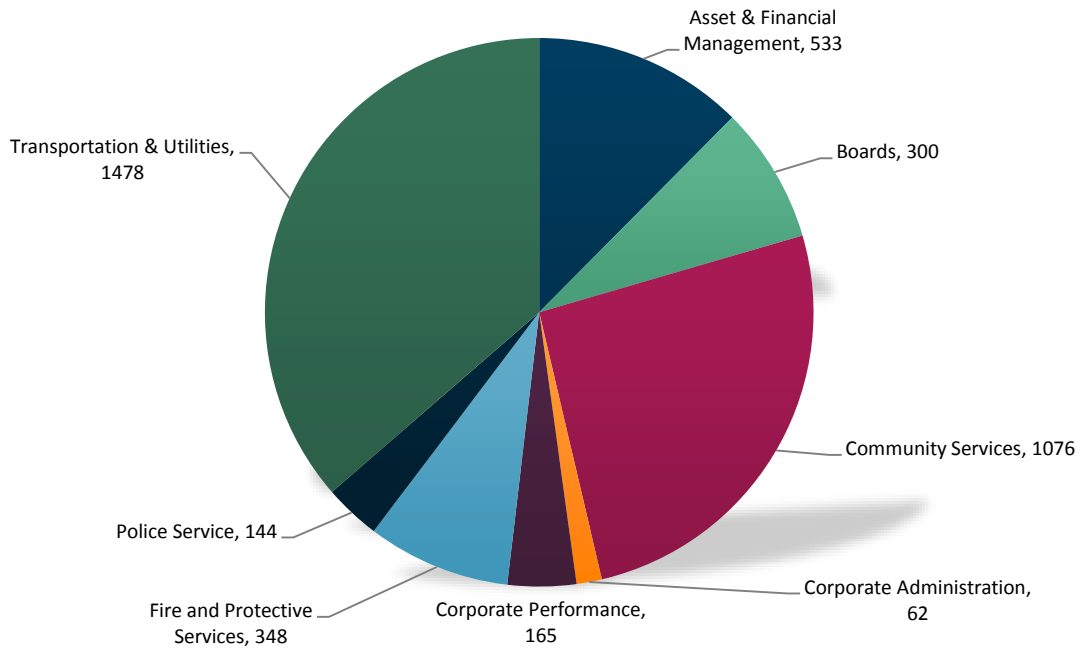
UNION	AGREEMENT OVERTIME PROVISION
ATU 615	1 ½ time (first 2 hours) and Double time on days off or after 10 hrs
CUPE 47	Double time on days off or after regular shift
CUPE 59	Double time on days off or after regular shift
CUPE 859	Double time on days off or after regular shift
IAFF 80	Double time on days off or after regular shift
IBEW 319	Double time on days off or after regular shift

NUMBER OF EMPLOYEES

In 2015, the City employed 4,106 employees. This number takes into consideration both new hires and terminations during the year. These are employees that had regular earnings greater than zero dollars in the 2015 calendar year.

Figure 1 provides a profile of the number of employees employed by department.

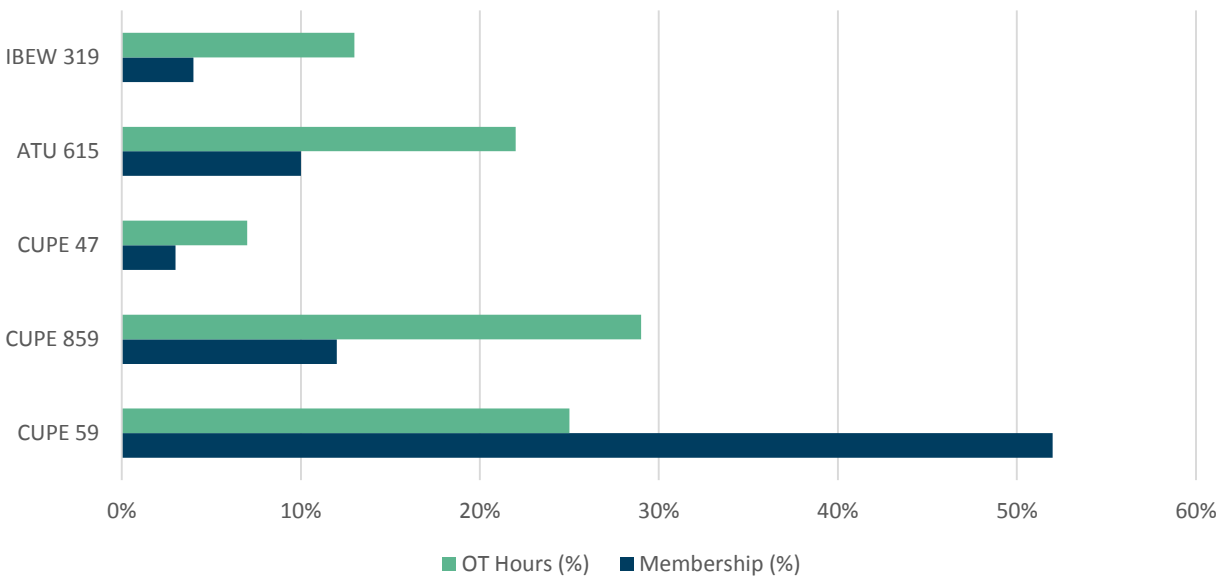
FIGURE 1: EMPLOYEE COUNT BY DEPARTMENTS/BOARDS (2015) (INCL. NEW HIRES AND TERMINATIONS)



* Police Service and Boards count only includes CUPE 59 employees.

UNION AND ASSOCIATION MEMBERSHIP DISTRIBUTION

FIGURE 2: OVERTIME BY UNION MEMBERSHIP (2015)



CUPE 59 is the City's largest union and represents 52% of the overall union and association membership. This data also includes CUPE 59 members that work for the Boards and Saskatoon Police Service. While CUPE 59 has 52% of the union membership, it only accounted for 25% of the overtime hours worked in 2015. CUPE 859 has 12% of the union membership but accounted for 29% of the overtime hours worked in 2015. ATU has 10% of the union membership but accounted for 22% of the overtime hours worked in 2015. IBEW has only 4% of the union membership but accounted for 13% of the overtime hours worked in 2015.

CITY OF SASKATOON CORPORATE OVERTIME

Table 2 provides a four-year history of the City's overtime utilization and costs as a percentage of earnings.

TABLE 3: TOTAL OVERTIME HOURS AS A PERCENTAGE OF EARNINGS (2012 TO 2015)

YEAR	BASE SALARY & WAGES, OTHER EARNINGS	OVERTIME \$	OVERTIME % OF EARNINGS
2012	\$173,644,289	\$9,526,812	5.49%
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*This amount included \$10,634,720 of retro pay for ratification of collective bargaining agreements.

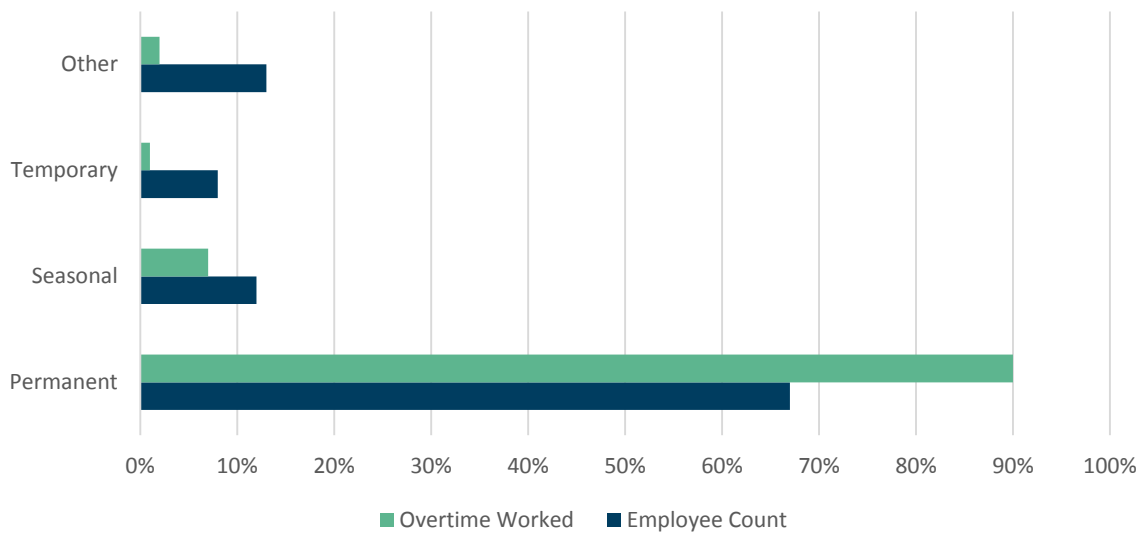
Aggregate overtime hours in 2015 is down when compared to 2014.

The following year to year comparisons are based on total overtime hours worked rather than the annual overtime costs to control for the inflationary cost increases related to collective agreement wage increases. Collective agreement wage increases have contributed to increased overtime costs. Wages have increased by 10% (compounded 10.38%) since 2012.

OVERTIME BY EMPLOYMENT TYPE (2015)

Permanent staff accounted for approximately 67% of the overall workforce in 2015 and accounted for 90% of the overtime hours worked in 2015.

FIGURE 3: OT HOURS WORKED BY EMPLOYMENT TYPE (2015)



From 2012 to 2015, permanent staff for the City ranged from 65% to 70% of the overall workforce, and had a consistent trend of working between 90% and 95% of the total overtime hours worked in a calendar year.

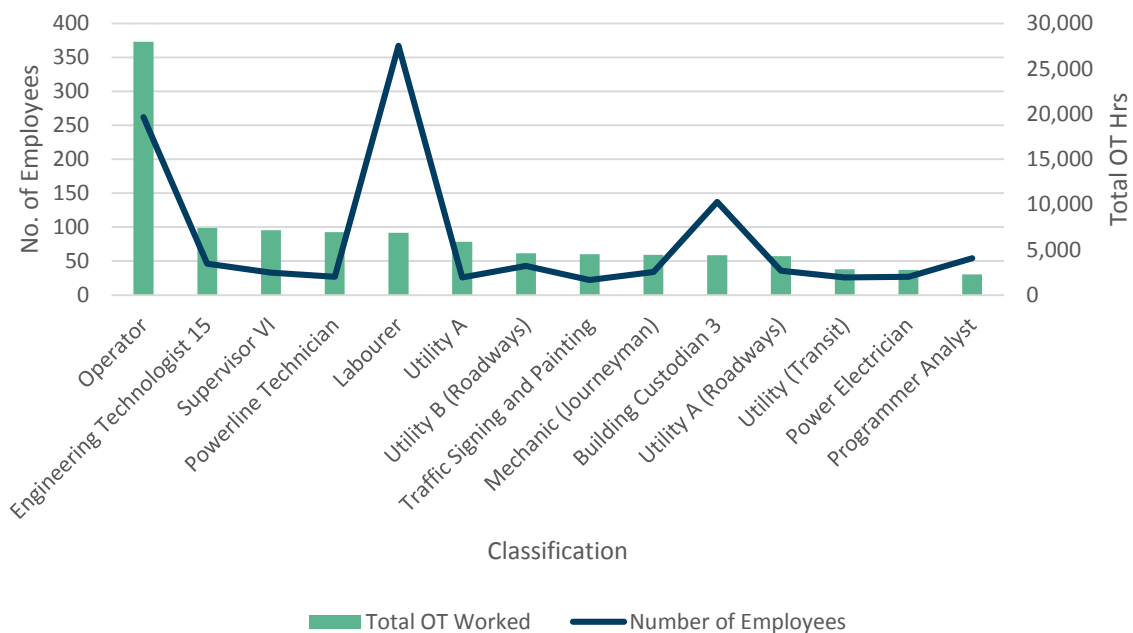
OVERTIME BY CLASSIFICATION

The City has approximately 675 job classifications. Three hundred and twenty-six classifications (48%) did not work any overtime in 2015. A total of 45 job classifications (6.7%) had over 1,000 total hours of overtime in 2015.

OVERTIME BY CLASSIFICATION (OVER 1% OF THE TOTAL OVERTIME HOURS AND OVER 20 FTE)

Figure 5 looks at those classifications with more than 20 FTE and that accounted for more than 1% of the total overtime worked in 2015.

FIGURE 4: CLASSIFICATION >1% TOTAL OVERTIME WORKED VS EMPLOYEE COUNT > 20 (2015)

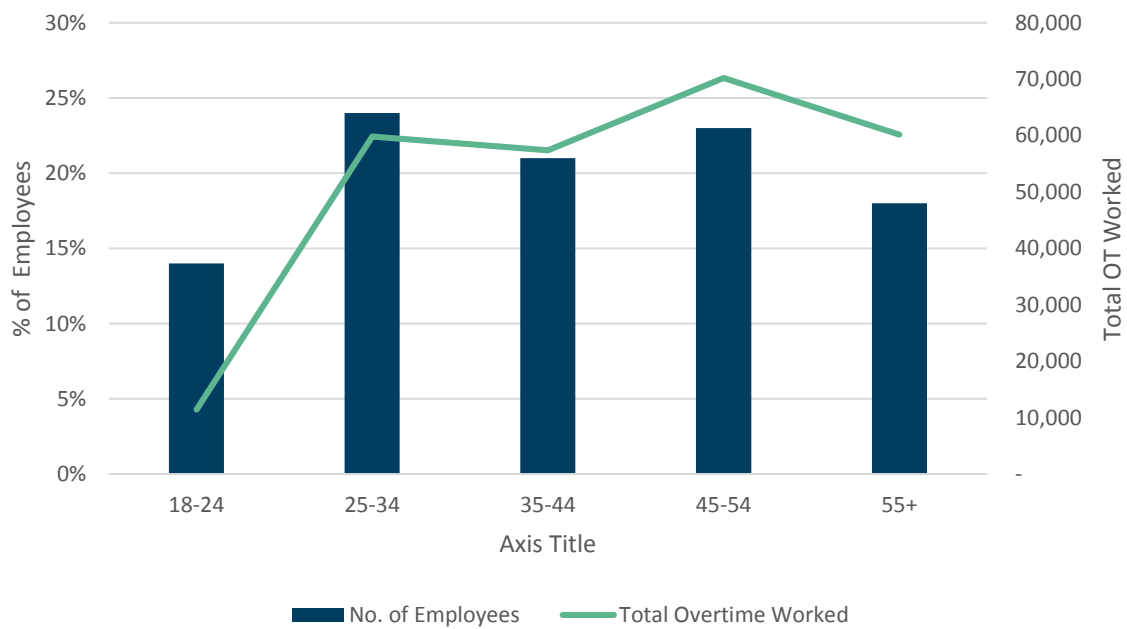


Transit operators accounted for approximately 14.5% (27,984 hours) of the overall annual overtime hours in 2015. Supervisor VI positions (approximately 33 employees) accounted for 3.7% (7,172 hours) of the overall annual overtime hours worked in 2015. Labourers, the largest job classification group (approximately 367 employees), accounted for approximately 3.6% (6,877 hours) of the overall annual overtime hours worked in 2015. Fourteen job classifications (approximately 1,140 employees) accounted for 48% of the annual overtime hours in 2015.

OVERTIME BY AGE

The 45 to 54 age cohort has the greatest percentage of total overtime hours worked for the City in 2015. Approximately 23% of the City’s workforce is between the ages of 45 to 54 and accounted for 70,195 hours (27%) of overall overtime worked in 2015. By comparison, the 18 to 24 age cohort is approximately 14% of the City’s workforce and accounted for 11,434 hours (4.4%) of the total overtime hours worked in 2015.

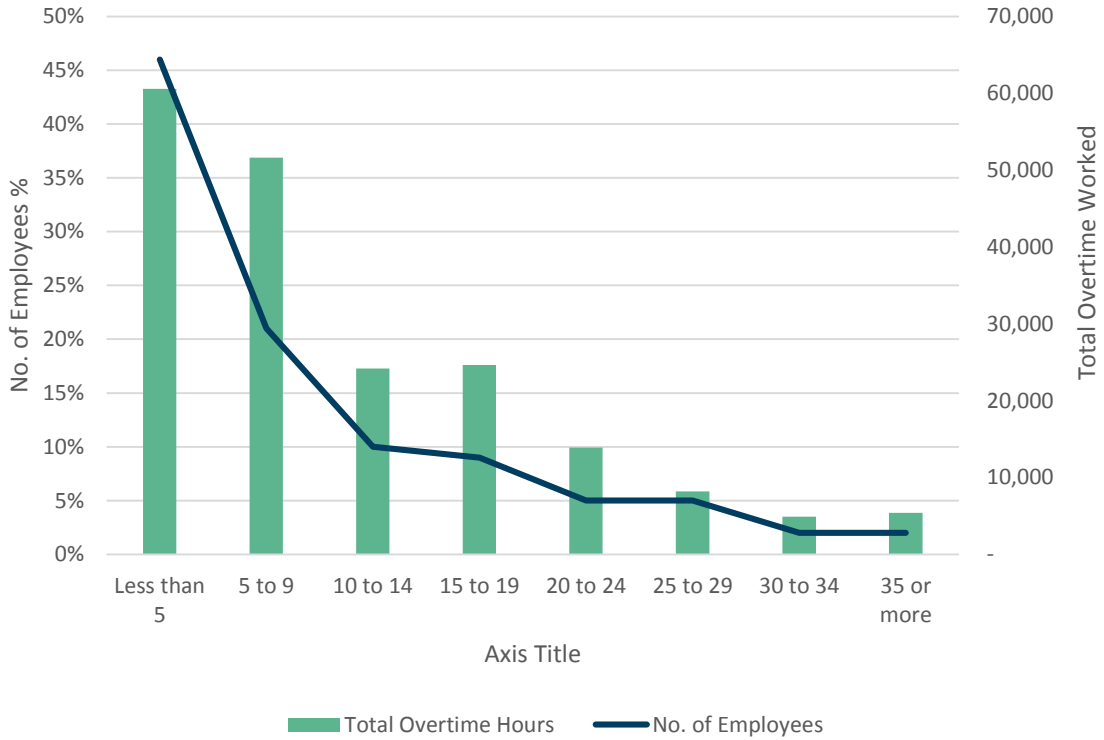
FIGURE 5: OVER HOURS BY AGE COHORT (2015)



OVERTIME BY YEARS OF SERVICE

The less than 5 year service cohort has the greatest percentage of total overtime hours worked in 2015. Approximately 46% of the City’s workforce has less than 5 years of service and accounted for 60,587 hours of overtime hours worked in 2015. Employees with longer service (i.e., 25 years or more) make up 9.6% of the workforce and accounted for 18,504 hours (9.6%) of the overtime hours worked in 2015.

FIGURE 6: % OF EMPLOYEES VS OT HOURS WORKED BY SERVICE COHORT (2015)

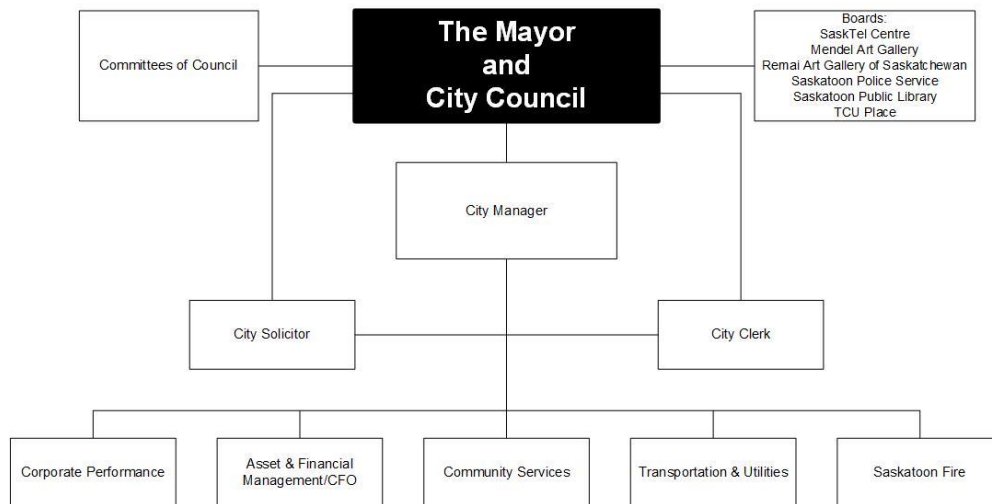


OVERTIME BY DEPARTMENT

A significant organizational realignment was undertaken by the City in 2013 which resulted in the creation of the following departments:

- Corporate Performance
- Asset & Financial Management
- Community Services
- Transportation & Utilities
- Saskatoon Fire

The City of Saskatoon Organization Chart

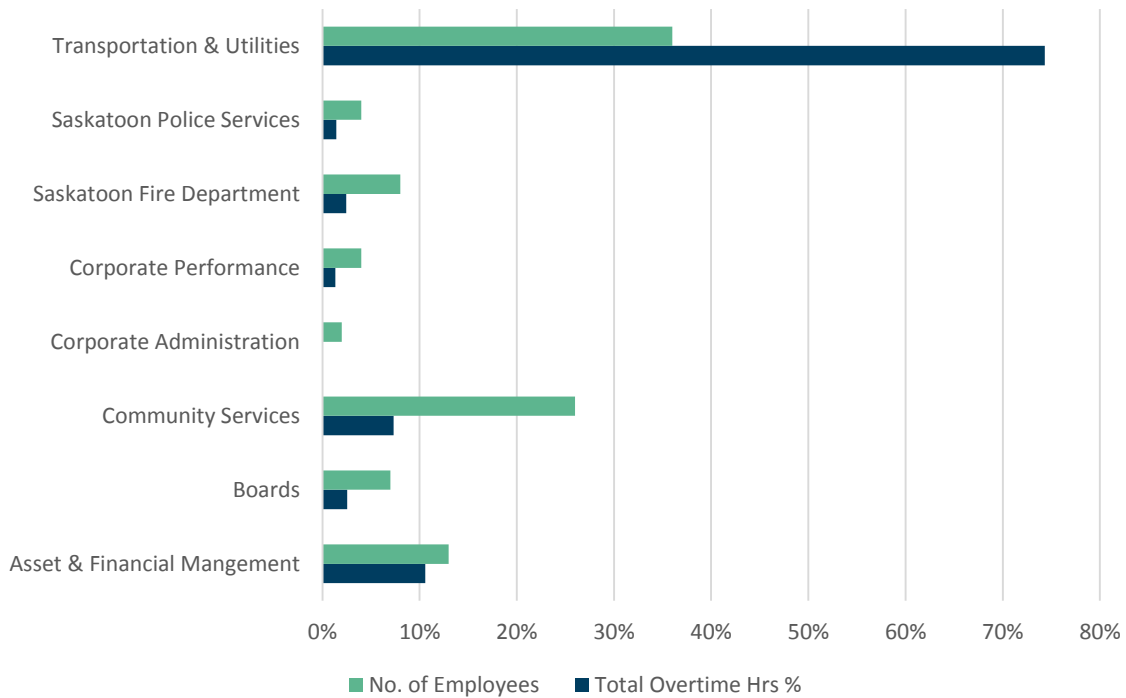


Results related directly to departments are reported for 2015 only.

DEPARTMENTAL

The following table shows the number of employees by department in 2015. Due to realignment in 2013, a departmental trend comparison from 2012 to 2014 is not possible.

FIGURE 7: EMPLOYEES COUNT VS OT HOURS WORKED BY DEPARTMENT (2015)



Transportation & Utilities accounted for 74.3% percent of the overtime in 2015.

CONCLUSION

With continuing improvements in data collection, reporting managers will have more tools to assist them with workforce planning and overtime allocation decisions.

Prepared by Corporate Performance Department
Human Resources Division

Saskatoon Light & Power 2015 Annual Report

Recommendation

That the report of the General Manager, Transportation & Utilities Department dated June 13, 2016, be received as information.

Topic and Purpose

The purpose of this report is to present the Saskatoon Light & Power 2015 Annual Report that outlines the performance and activities of the division in 2015, including a comparative analysis to previous years.

Report Highlights

1. Our Customers – Electrical service reliability in 2015 was better than the Urban Average reported by member utilities in the Canadian Electricity Association.
2. Our Finances – Saskatoon Light & Power provided a Return on Investment of \$23,059,700 and paid Grants-in-Lieu of Taxes in the amount of \$20,483,200, for a total financial benefit to the City of Saskatoon (City) of \$43,542,900.
3. Our People – There were four lost time injuries in 2015 for a total of 21.96 days.
4. Our Work – Capital funding of \$19,238,000 was provided to 35 capital projects.
5. Our Environment – Saskatoon Light & Power began installing LED lights for all new development areas, reducing the amount of energy consumed. The Landfill Gas Power Station was in full operation in 2015 and a Solar Photovoltaic (PV) Demonstration project was initiated with two local partners.
6. Our Challenges – Saskatoon Light & Power will focus on asset renewal in 2016 and report to City Council with an asset management report.

Strategic Goals

This report supports the Strategic Goal of Asset and Financial Sustainability by reducing the gap in funding required to rehabilitate and maintain City infrastructure, establishing levels of service for rehabilitation of assets, identifying supporting financial strategies, and developing funding strategies for expenses related to new capital expenditures.

This report also supports the Strategic Goal of Economic Diversity and Prosperity by planning and investing in infrastructures needed to attract and support new businesses and skilled workers to the city.

Background

Saskatoon Light & Power's mandate is to provide safe, reliable, and cost effective electricity in an environmentally responsible way. The utility strives to minimize the number and duration of customer outages with a focus on system maintenance, staff training and safety.

Report

The 2015 Annual Report for Saskatoon Light & Power (Attachment 1) highlights information relating to our: Customers, Finances, People, Work, Environment and Challenges.

Our Customers

Saskatoon Light & Power's customers rated electrical service reliability in the top three key strengths of civic services. In 2015, the Index of Reliability was 0.9998, which was higher than the Urban Average reported by member utilities in the Canadian Electricity Association. The ten year average for outage duration was 63 minutes, which compared against the Canadian Urban Average of 90 minutes.

Our Finances

Saskatoon Light & Power provided a Return on Investment of \$23,059,700 in 2015. In addition, a Grant-in-Lieu of Taxes in the amount of \$20,483,200 was provided for a total benefit to the City of \$43,542,900. Without these stable sources of income, the City would need to find revenue from other sources to meet its requirements. If property taxes were increased to cover these amounts, taxes would need to increase by 25%.

Our People

There were four lost time incidents in 2015 for a total of 21.96 lost time days. The lost time frequency and severity rates were lower than the City averages, but were slightly higher than the Canadian Electricity Association's Urban Average.

Our Work

Saskatoon Light & Power provided funding to 35 capital projects in 2015 for a total of \$19,238,000. Major projects undertaken included:

- Installation of smart meters and the Automated Metering Infrastructure (AMI) communication network;
- Installation of upgraded services for new and expanding customers; and
- Installation of new street lights in all new development areas.

Our Environment

In January 2015, City Council adopted a recommendation from the utility to implement energy efficient LED lighting for all new development areas. By the end of 2015, the utility had installed a total of 1,334 LED lights, which reduced the amount of energy consumed by the lighting network and reduced greenhouse gas emissions.

The Landfill Gas Power Station was in full operation in 2015 and reduced greenhouse gas emissions by 52,000 tonnes of CO_{2e}, which is the equivalent of removing 9,000 cars from the road annually while powering roughly 1,300 homes. A Solar PV Demonstration project was also initiated in 2015 with two local partners: SES Solar Cooperative Ltd. and Saskatchewan Polytechnic. The project will be operational by summer of 2016.

Our Challenges

Similar to many electrical utilities across Canada, Saskatoon Light & Power's infrastructure is aging and needs increased funding to remain reliable. The utility is responding by implementing asset management principles into its decision making processes and will provide an asset management report to City Council later in 2016.

Communication Plan

A copy of the Saskatoon Light & Power 2015 Annual Report will be posted on the City website and shared with staff.

Other Considerations/Implications

There are no options, public and/or stakeholder involvement, policy, financial, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

This report is provided on an annual basis and no further follow-up is required at this time.

Public Notice

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

Attachment

1. Saskatoon Light & Power 2015 Annual Report

Report Approval

Written by: Trevor Bell, Director of Saskatoon Light & Power
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

EUCS TB – Saskatoon Light & Power 2015 Annual Report.docx

Saskatoon Light & Power

2015 Annual Report



City of
Saskatoon

Transportation & Utilities Department

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1.0 EXECUTIVE SUMMARY

Saskatoon Light & Power is proud to serve its customers with an electrical distribution system that exceeds national averages for reliability. Customer feedback obtained through the Civic Services Survey indicated that satisfaction levels regarding electrical distribution reliability remained high over the past five years and is one of the top three key strengths of the City of Saskatoon (City).

The lost time injury frequency was slightly higher than the Canadian Electricity Association's Urban Average in 2015, but the severity rate was close to the average. The frequency and severity rates were significantly better for Saskatoon Light & Power as compared against the corporate averages.

The utility continues to provide a very high financial return to the City offsetting the reliance on property taxes. Increased attention will need to be spent in future years though on capital spending to ensure the system is maintained at an acceptable level to ensure continued success. The combined balance of the utility's two capital reserves is positive, but relatively low in comparison to previous years.

Saskatoon Light & Power has focused on the implementation of smart meter technology to provide better customer service and to reduce costs associated with meter reading. Work on the Automated Metering Infrastructure project in 2015 will allow the new system to be operational in mid-2016.

Saskatoon Light & Power has demonstrated a commitment to environmental stewardship by developing and operating the Landfill Gas Power Generating Station and making plans for the installation of a Solar Photovoltaic (PV) Demonstration project in partnership with SES Solar Cooperative Ltd. and Saskatchewan Polytechnic. Preliminary plans for additional projects are also being considered. Energy efficient LED lighting has also become the standard for all new roadway and park lighting projects, further reducing the energy needs of the growing city.

Challenges exist for the utility in the future, but strategic plans are being made to address those concerns.

2.0 OVERVIEW – SASKATOON LIGHT & POWER

Saskatoon Light & Power is a municipally owned electrical utility that provides a number of services to the citizens of Saskatoon, including:

- Generation of electricity from environmentally responsible sources;
- Purchase of bulk electricity from SaskPower;
- Distribution of electricity to customers;
- Provision of fibre-optic communication connectivity for other divisions; and
- Provision of street lighting services.

2.1 Mission Statement

Saskatoon Light & Power's mandate is to provide safe, reliable, and cost effective electricity in an environmentally responsible way. We strive to minimize the number and duration of customer outages with a focus on system maintenance, staff training and safety.

2.2 Our Values

Trust

Our customers trust that we will provide them with reliable service and respond as quickly as possible to any service interruption. We earn that trust by carefully planning our work and undertaking renewal projects when needed.

Integrity

We are accountable for our actions. We publish reliability statistics and compare against other Canadian utilities when available. We work quickly to respond to customer inquiries and resolve issues.

Respect

We respect our customer's privacy by following established legislation. We work together as a multi-disciplinary team to provide a wide array of services. We rely on the technical expertise of our staff to operate a complex utility. We put safety first in everything we do, keeping in mind that our staff have families and friends that rely on them.

Honesty

We admit our mistakes and take necessary steps to prevent similar issues. We are open and honest with our customers, City Council and the media. We listen to our customers.

Courage

Although we are a relatively small electrical utility, we take on big, complex and innovative projects. We invest our time and resources on smart projects and strive to continuously improve our services.

2.3 Our Leadership Commitments

Reliable and Responsive Service

Through the use of sound long-range planning principles, our services are designed to meet future needs. Through the application of asset management principles, existing assets are maintained to meet reliability requirements. Through emergency preparedness planning, we will be ready to respond to issues when they arise.

Strong Management and Fiscal Responsibility

Saskatoon Light & Power's strategic plan aligns with the City of Saskatoon's (City) corporate strategies. Key performance indicators are measured and tracked, and meaningful, measurable and achievable goals are set.

Effective Communication, Openness and Accountability

We prepare annual reports and make them available to our customers, City Council and our staff. We communicate with staff regularly to build and strengthen relationships and provide key information in a timely manner.

Innovation and Creativity

We work on major initiatives using a collaborative approach, often using joint committees to resolve staffing-related issues. We focus on productivity while maintaining high quality standards and never compromising safety.

2.4 Our Strategic Goals

The work of Saskatoon Light & Power aligns with the following corporate strategic goals and strategies for the long term (10 years):

Continuous Improvement

- Provide a coordinated approach to customer service with quick and accurate responses.
- Make health and safety a top priority in all that we do.
- Provide ongoing skills training and professional development opportunities for staff.
- Increase productivity by being more efficient in the way we do business.
- Leverage technology and emerging trends to reach our goals, serve citizens and connect meaningfully with our stakeholders.

Asset and Financial Sustainability

- Increase revenue sources and reduce reliance on residential property taxes.
- Reduce the gap in the funding required to rehabilitate and maintain our infrastructure.
- Adopt and implement a corporate-wide asset management and rehabilitation philosophy.

Environmental Leadership

- Create new sources of green energy where feasible.
- Reduce greenhouse gas (GHG) emissions tied to City operations.

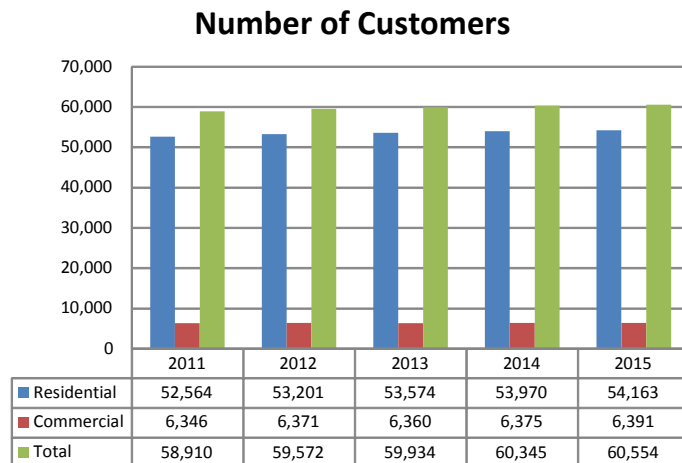
Economic Diversity and Prosperity

- Plan and invest in infrastructure needed to attract and support new businesses and skilled workers to the city.

3.0 OUR CUSTOMERS

3.1 Number of Customers

The number of customers served by Saskatoon Light & Power has grown over the past five years (3.0%), primarily due to residential growth in the Evergreen neighbourhood, which falls partially within the Saskatoon Light & Power franchise boundary. Infill development has also occurred within established neighbourhoods.



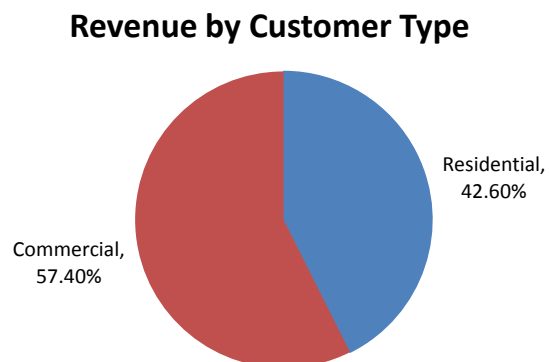
The average number of customers served in 2015 was 60,554, consisting of 54,163 residential customers (89.4%) and 6,391 commercial customers (10.6%).

Since the utility's franchise boundaries are fixed, the majority of Saskatoon Light & Power's anticipated growth in the future will come from increased densification of the downtown core and existing neighbourhoods.

3.2 Revenue by Customer Type

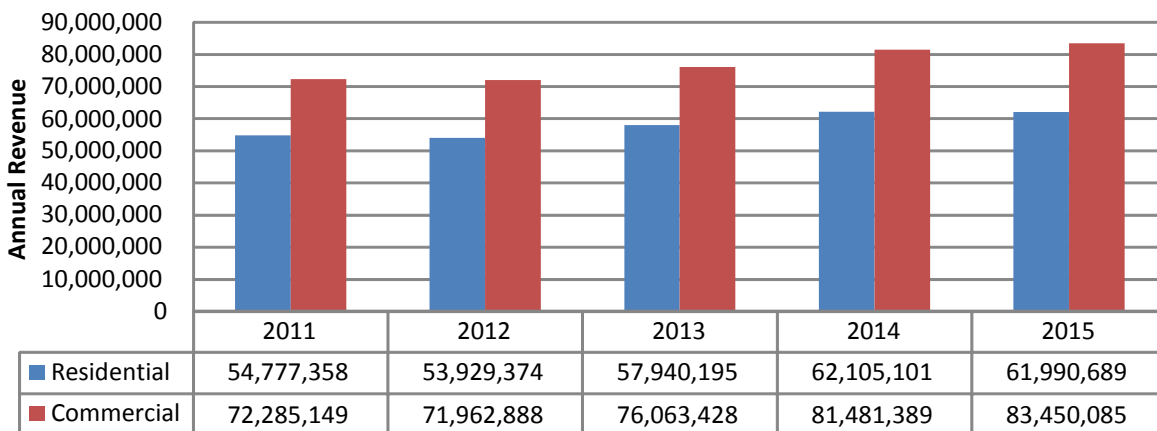
Although the number of commercial customers is much lower than the number of residential customers, consumption by commercial customers is much higher; therefore, accounts for a higher percentage of the utility's revenues.

The total amount of revenue collected from residential customers in 2015 was \$61,990,689 (42.6%). Revenue collected from commercial customers totalled \$83,450,085 (57.4%).



Revenue has continued to grow over the past five years primarily due to rate increases implemented by SaskPower and matched by Saskatoon Light & Power.

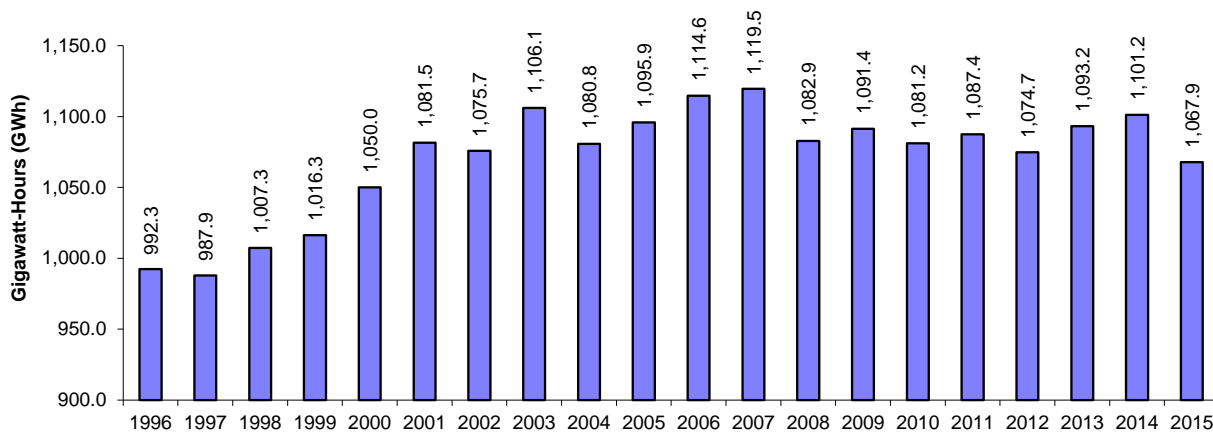
Revenue by Customer Type



3.3 Energy Consumption and Demand

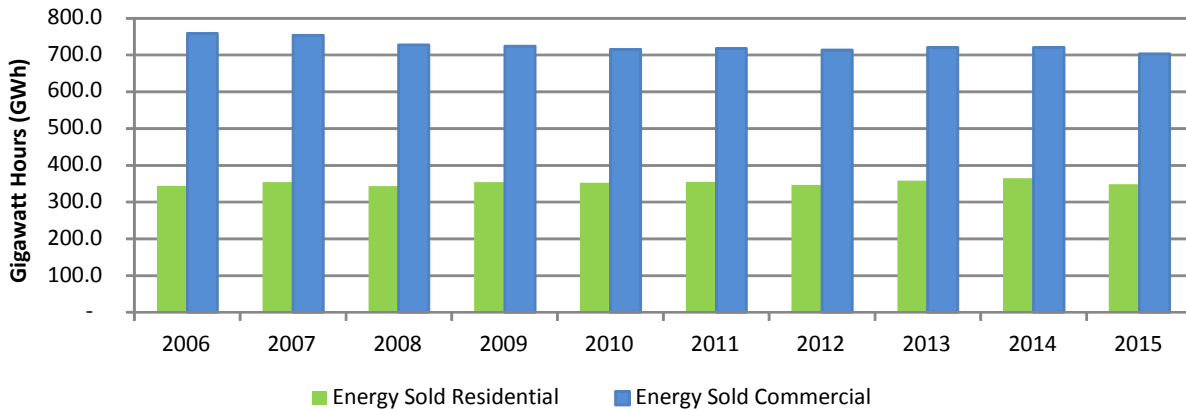
The following chart shows the 20 year history for total energy sales to all types of customers. Energy consumption has not increased over the past decade even though the number of customers have increased. Conservation and energy efficiency may account for this slight decrease.

Total Electrical Energy Sales



The next chart shows that although the number of residential customers has increased, energy consumption has decreased from a high in 2016 of 770 GWh to 700 GWh in 2015. During the same period of time, the number of commercial customers remained relatively constant and energy sales also remained at the same level.

Energy Sales by Customer Type



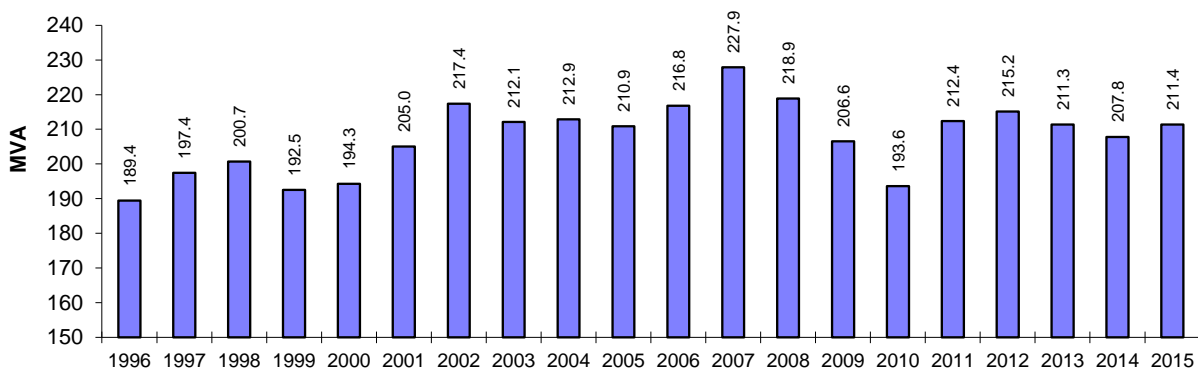
The next chart shows the peak system demand for the past 20 years. SaskPower charges Saskatoon Light & Power for bulk power based on three criteria:

- Electrical Energy (GWh)
- Demand Charge (MVA)
- Monthly Service Charge

The demand charge is intended to relate to costs associated with transmitting the electricity from the generating stations to the service area. If Saskatoon Light & Power's customers use power at the same point in time, the transmission system needs to be sized accordingly to handle that quantity of electricity and SaskPower, therefore, charges more. The peak system demand indicates the highest level observed during the year. This typically occurs on one of the hottest days in the summer.

This chart shows that there has been a 17.7% fluctuation in peak system demand between the high experienced in 2007 and one of the recent lows experienced three years later in 2010. This fluctuation can lead to annual bulk power cost variances from budget.

Peak System Demand



3.4 System Reliability

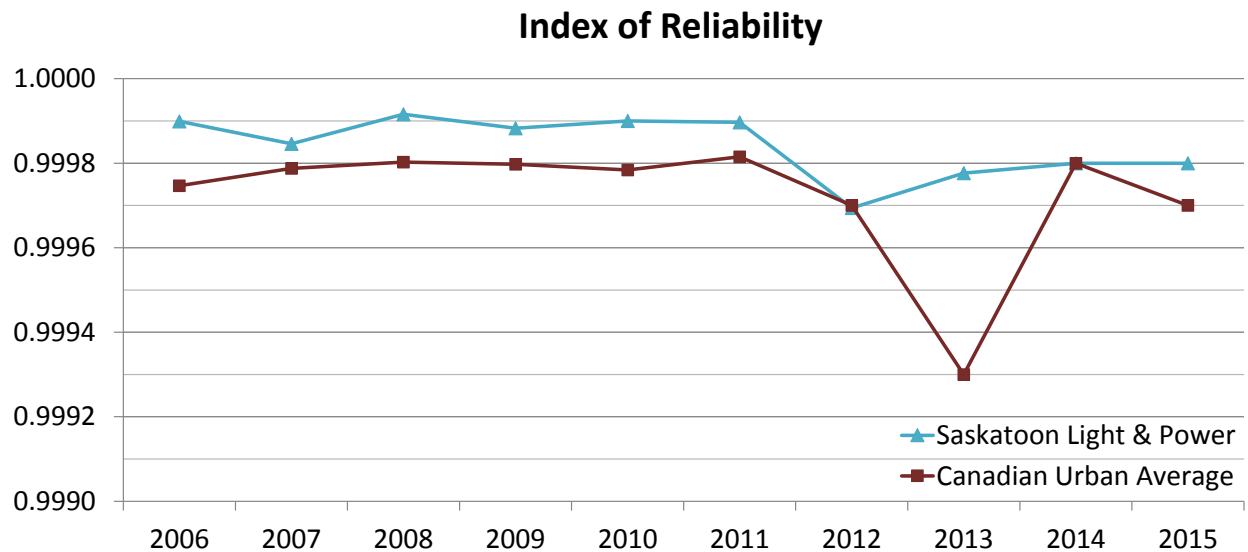
Saskatoon Light & Power is a member of the Canadian Electricity Association (CEA). The CEA collects reliability statistics on behalf of its member companies and reports the averages for comparative purposes.

The CEA reports on urban utility statistics separate from rural utilities in order to provide a better basis for comparison. Urban utilities generally have better reliability.

Saskatoon Light & Power has set a goal of meeting or exceeding the system reliability performance based on the Canadian Urban Average.

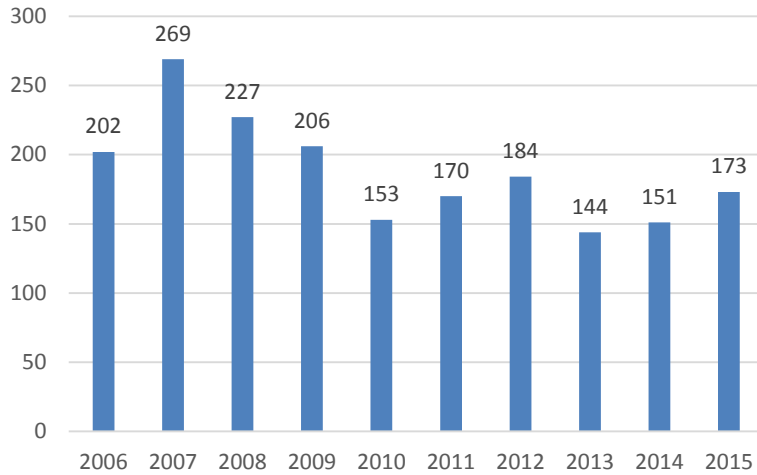
Index of Reliability

The following chart shows the Index of Reliability (IOR) for Saskatoon Light & Power in comparison to the Canadian Urban Average. This index measures the availability of service to customers on an annual basis. For example, an IOR of 0.9998 would mean that electrical service is provided 99.98% of the time over a one year period.



This chart shows that Saskatoon Light & Power has been consistently meeting its goals and performing as well as, or better than, the Canadian Urban Average. This is a key metric for utilities since both the number of outages as well as the duration have an effect on the IOR.

Number of Power Outages



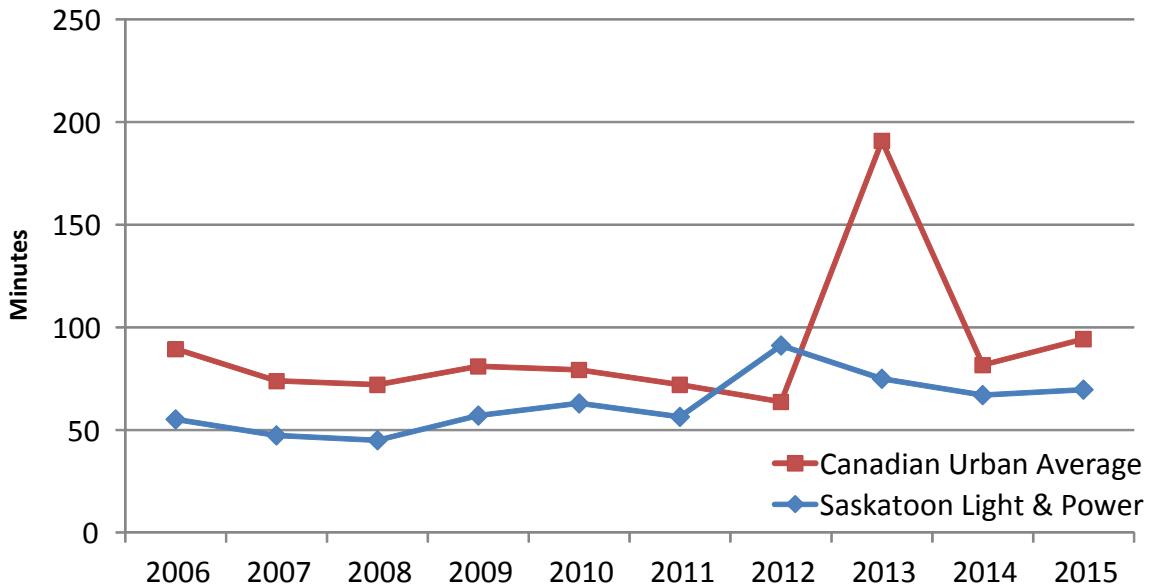
Number of Power Outages

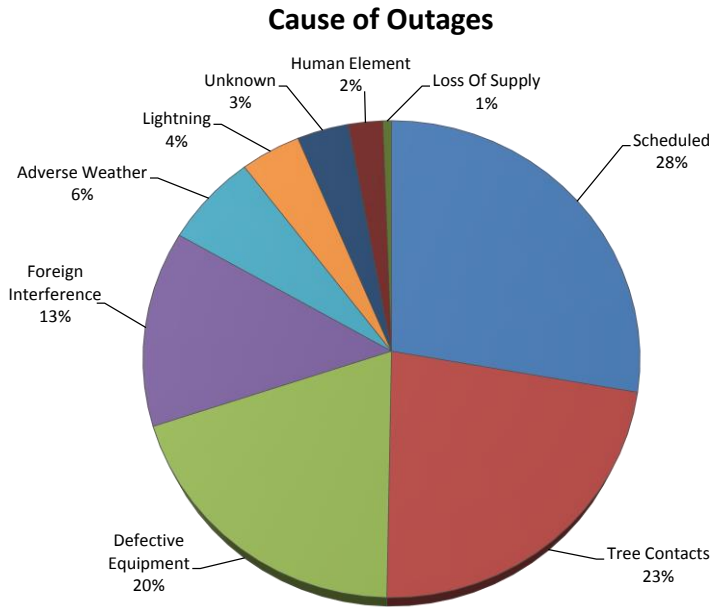
Saskatoon Light & Power also tracks the number of outages that are experienced annually and compares against its own performance from previous years. The following chart shows that the number of outages has remained relatively consistent over the past six years (2010 to 2015) and was slightly higher in the previous four years.

Duration of Power Outages

The following chart shows the average time for restoring power to customers who experienced an outage during the year. The 10-year average for Saskatoon Light & Power was 63 minutes. The Canadian Urban Average was 90 minutes. Saskatoon Light & Power performed better than the Canadian Urban Average in every year except 2012.

Customer Duration of Outages





Causes of Outages in 2015

The four primary causes of power outages in 2015 were: (1) scheduled outages for maintenance work; (2) trees contacting overhead power lines; (3) defective equipment; and (4) interference by a third party (such as damage from a vehicle collision, bird contacts with overhead power lines, contractor dig-ins with underground cables, etc.).

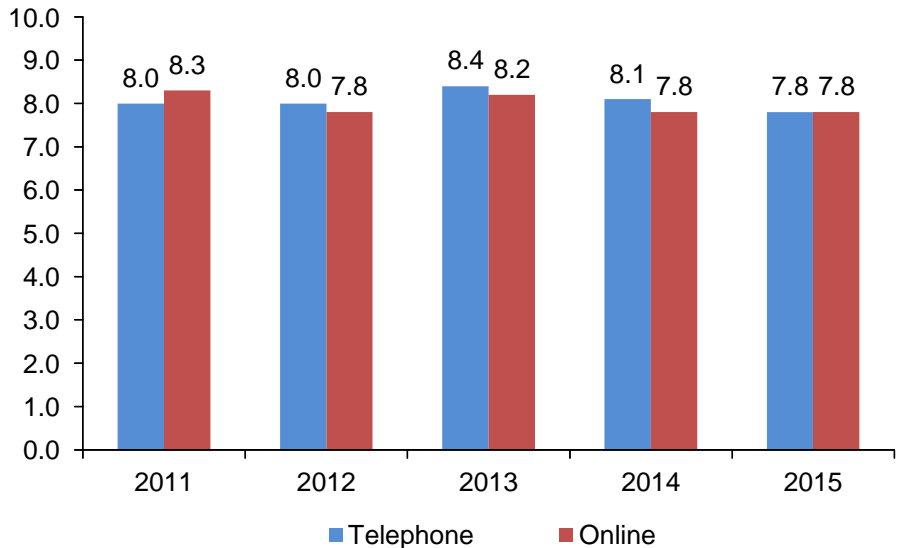
3.5 Customer Satisfaction

Saskatoon Light & Power is committed to timely, friendly, and professional service. Our customers are treated in a fair and equitable manner.

The City conducts an annual Civic Services Survey. One of the questions asks customers to rate the reliability of their electricity provider. Satisfaction levels have remained high over the past 5 years and is rated in the top three key strengths of civic services.

In 2014, electrical service reliability was ranked as the sixth most important service provided by the City.

Customer Satisfaction - Reliability

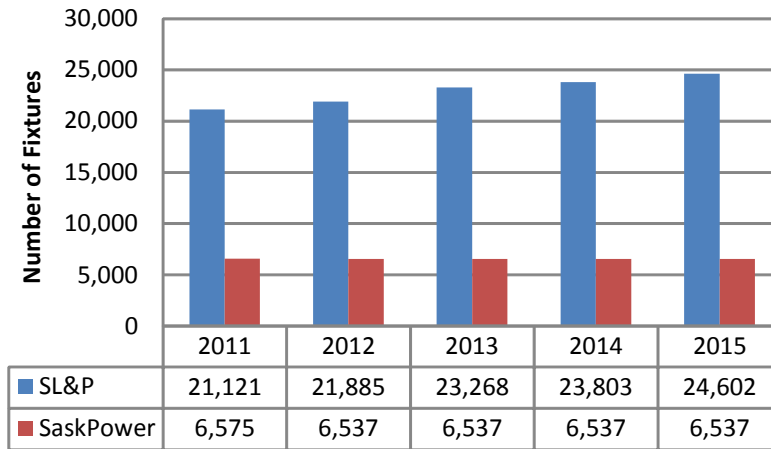


Note - Results excluded SaskPower customers starting in 2013

3.6 Street Lighting

Saskatoon Light & Power maintains 79% of the 31,139 lighting fixtures in Saskatoon and SaskPower maintains the remaining 21%.

Street Lighting Fixtures

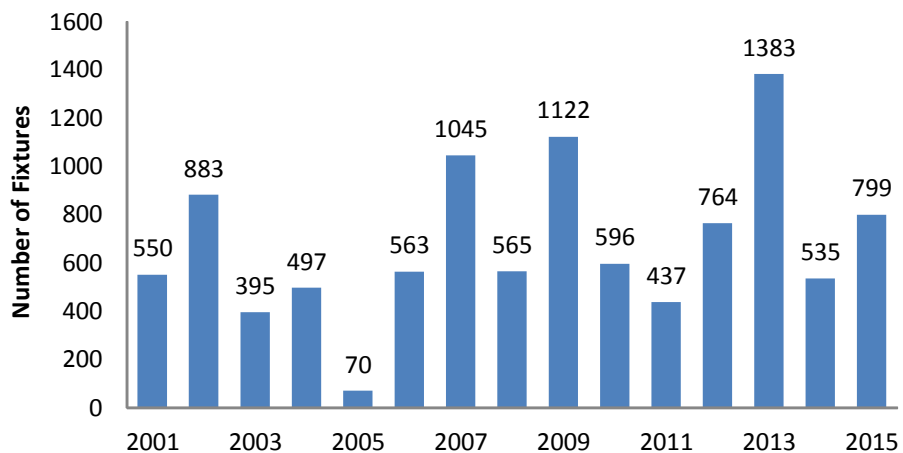


Responsibility for street lighting does not follow electrical franchise boundaries. In 2004, City Council directed Saskatoon Light & Power to take responsibility for all new street lighting projects in the city. Prior to 2004, SaskPower had been installing the street lights in new growth areas outside of our franchise area.

The increase in land development activity over the past decade has been significant and has increased the number of lights installed annually. Typically, 500 to 600 lights are installed each year in residential and industrial areas and additional lights are installed when major roadway projects are undertaken.

The 10-year average for installations is 781 lights per year.

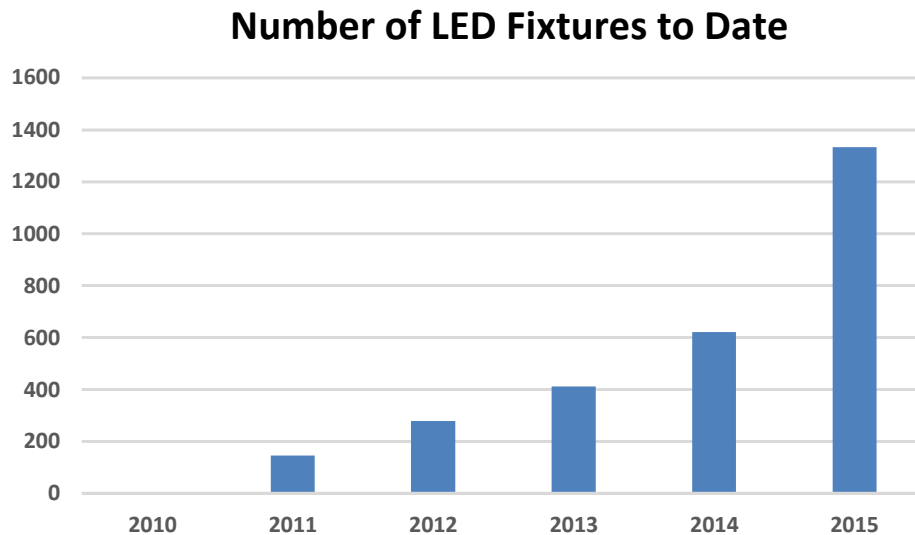
Annual Street Light Installations



Saskatoon Light & Power has also been leading the way with the implementation of Light Emitting Diode (LED) lighting. LED

lights use significantly less energy to produce the same amount of light. A large scale trial was conducted in the Evergreen neighbourhood and proved that the lights were performing in accordance with expectations. City Council approved a recommendation in 2014 to make LED lights the standard for all new installations. By the end of 2015,

1,334 LED lights had been installed comprising 5.4% of all lights owned by Saskatoon Light & Power.



3.7 Seasonal Decorations

Saskatoon Light & Power provides 465 seasonal decorations and decorative lighting on 12 main thoroughfares and bridges during the Christmas season. Banners are also installed on street light poles in various business districts throughout the year.

In January 2015, City Council provided direction to Saskatoon Light & Power to extend the duration that seasonal decorations remained on along 3rd Avenue, the Broadway Bridge, and Broadway Avenue to 8th Street. These “winter-themed” lights remained on until March 20 and helped the community celebrate being a winter city.

4.0 OUR FINANCES

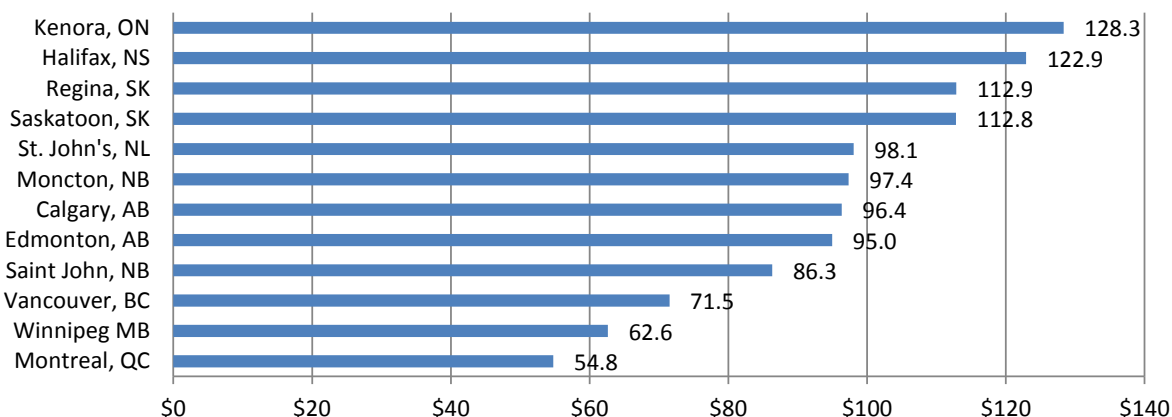
4.1 Competitive Rates

Saskatoon Light & Power rates for electricity are regulated by City Council through bylaw and have generally been set the same as SaskPower rates for similar customer classes.

The province has established the Saskatchewan Rate Review Panel which reviews applications made by the crown utilities and receives feedback from customers prior to making their recommendation to the province.

The following chart provides a comparison of electricity rates in provinces across the country. Rates in Saskatchewan are relatively high, due in large part to a lack of hydropower resources in the province. Provinces with an abundance of hydropower (including British Columbia, Manitoba and Quebec) tend to have lower energy costs.

Typical Residential Bill - Based on 750 kWh

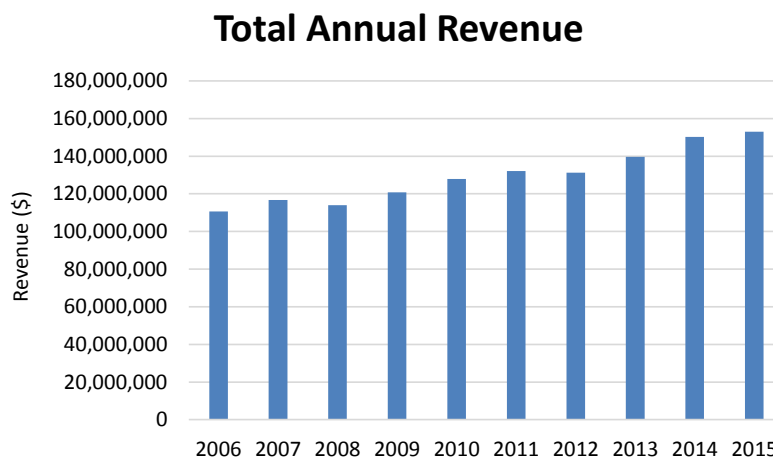


Source - Manitoba Hydro May 2015 Electricity Bill Survey. Rates do not include municipal surcharges.

4.2 Summary of Revenues

Over the past 10 years, total annual revenues have increased from \$110.6 million in 2006 to \$152.9 million in 2015. This is an overall increase of 38.2%.

During the same time period, overall consumption by Saskatoon Light & Power's customers decreased by 4.2%. The increase in total annual revenues, therefore, can be primarily attributed to rate increases to customers.

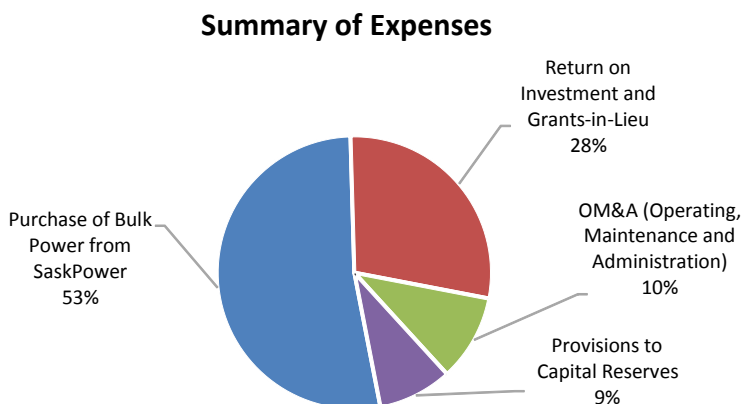


4.3 Summary of Expenses

Saskatoon Light & Power's expenses can be summarized into four main categories.

The largest cost to the utility was the cost of purchasing bulk power from SaskPower. In 2015, bulk power totalled \$80.46 million, which represented 53% of total expenses.

The second largest category was the combination of the Return on Investment (ROI) (\$23.06 million) and Grants-in-Lieu (GIL) of Taxes (\$20.48 million) provided to the City. Together, these two items provided a net benefit of \$43.54 million and represented 30% of the utility's expenses.



The third largest cost was the Operating, Maintenance and Administration expenses (OM&A). These items totalled \$15.6 million and represented 10% of the utility's total expenses. Included in this category is a cross-charge to Corporate Revenue to provide meter reading and billing services.

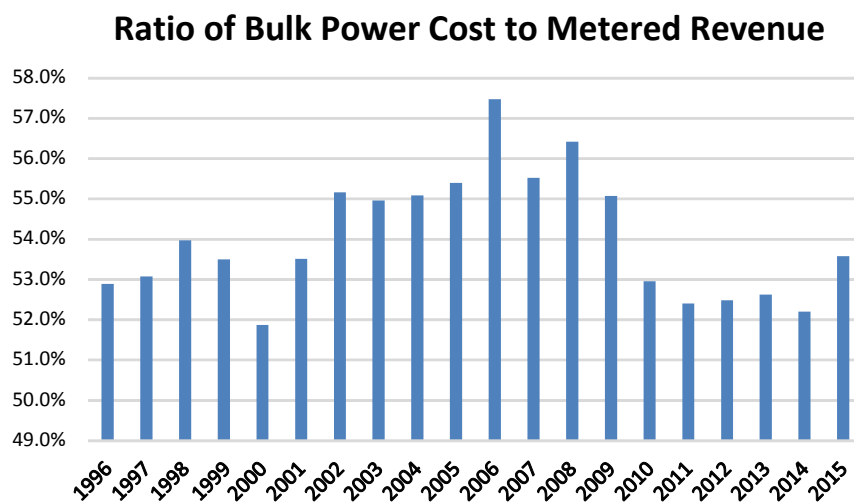
The final category was the provision to capital reserves. In 2015, \$13.3 million were allocated to the utility's reserves to pay for both renewal and expansion of the distribution system (9% of expenses).

4.4 Ratio of Bulk Power Cost to Metered Revenue

Saskatoon Light & Power monitors the ratio of bulk power costs as compared against total metered revenue. Both of these rates are effectively set by SaskPower since City Council in the past has given direction to Saskatoon Light & Power to match SaskPower's retail rates.

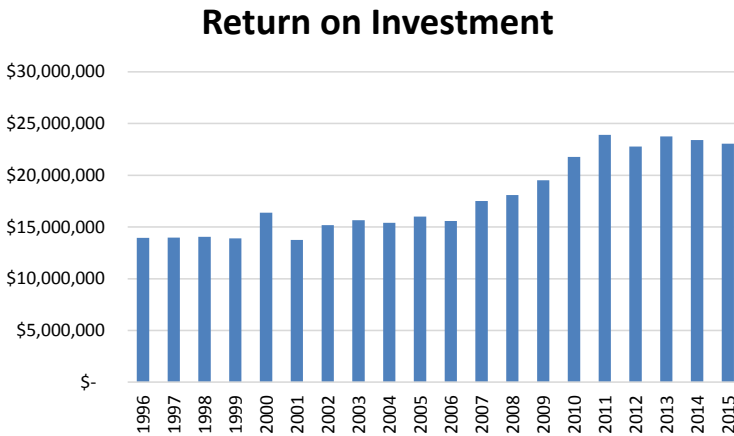
When the increase to the bulk power cost exceeds the increase in retail rates, it is difficult for the utility to deal with inflationary cost increases for both operating and capital expenses.

An increase in this ratio of 1% would have a \$1.5million negative impact on Saskatoon Light & Power's finances.



4.5 Financial Return to the City of Saskatoon

Saskatoon Light & Power provides a significant financial benefit to the City by providing both a ROI as well as GIL. These funds are made available from the utility for the City to use for general operations. This is an important source of revenue for the City, which reduces the pressure on property taxes.



Significant increases were made to the ROI between 2006 and 2011. The ROI increased from \$15,581,531 to \$23,907,400 during that time (an increase of 53%).

The utility has been able to sustain the ROI between 2011 and 2015 with minor annual fluctuations. In 2015, the ROI was \$23,059,700. ROI now represents 15.1% of the

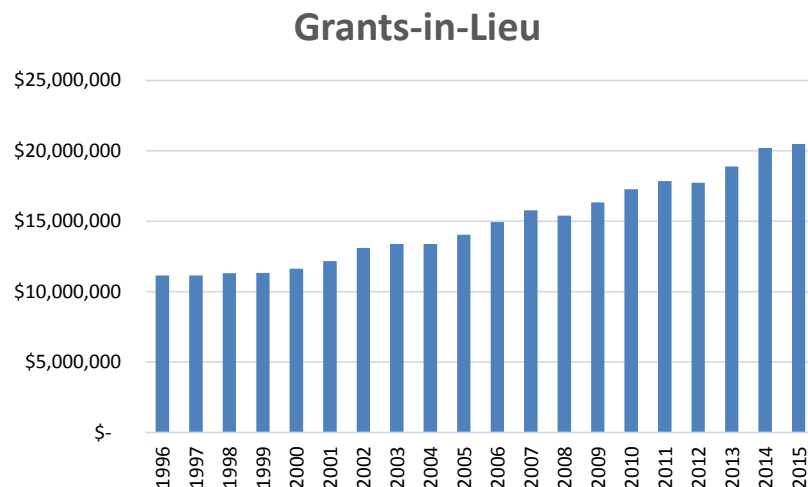
utility's total gross revenue, which is very high within the industry.

Saskatoon Light & Power also provides GIL. This amount is formula driven each year based on total revenues. As electricity rates increase, or sales volumes increase or decrease, GIL is adjusted accordingly.

Over the past 10 years, GIL increased from \$14,935,279 in 2006 to \$20,483,200 in 2015 (an increase of 37%).

Combining ROI and GIL, the total net financial benefit from Saskatoon Light & Power to the City in 2015 was \$43,542,900.

Without these stable sources of income, the City would need to find revenue from other sources to meet its requirements. If property taxes were increased to cover these amounts, taxes would need to increase by 25%.



4.6 Year-End Operating Budget Variance

Saskatoon Light & Power had a negative variance at the end of 2015 that was primarily the result of lower than budgeted electricity sales. Metered revenue was below budget by \$2,159,600. This was partially offset by bulk power costs that were below budget by \$1,065,200.

Administration and general expenses were below budget by \$537,900. Distribution-related expenses were above budget by \$713,700, which reflected increased attention on the maintenance of the distribution system in 2015.

2015 Operating Budget Variance (\$000)

	Budget	Actual	Variance	%
Revenue				
Metered revenue	\$139,527.1	\$137,367.5	(\$2,159.6)	-1.55%
Municipal surcharge	13,842.7	13,651.8	(190.9)	-1.38%
Unbilled revenue	0.0	272.2	272.2	
Other revenue	1,320.9	1,649.0	328.1	24.84%
Total revenue	\$154,690.7	\$152,940.6	(\$1,750.1)	-1.13%
Expenses				
Bulk Power	\$81,525.4	\$80,460.2	(\$1,065.2)	-1.31%
Grants-in-lieu of taxes	20,769.6	20,483.2	(286.4)	-1.38%
Distribution	7,463.5	8,177.2	713.7	9.56%
Street lighting maintenance	1,283.5	1,581.1	297.6	23.19%
Admin & general	7,255.2	6,717.3	(537.9)	-7.41%
Provision to EDRR	7,055.0	7,055.0	0.0	0.00%
Provision to EDER	6,278.8	6,278.8	(0.0)	0.00%
Total expense	\$131,631.0	\$130,752.9	(\$878.1)	-0.67%
Revenue less expense	\$23,059.7	\$22,187.7	(\$872.0)	-3.78%
(To)/From Stabilization reserve	\$0.0	\$872.0		
Return on Investment	\$23,059.7	\$23,059.7	\$0.0	0.00%

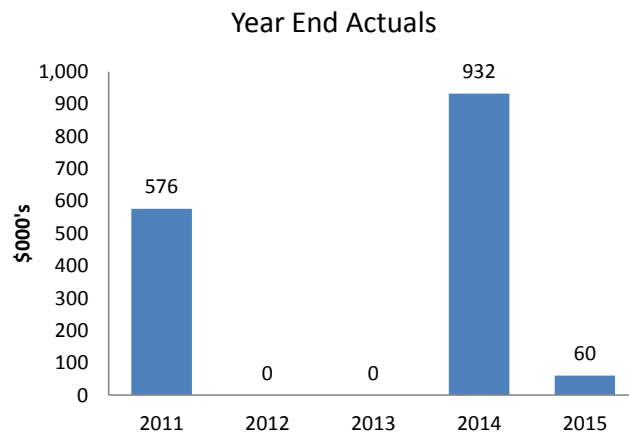
Saskatoon Light & Power was able to bring their final year-end variance to \$0 by utilizing its operating stabilization reserve (\$872,000).

4.7 Operating Stabilization Reserve

A stabilization reserve has been created by Saskatoon Light & Power to address any positive or negative variances that may occur each year. The source of funds for this reserve comes from previous year surpluses. In years when a negative variance occurs, funds are withdrawn from this reserve. Use of this reserve allows the utility to meet its ROI levels without the variances having an impact on the City's general accounts.

At the end of 2015, there was \$60,000 remaining in the reserve.

Stabilization Reserve Balances



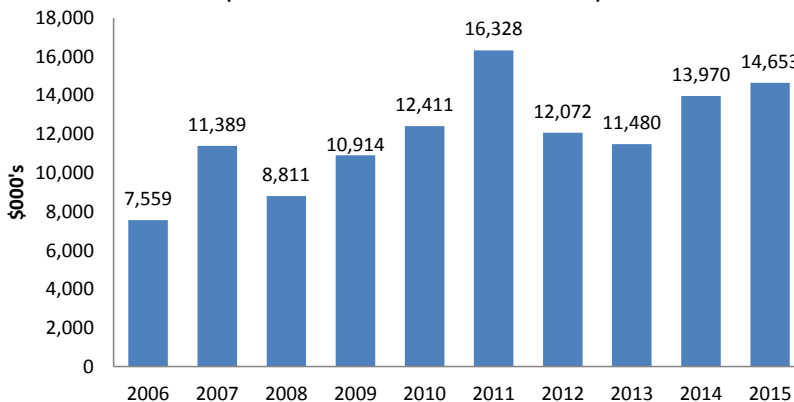
4.8 Capital Spending and Capital Reserves

Saskatoon Light & Power funds the extension and replacement of its infrastructure through the use of capital reserves: the Electrical Distribution Extension Reserve (EDER); and the Electrical Distribution Replacement Reserve (EDRR). These reserves receive annual provisions from the utility's operating budget. A review of the sufficiency of these reserves is completed annually to ensure that they will meet the capital expenditures planned in the next five years.

The adjacent chart shows the amount of funds provided from EDER and EDRR combined to various capital projects over the past 10 years.

It is important to note that in 2011, \$5.2 million was allocated to the Landfill Gas Project as an internal loan. Revenues being generated from that project are currently repaying the loan.

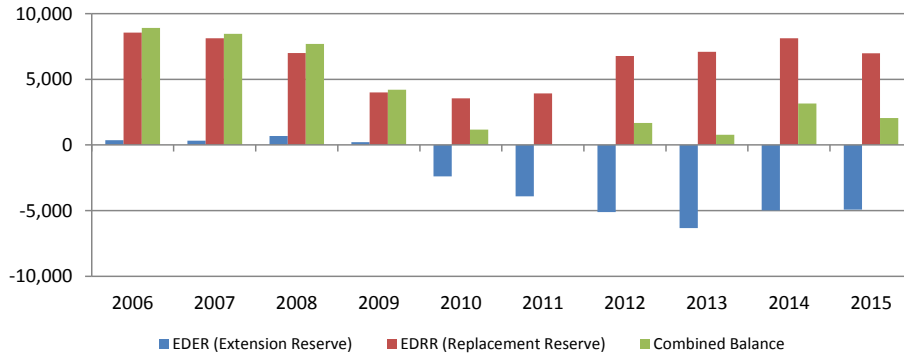
Allocation of Funds to Capital Projects (EDER and EDRR Combined)



There has been an increasing level of funding allocated to capital projects over the past 10 years.

Capital Reserve Balances

(At Year End)



Also shown are the capital reserve balances for EDER and EDRR as well as the combined value of the two reserves. By policy, the utility may run a deficit in one reserve as long as the combined value of the two reserves remains positive.

In 2006, the combined value of the reserves was \$8,922,000. In 2015, the combined value decreased to \$2,050,000. Saskatoon Light & Power has intentionally left a positive balance to ensure there is sufficient funding if a failure occurs on the system that requires immediate attention. During the same time period, the utility increased its ROI contribution to the City from \$15,581,531 to \$23,059,700.

Saskatoon Light & Power intends to bring forward a report to City Council in 2016 outlining the general condition of the utility's infrastructure and the increased need for capital spending. The utility intends to specifically target capital spending on infrastructure renewal projects.

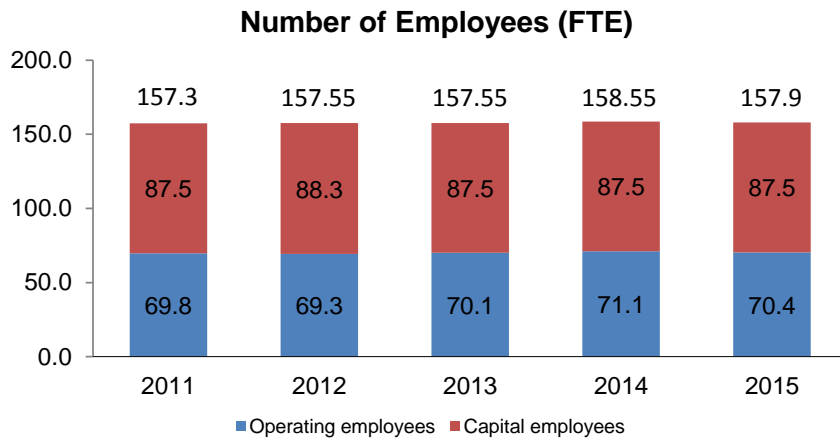
Over the past several years, the economic prosperity within the city has allowed a number of residential and commercial developments located within Saskatoon Light & Power's franchise area to occur. These developments have required upgraded electrical services. Customers pay a portion of the upgrade costs and the utility pays a portion. To fund the utility's portion using EDER, a positive and offsetting balance was needed to be maintained within EDRR. As the utility is able to increase funds to EDER, it will be able to once again utilize the positive balance in EDRR to carryout needed renewal projects.

5.0 OUR PEOPLE

5.1 Number of Employees

Saskatoon Light & Power had 157.9 Full-Time Equivalent (FTE) employees as of December 31, 2015.

These employees were engaged in administration, system planning, engineering design, construction, maintenance, and system operations.



Saskatoon Light & Power has an extensive operating budget to maintain and operate the existing distribution system as well as a significant capital budget to complete major upgrades and installations. The utility's staff, therefore, work on both operating and capital projects

throughout the year. Staffing levels have remained relatively constant over the past five years despite increasing workload.

5.2 Representative Workforce

Saskatoon Light & Power believes that its workforce should be representative of the public it serves.

The following chart shows that while the utility has a higher percentage of staff with aboriginal ancestry than employed by the City as a whole, it is still significantly below the Saskatchewan Human Rights Commission's (SHRC) goals set in 2014.

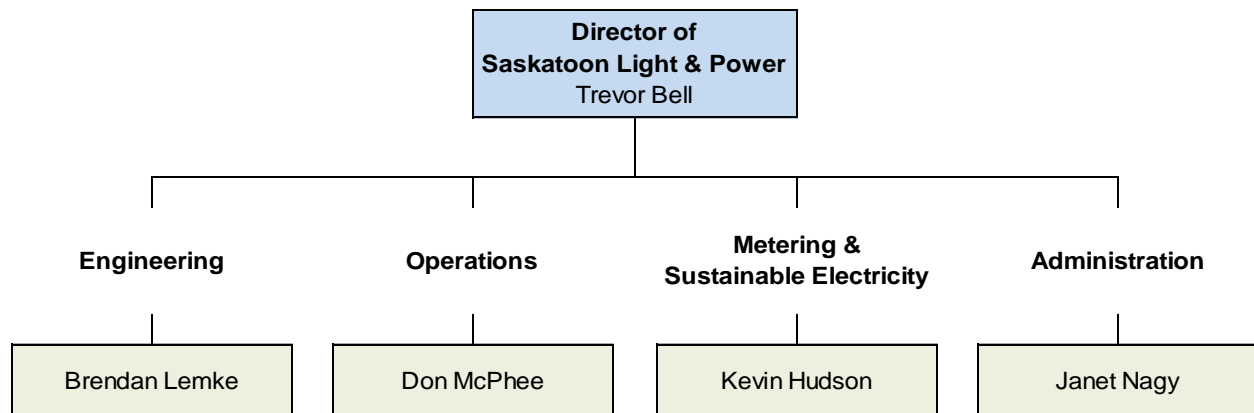
The other equity groups (visible minorities, people with disabilities, and females) are also underrepresented within the utility. This varies significantly within the different sections of the utility though, with some sections exceeding the SHRC's goals for visible minorities and females.

Percentage of Employees Self-Declared as an Equity Group Member December, 2015

Equity Group	Saskatoon Light & Power	City of Saskatoon	SHRC Goals
Self-Declared as Aboriginal Ancestry	8.6%	7.2%	14.0%
Self-Declared as Visible Minority	9.3%	10.3%	11.0%
Self-Declared as Person with Disability	2.1%	3.9%	12.4%
Self-Declared as Female	9.3%	38.0%	46.0%

5.3 Organizational Structure

The organizational chart provides a high level overview of how Saskatoon Light & Power is organized and key positions in 2015.



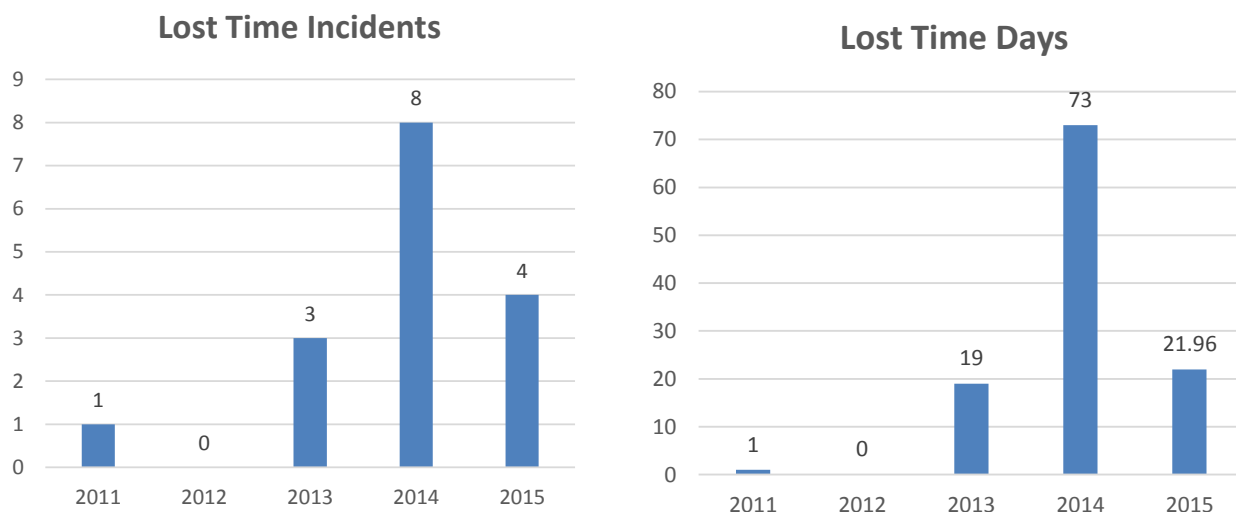
Accounting services for the utility are provided by the Business Administration division of the Transportation & Utilities Department. The Corporate Revenue division of the Asset & Financial Management Department provides utility meter reading, billing and collection services common to the electrical, water and sewer utilities.

5.4 Employee Safety

Employee safety is paramount at Saskatoon Light & Power.

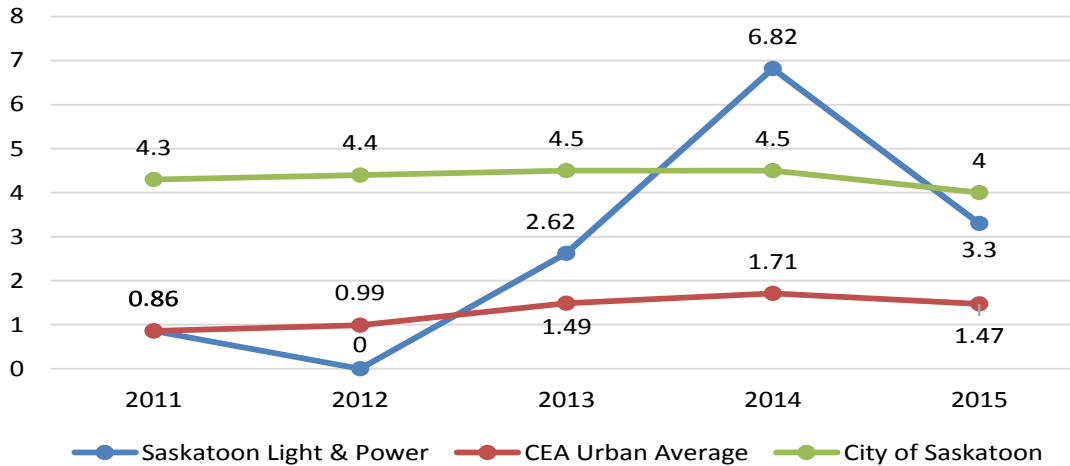
The utility has a mature Safety Performance Management System and participates in benchmarking studies with the Canadian Electrical Association (CEA) in a group of similar sized utilities (Urban Average).

The following two graphs show the number of lost time injuries that occurred at Saskatoon Light & Power over the past five years and the number of days away from work. In 2015, there were four incidents that resulted in a total of 21.96 lost time days.



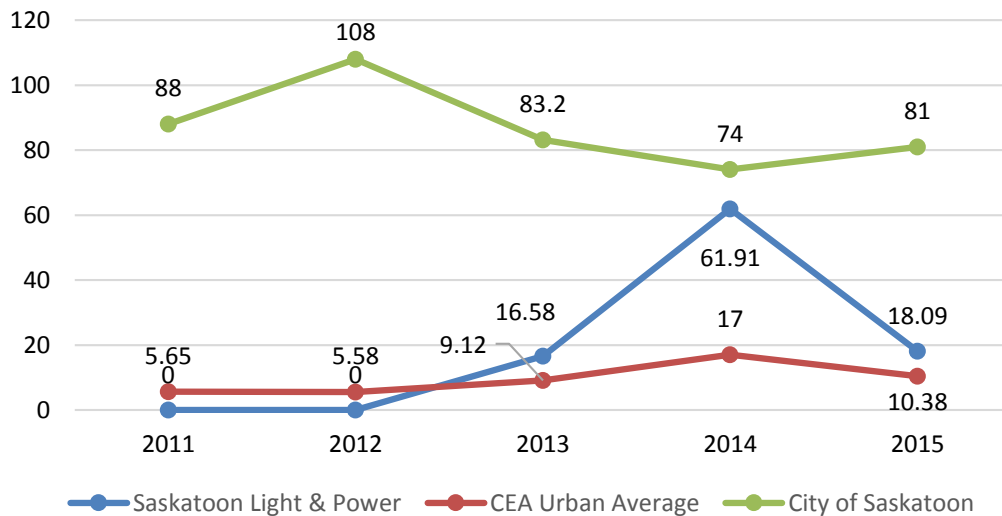
Lost time frequency is tracked against the CEA Urban Average and against the City's average. With the exception of 2014, Saskatoon Light & Power has generally been able to perform with lost time frequency statistics close to the CEA Urban Average.

Lost Time Frequency Rate



Saskatoon Light & Power has performed better in terms of lost time severity, again with the exception of 2014. It has also performed significantly better than the City's average.

Lost Time Severity Rate



6.0 OUR WORK

6.1 Operating Highlights

Comprehensive Testing

One of the major emphases for Saskatoon Light & Power in 2015 was performing tests of key infrastructure equipment.

Comprehensive testing was conducted on all high voltage substation transformers. These tests will be repeated again in 2016 and 2017. This diagnostic test determined which transformers were starting to show signs of aging and may need additional maintenance. Saskatoon Light & Power has 20 of these transformers and each is worth approximately \$1 million; therefore, regular monitoring of this equipment is critical.

Testing was also undertaken on 119 of the relays within the substations and 146 oil samples were taken from the transformers and analyzed.

Tree Trimming

Each year, overgrown trees come in contact with power lines causing service interruptions. Saskatoon Light & Power, therefore, has a tree trimming program aimed at cutting back tree branches to remove this hazard.

Underground Locates

It was a very busy year for underground locates. In the previous three years (2012 to 2014), there were an average of 5,833 locate requests. In 2015, this number increased more than four times to 24,651 locate requests. Many of these requests could be cleared over the phone with the customer, but the number of on-site field locates increased from the previous three year average of 2,548 locates up to 5,833.

Street Light Pole Inspection

A street light pole inspection program was launched in 2015 to prioritize the replacement of poles. A total of 1,429 poles were inspected in high priority locations including the downtown area and along major roadways. Crews replaced 76 poles in these areas.

6.2 Capital Projects

Saskatoon Light & Power provided funding to 35 capital projects in 2015.

The adjacent chart provides a summary of the funding by infrastructure category. This information does not include any carry-over funding from previous years, but does include customer contributions.

2015 Capital Budget

Category	2015 New Funding
Substations	\$2,175,000
Communication & Control	\$410,000
Transmission	\$900,000
Distribution	\$7,225,000
Network	\$1,000,000
Alternative Energy	\$200,000
Metering	\$1,400,000
Lighting	\$4,178,000
General	\$1,750,000
Total	\$19,238,000

Total capital funding in 2015 was \$19,238,000.

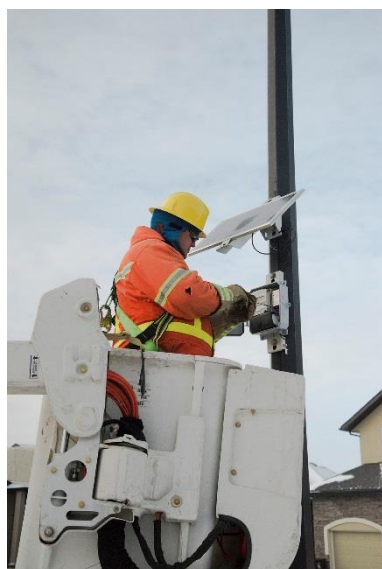
6.2.1 Smart Meters & Automated Metering Infrastructure

Saskatoon Light & Power had two closely related, but distinctly separate, projects underway relating to its revenue meters.

Meters need to be tested on a regular basis and replaced periodically following Measurement Canada standards. The Meter Shop at Saskatoon Light & Power has been accredited by Measurement Canada since October 18, 2002.



Beginning in 2008, a change was made to begin using electronic meters instead of the electro-mechanical meters that had previously been used. Switching to the new meters was the first step toward implementing an Automated Metering Infrastructure (AMI) initiative. However, even without AMI, the new meters began providing benefits immediately. Smart meters provide greater accuracy and can be connected and disconnected remotely when needed. The information captured by the smart meters can also be used for other engineering purposes to detect power irregularities and help optimize the distribution system. By the end of 2015, just over half of the 60,000 meters had been replaced with smart meters. The project has recently been accelerated and will now be completed by the end of 2017. Funding in 2015 totalled \$1.2 million.



A separate project was created to implement the AMI system, with new funding in 2015 totalling \$200,000. This system provides the communication infrastructure to receive the information from the meters, send it on a secure network to City Hall, and then be processed for use in the billing system. Much of the work for the AMI project was completed in 2015 and is expected to be used for billing purposes in mid-2016. A key benefit of the AMI system for customers will be the elimination of monthly billing estimates.

This project was a collaborative effort between Saskatoon Light & Power, Saskatoon Water and Corporate Revenue to implement a single system for both electricity and water meters.

6.2.2 Customer Connections (New and Upgrades)

One of the largest regularly occurring capital projects is for upgrades and extensions of the electrical distribution system due to customer demand for new electrical service or electrical load growth.

More than 275 new work orders were raised for service connections and 50 commercial building approvals were given. A total of \$4.55 million was spent in 2015 and \$1.55 million was collected from customers for their portion of the work.

6.2.3 Street Lighting

Saskatoon Light & Power currently provides street lighting for 80% of the city and provides lighting in all new development areas.

In 2015, \$3.238 million was budgeted for the installation of new street lights. The vast majority of this funding comes from land developers, with a smaller portion coming from other civic transportation projects. Saskatoon Light & Power invests \$300 per light, matching the long-standing program offered by SaskPower.



The budget included \$90,000 to respond to isolated areas that needed street lighting improvements. An additional \$850,000 was budgeted to repair street lights that have either been damaged in car accidents or were old and needed to be replaced. Saskatoon Light & Power recovers costs from insurance companies whenever possible.

6.2.4 Feeder Upgrades & Replacement

Each year, Saskatoon Light & Power targets key distribution feeders for upgrades or replacement. In some cases, these upgrades are the result of increased demand on the system in that local area, and the lines need to be upgraded to provide more capacity. In other locations, the condition of the distribution system may have led to problems and the infrastructure needs to be replaced.

In 2015, \$825,000 was budgeted to undertake this type of renewal.

6.2.5 New North Supply Point

Currently, Saskatoon Light & Power receives all of its bulk power from SaskPower at the Queen Elizabeth Switching Station near the Saskatoon Landfill. In 2015, a new

capital project was created to begin making plans for a new supply point coming from the north. SaskPower had recently installed a new transmission system which ties to different generating stations and provides an independent source of power from the Queen Elizabeth station. Saskatoon Light & Power provided \$800,000 to undertake the first stages of functional design. Construction of this new line will be subject to City Council approval in the future.

6.3 Continuous Improvement Initiatives

Street Light Outage Reporting System

In cooperation with SaskPower, Saskatoon Light & Power implemented a Street Light Outage Reporting system in 2015. Hosted on both utilities' websites, residents of Saskatoon can now report a street light outage online. Depending on which utility maintains that light, the proper crews will be notified.

For residents phoning into Saskatoon Light & Power to report one of SaskPower's street lights will no longer be redirected. Staff enter the information into the system so the resident does not need to make a second call to SaskPower.

Sask 1st Call

Saskatoon Light & Power recently joined the Sask 1st Call system. Contractors and residents can now call or click Sask 1st Call and submit their request for locates. The information is then provided electronically to all participating utilities.

There are many benefits to this system. People no longer need to call Saskatoon Light & Power separately from other utilities. This has reduced the chance of people inadvertently overlooking the fact they are working in Saskatoon Light & Power's



franchise area and not requesting the required locates. By reducing the number of underground lines that are hit by contractors, worker safety is improved and the integrity of the electrical utility is protected.

Since implementing the system, the number of construction projects requesting locates has increased significantly.

Copper Theft Mitigation

Copper theft continues to be a costly imposition on the Saskatoon Light & Power system. While the value of the stolen copper is small, the labour required to make the repairs is typically more than 100 times the material cost. It also represents a potentially

serious safety concern for crews and the public when the grounding system is compromised. High hazard areas are regularly inspected for theft or damage and all repairs are now completed with a material that performs like copper, but has no salvage value and is more difficult to cut. Warning signs have been placed at substations to educate potential thieves of the difference. For other locations, protective steel guards are installed to reduce the opportunity for theft.



Customer Information Guide

In 2015, a major rewrite of our Customer Service Guide, now called the Customer Information Guide, was completed and expanded to provide customers with additional information about the utility and the services provided. This included a short-form guide for residential electrical services that is now provided with all building permit applications in the franchise area.

6.4 Community Awareness and Engagement

School Tour Program

Saskatoon Light & Power hosted 31 school tours in 2015 (848 students). The school tour program is designed to complement the grade 6 and grade 9 curriculums.



Students learn what electricity is and how to be safe around it. They learn about the environment, social and economic impacts of electricity use in Saskatchewan, and ways to reduce those impacts. They also learn about career opportunities in the electricity industry.

A new Smart Metering Display was added as part of the school tours. The display features a three-dimensional (3D) interactive mural created by young artists through Saskatoon Community Youth Arts Programming (SCYAP). This program offers visual and graphic arts training to youth at risk in the

Saskatoon area at no cost. The new display was featured in the Canadian Electricity Association Annual Sustainable Electricity Report.

Pandit Deendayal Petroleum University Engineering Tour

Students from Pandit Deendayal Petroleum University in Ahmadabad, India, toured the Landfill Gas Power Generation Facility. These international students were in Saskatchewan to gain experience and knowledge of Canadian educational, cultural, and social practices, and to develop inter-cultural skills.

Student Action for a Sustainable Future

Student Action for a Sustainable Future (SASF) is an action and inquiry project for grades 5 through 8 students in Saskatoon. Led by the City, partners include the Saskatchewan Environmental Society, Greater Saskatoon Catholic Schools, Saskatoon Public Schools, Saskatoon Light & Power, and the Sustainability Education Research Institute at the University of Saskatchewan. Supported by the partners, students from several schools develop, implement, and showcase inquiry and actions, which focus on six areas: waste, water, energy, food, transportation, and biodiversity that reduce greenhouse gas emissions in Saskatoon and around Saskatchewan.

7.0 OUR ENVIRONMENT

7.1 Stewardship

As a division of the City and a member of the Canadian Electricity Association, Saskatoon Light & Power is committed to environmental stewardship. The following subsections provide information about specific actions the utility has taken in 2015.

Environmental Management System

Saskatoon Light & Power began the implementation of an Environmental Management System (EMS) in 2015.

The utility will be the first division in the City to have an EMS consistent with the International ISO 14001 standard.

An EMS is a structured framework to manage an organization's environmental performance and minimize its environmental impact. It ensures to the public and other stakeholders that an organization is doing everything in its power to effectively manage their environmental responsibilities. This system will be in place by late 2016.

Removal of Transformers Containing PCBs

Manufacturers no longer use PCBs in transformers, but when Saskatoon Light & Power's distribution system was developed in the 20th century, the use of PCBs was common.

The utility, along with other utilities across the nation, has a program to remove and decommission all transformers containing PCBs above the limit established by the federal government. Saskatoon Light & Power currently has 397 transformers containing more than 5 ppm of PCBs out of a total of 4,502 transformers owned by the utility. This work is being scheduled to comply with the required deadline of 2024.

LED Street Lighting

Saskatoon Light & Power has been a leader in the implementation of LED lighting in Saskatchewan. After a successful pilot project in the Evergreen neighbourhood, City Council adopted a recommendation from the utility in January 2015 to implement energy efficient LED lighting for all new developments.

By the end of 2015, the utility had installed 1,334 LED lights (5.4% of the utility's total number of lights). These lights reduced total energy consumption by an estimated 434,581 kilowatt-hours annually. This decreased greenhouse gas emissions by 191.2 tonnes of CO₂e, which is the equivalent of removing 38 cars from our roads annually. These benefits will continue to grow as more LED lights are installed in the future.



7.2 Clean Energy Projects

Saskatoon Light & Power has set a target to develop clean energy projects to offset 10% of the energy it distributes to customers. Achieving this ambitious target will take a number of years, but the utility has already constructed one generating station with others currently being planned.

Landfill Gas Power Station

The first full year of operation of the Landfill Gas Power Station was in 2015. It generated 10,833 MWh of electricity and reduced emissions in Saskatoon by 52,000 tonnes of CO₂e by combusting 200 million standard cubic feet of landfill gas. This is equivalent to removing 9,000 cars from the road annually, while powering roughly 1,300 homes.



The Landfill Gas Power Station received recognition across Canada in 2015, being featured in Sustainable Business Magazine, highlighted in the Canadian Electricity Association Sustainable Electricity Annual Report, and mentioned in presentations at the Solid Waste Association of North America Northern Lights Conference.

Customer Solar Program

Saskatoon Light & Power offers a Customer Solar Program allowing its customers to generate a portion of their own electricity using solar panels and offsetting some of their power costs every year. Through the program, Saskatoon Light & Power customers can operate in parallel with the utility's distribution system, selling power to Saskatoon Light & Power when they are generating more than they need, and buying power from Saskatoon Light & Power at nighttime or when they are using more electricity than they can generate on their own. In 2015, the number of customers taking advantage of this program increased from 31 to 46, with an average system size of 4.8 kW for residential systems and 12.6 kW for commercial systems.

Combined, all of the solar panels interconnected with Saskatoon Light & Power's grid produce about 300 MWh each year (about 0.03% of the annual electricity sold to customers). While this accounts for only a small fraction of the electricity used in Saskatoon, the number of connected customers is doubling in size every two years.

Solar PV Demonstration Project

Saskatoon Light & Power began discussions in 2015 with two local partners, SES Solar Cooperative Ltd. and Saskatchewan Polytechnic, to develop a solar photovoltaic (PV) power demonstration site that will be located at the Landfill Gas Power Station.

This solar PV demonstration project will provide important information on the performance of different solar array arrangements, as well as capital cost versus production analysis. This project will provide the partners with important information and experience required to understand the benefits and disadvantages of both passive and active collection of solar for the purpose of generating electricity. The project will be operational by the summer of 2016.

Combined Heat & Power

In 2015, a Saskatchewan Combined Heat & Power (CHP) Working Group was created between SaskEnergy, SaskPower, Saskatoon Light & Power, and industrial partners to identify opportunities to develop the CHP market in Saskatchewan. This initiative included the goal of providing recommendations for policies and program ideas which could aid CHP market development.

Saskatoon Light & Power is actively participating in three of the group's committees: reviewing interconnection processes; reviewing demand charges, standby charges, and treatment of CHP; and preparing a prefeasibility calculator for CHP.

Hydropower Project at the Weir

Work has also progressed on the development of a hydropower project located at the Saskatoon Weir. The utility met with several groups interested in partnering on the project and confirmed with City Council that it wishes the utility to explore this opportunity further.

If constructed, and depending on the various options being explored, this generating station could provide clean energy for up to 3,500 homes and reduce greenhouse gas emissions by 28,000 tonnes of CO_{2e}.

8.0 OUR CHALLENGES

While the overall performance of Saskatoon Light & Power has remained very strong, there are a number of challenges facing the utility.

Age and Condition of Existing Infrastructure

A significant portion of the utility's assets were installed during periods of significant land development and urban growth in the 1950's to 1980's. These assets are now 30 to 60 years old and are needing to be replaced.

Electrical utilities across Canada have identified that funding for renewal projects has not kept pace with the requirements to maintain the system. The result is that the average age of infrastructure is increasing. Asset sustainability and reliability will be at risk if not properly managed.

To address this concern, the utility has been working to implement asset management principles into its decision making processes. Plans are being made to have an asset management system in place for 2017.

Funding for Capital Spending

A Capital Development Planning study was completed in 2012 to review the condition of the electrical distribution system against industry standards. A Bulk Power System Planning study was also completed in 2014 to review the transmission system's ability to meet growth requirements in the future as the city's population density increases in existing neighbourhoods.

Work will continue in 2016 to develop an appropriate funding strategy to address these infrastructure renewal and growth issues.

Distributed Generation and Rates

Installation of distributed generation systems, such as solar panels on the roofs of homes and businesses, can provide customers with a clean source of energy. However, the existing utility rate structure does not take this growing trend into account and does not adequately address the costs incurred by the utility to provide a backup or supplemental power distribution system for these systems.

Distributed generation systems typically do not meet the full needs of the customer, so customers still rely on the utility for a portion of their power and for a backup supply when their system fails. The reduced amounts collected from these customers do not provide sufficient funding to maintain the extensive distribution system that is necessary to serve all customers.

Saskatoon Light & Power will be discussing this issue with SaskPower in the future to explore opportunities to continue to facilitate distributed generation while charging an appropriate “standby” rate that adequately funds the distribution system.

9.0 CONCLUSION

The overall performance of Saskatoon Light & Power remained strong in 2015. The utility is debt-free and provides a significant return on investment to the City. Reliability statistics show that the utility is performing better than the CEA Urban Average and is able to restore power faster than average when the power does go out.

Saskatoon Light & Power is fortunate to have a dedicated and skilled group of employees. The success of the utility is a direct result of their efforts over the past year. The guidance and support of the Transportation & Utilities Department General Manager, City Manager and City Council are also greatly appreciated.

10.0 APPENDIX

10.1 History of Saskatoon Light & Power

The municipal electric utility was started in 1906, with a small generating plant of 225 kilowatts located on the riverbank at Avenue H and 11th Street. Initially, service was provided at night time only for lighting purposes, but by 1908, 24-hour service was available.



By 1911, the extremely rapid growth in demand for electricity forced the City to construct a new coal-fired thermal generating plant on Avenue A south of 19th Street (A.L. Cole generating plant). Plant expansions brought the generating capacity to 10,000 kilowatts by 1919.

In 1928, the City sold its power plant to the Saskatchewan Power Commission, which began selling electricity in bulk to the City for distribution to its customers. The plant was the single source of

supply for Saskatoon at the time.

The Queen Elizabeth Power Station was constructed by SaskPower in 1959 and is still generating power at its location just south of the Saskatoon Landfill. In the early 1980's, the A.L. Cole plant was then retired.

In the early 1960's, SaskPower continued its expansion and took over many of the municipal utilities in the province, including the City of Regina's utility in 1965. At that time, the City of Saskatoon decided not to sell its electric utility and opted to continue operating to provide electrical services to businesses and residents.

The franchise boundary for the utility was set by provincial legislation based on the 1958 municipal boundaries. The franchise area has not changed significantly with the expansion of the city, and SaskPower serves the portion of Saskatoon outside of this area.

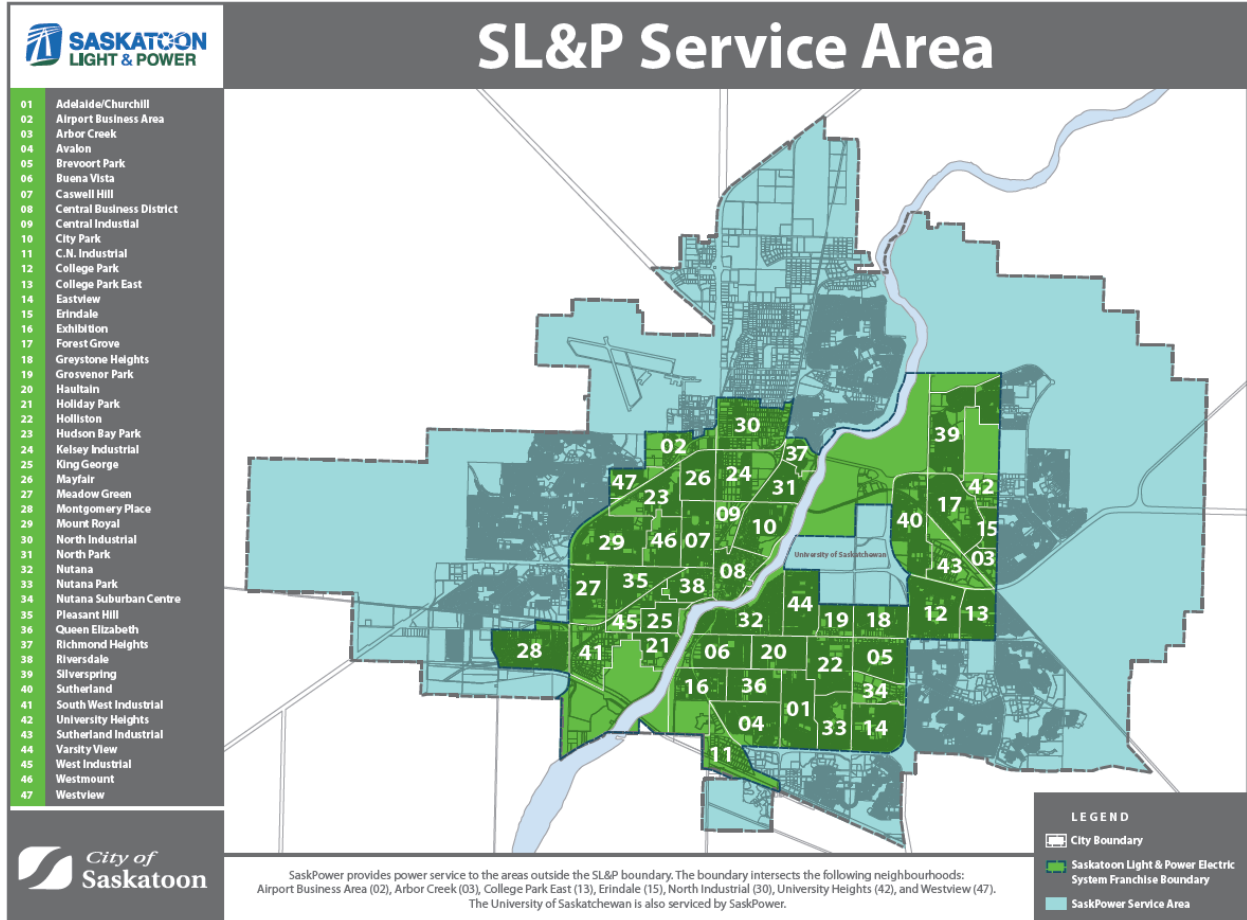
In December 2004, City Council approved Saskatoon Light & Power as the new name for the City's electric utility.

Saskatoon Light & Power is the largest municipal utility in the province and is SaskPower's largest single customer.

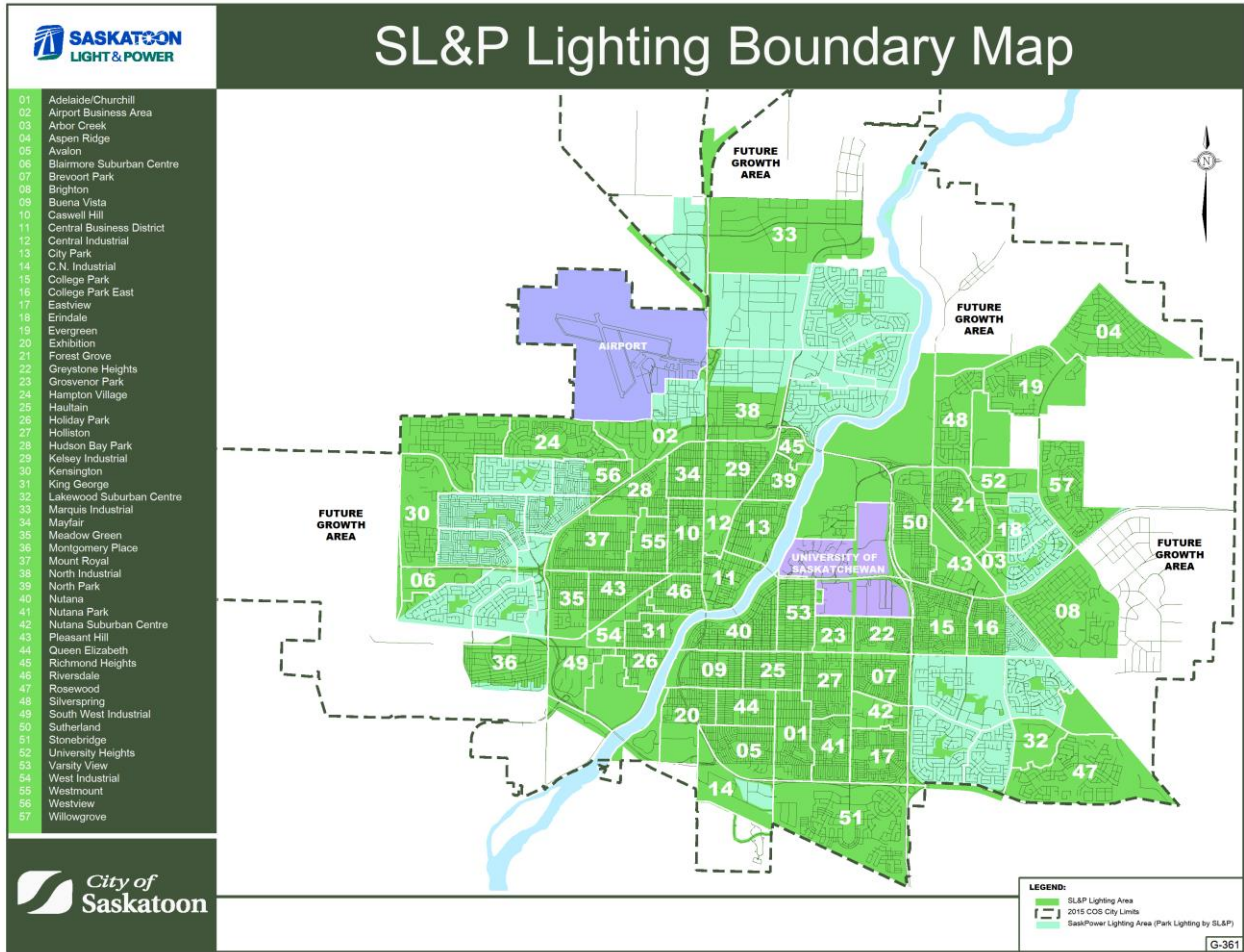
In March 2014, Saskatoon Light & Power once again began generating electricity by commissioning the Landfill Gas Generating Station. The 1.63 Megawatt facility produces enough electricity each year to power 1,300 homes. Annual greenhouse gas

emissions from the landfill were reduced by over 45,000 tonnes (the equivalent of removing 9,000 vehicles from Saskatoon’s roadways).

10.2 Franchise Boundary



10.3 Lighting Boundary



Proposed July 2016 Electrical Rate Increase

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the proposed July 1, 2016 interim rate increase be approved for Saskatoon Light & Power as outlined within this report; and
2. That the City Solicitor be instructed to update Bylaw No.9385, The Electrical Light and Power Amendment Bylaw, 2016 and brought forward to the June 27, 2016 meeting of City Council to be considered with this report.

Topic and Purpose

To request approval of a 5% overall average interim electrical rate increase to match SaskPower's rate increase effective July 1, 2016.

Report Highlights

1. SaskPower has announced an interim rate increase effective July 1, 2016.
2. The rate increase for SaskPower is an overall average of 5%. Residential and commercial customers will realize an increase of 5.1%, as will street lighting.
3. SaskPower estimates that the average residential customer will see an increase of \$6 per month.

Strategic Goal

The recommendations within this report support the long-term strategy to increase revenue sources and reduce reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability.

Background

The City of Saskatoon (City) has historically set its rates for electricity sold to match those rates established by SaskPower. Matching the rates ensures there are no inequities between customers regardless if they are located within the City's or SaskPower's franchise areas.

Report

On May 20, 2016, SaskPower announced a 5.0% system-wide average rate increase, to become effective July 1, 2016. The rate increase will be implemented on an interim basis, pending any recommendations from the Saskatchewan Rate Review Panel's report which is due by November 7, 2016.

A second proposed 5% system-wide average rate increase was also announced by SaskPower, to be effective January 1, 2017. A follow up report will be brought forward by the Administration upon approval by the Government of Saskatchewan.

The rate increase effective July 1, 2016, includes an increase for all City customer classes of approximately 5.1% including residential, commercial, and street lighting. SaskPower estimates the average residential customer will experience an increase of \$6 per month.

SaskPower also made changes to the rate schedule regarding General Service V and VI customers. These changes include billing demand that can now be charged at 80% of the maximum demand during identified low use periods, increased from the previous limit of 75%. This only affects time-of-use customers in the General Service V category. The upper limit on billing demand for General Service V customers has been increased to 3,000 kVA. The previous limit was 2,000 kVA. Customers above this limit in the billing period would move to the General Service VI category. The General Service VI category now is only for those larger customers with usage above 3,000 kVA.

The City Solicitor has been requested to begin preparation of the Amendment Bylaw which will be attached to this report for City Council review. This is not normal practice as Bylaws are not typically updated without City Council instruction. It was done in this case because of the time limitations before this rate increase becomes effective.

Options to the Recommendation

Other options include either a rate increase different from SaskPower or no rate increase at all. The Administration does not recommend either alternative to ensure customer rates are equal regardless of their service provider.

Communication Plan

Upon approval of the rate change, customers will be notified through a Public Service Announcement, a City page advertisement, as well as through social media tools such as Facebook and Twitter. The City's website will also be updated to reflect the new rates.

Financial Implications

Based on current projections, the proposed July 1, 2016, rate increase will have a positive impact for Saskatoon Light & Power and mill rate operations of \$1.2 and \$0.499 million respectively.

The net mill rate benefit has been calculated as follows:

Item	Amount (in millions)
Increased Grants in Lieu received from Saskatoon Light & Power	\$0.523
Increased Franchise Fees from SaskPower	\$0.397
Additional Street Lighting Costs	(\$0.181)
Increased Civic Electrical Costs	(\$0.241)
Net Mill Rate Benefit	\$0.499

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Reports will be forwarded to City Council as required for any future rate increases.

Public Notice

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

Report Approval

Written by: Brian Casey, Accounting Coordinator II
Reviewed by: Shelley Korte, Director of Business Administration
Trevor Bell, Director of Saskatoon Light & Power
Approved by: Angela Gardiner, Acting, General Manager Transportation & Utilities Department
Approved by: Murray Totland, City Manager

EUCS BC - Proposed July 2016 Electrical Rate Increase.docx

Request for Change Order - Contract #15-0063 — Elk Point Road to Lift Station

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That a change order in the amount of \$272,030.11 (excluding GST), for Contract #15-0063, Elk Point Road to Lift Station, be approved; and
2. That the Administration be given approval for Contract #15-0063, Elk Point Road to Lift Station, to exceed 25% of the contract value.

Topic and Purpose

The purpose of this report is to request approval to exceed 25% of the contract value and to request City Council approval for a change order to Contract #15-0063 - Elk Point Road to Lift Station.

Report Highlights

1. The completion of Contract #15-0063 was identified as a priority to enable City staff reliable and safe access to the Elk Point Lift Station property for maintenance and emergency reasons.
2. At minimum, a temporary gravel access road was required to be in place for the 2015/2016 winter period.
3. Condition of the subgrade was poor and required reinforcement to allow for the construction of a structurally sound final pavement structure.

Strategic Goals

The recommendations support the Strategic Goals of Sustainable Growth as the work done under this contract will provide new roadway infrastructure.

The recommendations also support the Strategic Goal of Asset and Financial Sustainability as the work done under this contract will provide Saskatoon Water with the required reliable access roads to ensure continued operation and maintenance of a critical piece of infrastructure serving this sector of the City.

Background

In January 2015, Saskatoon Water requested the completion of an all-weather access road to the Blairmore Lift Station in advance of the planned 2018 completion of neighbourhood servicing (roadways) in the Elk Point A1 Subdivision.

In March 2015, Construction and Design completed an evaluation of the following options for providing access:

- Construct a temporary Access Road;
- Construct one full side of the Collector Roadway; and
- Construct the full Roadway Cross Section.

Based on an evaluation of cost, risk, and operational impacts it was decided to advance the construction of the full roadway cross section from 33rd Street West to the location of the Blairmore Lift Station.

The tender for Contract #15-0063 – Elk Point Road to Lift Station opened on June 30, 2015, and closed on July 16, 2015. Four bids were received. On August 7, 2015, the contract was awarded to the lowest bidder, Central Asphalt & Paving Ltd., in the amount of \$440,089.34 (including GST). The original engineer's estimate of the total tender price was \$537,154.34 (including GST).

Report

Construction on Contract #15-0063 began on September 25, 2015. Issues were encountered immediately with poor subgrade conditions. An investigation was undertaken and it was determined that approximately 44% of the road's existing subgrade was too soft and required conditioning, removal, or reinforcement, which exceeded expectations. Due to the criticality of completing an all-weather access road to the lift station, a decision was made to alter the construction methodology and continue with the work. The increased costs associated with the changed methodology were covered from the existing contract amounts. Administration expedited the work to meet the deadlines of the client knowing that it would need to seek approval later to increase the contract value in proportion to allow for full completion of the project.

The City received a quality subgrade ready to receive the final road structure and successfully completed a temporary access road available to operation and maintenance staff for this critical infrastructure.

According to Policy A02-027, Corporate Purchasing Procedure, City Council approval is required for contract increases above 25% of the original contract value.

Options to the Recommendation

Administration considered the following option to the recommendation:

1. Stop further work and expenditure under Contract #15-0063 and leave the temporary access road in its current state.

Administration recommends against this option due to the following risks:

- Inadequate drainage system will lead to erosion of completed gravel structures leading to future repair and replacement costs and negative environmental impacts.

Request for Change Order – Contract #15-0063 – Elk Point Road to Lift Station

- Wear and tear on the gravel roadway will require increased maintenance by Public Works leading to unplanned expenditures by the operating group.
 - Roadway structure may become compromised due to infiltration of water into the structure.
2. Stop further work and expenditure under Contract #15-0063 and retender the remaining work.

Administration recommends against this option due to the following risks:

- The remaining work is for the completion of a roadway that is partially built. Retendering the remaining work and awarding to a new contractor will void the warranty on the completed stages. Continuing with the current contractor will ensure that all warranty remains in place.
- Pricing on the existing contract was competitive; therefore, retendering the remaining work will not result in any cost savings.

Financial Implications

Details of the estimated project cost that pertain to the contract are as follows:

Contract #15-0063 – Elk Point Road to Lift Station:

Original Contract	\$369,132.70
Contingency	50,000.00
GST	<u>20,956.64</u>
Total Original Contract Cost	\$440,089.34
GST Rebate	<u>(20,956.67)</u>
Net Cost to City	<u>\$419,132.70</u>

Estimated Contract Value Upon Completion:

Original Contract Cost	\$369,132.70
Original Contingency	50,000.00
Contract Change Order (excluding GST)	<u>272,030.11</u>
Total Contract Cost	\$691,162.81
GST	34,558.14
Final Total Contract Cost	<u>\$725,720.95</u>

Contract Cost Analysis:

Anticipated Final Contract Cost	\$691,162.81
Original Contract Cost	<u>\$419,132.70</u>
Cost over the Original Contract	<u>\$272,030.11</u>

The above shows that Contract #15-0063, Elk Point Road to Lift Station, is projected to be 62% over the original contract award total. As of May 31, 2016, the contract is currently at 25% under the original contract award. Administration requires City Council

approval to exceed 25% of an original contract amount, so is seeking formal approval to do so.

There is sufficient funding available in Capital Project #1410-01 to cover the increased costs of this contract.

Other Considerations/Implications

There are no public and/or stakeholder involvement, communications, policy, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

Contract #15-0063, Elk Point Road to Lift Station, will be completed in mid-2016.

Public Notice

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

Report Approval

Written by: Chris Duriez, Sr. Project Engineer, Construction & Design
Reviewed by: Daryl Schmidt, Land Development Manager, Construction & Design
Reviewed by: Celene Anger, Director of Construction & Design
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities

EUCS CD – Request for Change Order - Contract #15-0063 – Elk Point Road to Lift Station

Water Main Lining Pilot Project – Award of Contract

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the quote submitted by Canadian Induracoat Corporation for water main lining on Spadina Crescent West from Avenue C South to Avenue A South at a cost of \$153,090 (including GST and PST) be accepted; and
2. That the City Solicitor be instructed to prepare the appropriate agreement and that his Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

Topic and Purpose

The purpose of this report is to request City Council approval to award a sole source Water Main Lining Pilot Project on Spadina Crescent West.

Report Highlights

1. One block of water main on Spadina Crescent West has been out of service since January 2016 due to a water main break that cannot be easily repaired by traditional methods.
2. Administration looked into alternative repair methods. Canadian Induracoat Corporation's (CIC) was requested to provide a quotation to perform a pilot project of their technology.
3. At this location, CIC water main lining technology has several advantages over traditional open excavation or other lining technologies.

Strategic Goals

The recommendations of this report support the Strategic Goal of Asset and Financial Sustainability. The rehabilitation of water mains is key to the sustainability of Saskatoon's water system and testing and potentially incorporating new rehabilitation technologies may result in cost savings for future projects.

Background

In January 2016, a water main break occurred on Spadina Crescent West between Avenue B South and Avenue C South. The cast iron water main was constructed in 1907 and is 300 millimetres in diameter. The break occurred behind a masonry fence which is the border of an electrical sub-station. The water main cannot be repaired in a safe or cost-effective manner by traditional open-cut methods and has remained out of service since January. No residents are currently out of service; however, one Parks division water meter and one fire hydrant are out of service. The repair of this water main is necessary in order to ensure proper looping of the water mains in the immediate vicinity.

Report

At the request of the Administration, CIC submitted a bid price to install a liner on approximately 240 metres of the Spadina Crescent West water main using 3M Scotchkote Liner 2400, which is a rapid setting polyurea spray-on liner. CIC developed this spray-on installation method and it is proprietary for polyurea pipe lining.

This type of liner is referred to as a spin-cast liner and is different from cast-in-place liners that have been installed in Saskatoon in the past. The advantages of the spin-cast liner include:

- it cures in approximately 60 minutes,
- it does not require robotic reinstatement of service connections, and
- it can be applied through tees and crosses.

These advantages mean it is possible to complete rehabilitation in a short period of time (CIC claims water service can be restored within 1 day) and fewer excavations are required.

Another difference between spin-cast and cast-in-place liners is that spin-cast liners are non-structural, whereas cast-in-place liners are structural. The goal of a spin-cast liner is to prevent internal corrosion and to seal small leaks and joints. Spin-cast liners should only be applied to pipes that are believed to be in good structural condition whereas cast-in-place liners can be used to fully rehabilitate corroded pipes which may be compromised structurally.

The Spadina Crescent West location presents challenges that CIC's lining method appears ideal to solve. The water main is located behind the sidewalk and behind the masonry wall instead of in the typical placement of water mains in the street.

- A traditional open-cut repair will require significant removals of concrete, streetscape and masonry and presents safety hazards working in close proximity to an electrical substation.
- Cast-in-place lining would require additional excavations and involve the costly removal and restoration of concrete, streetscaping, and underground utilities as well.

Spin-cast lining is also an option on this water main because the City's experience shows that water mains of this vintage typically have good structural integrity. Since Saskatoon began documenting break records in the 1950s, this 240 metre stretch of water main has two recorded repairs and the reported failure method is consistent with structurally adequate pipes.

Administration recommends awarding a sole source pilot project to Canadian Induracoat Corporation based on their bid for spin-cast lining of the water main on Spadina Crescent West from Avenue C South to Avenue A South at an estimated cost of \$153,090 (including GST and PST). The City will incur additional costs in relation to

excavation, backfill and surface restoration. The total estimated cost for all portions of this project is \$200,000. The award is sole source due to the proprietary method which CIC uses to apply the polyurea liner.

Options to the Recommendation

An option would be a point repair on the water main break. Due to the close proximity to electrical lines, safety risks would be high. Extensive safety planning and consultation with stakeholders would be required for this repair. The safety risks plus the location of the water main underneath the masonry wall result in an initial estimated repair cost of \$75,000 to \$100,000. Although this is cheaper than the recommended option, it would not provide a complete rehabilitation of the entire water main segment. If a point repair was done, it is possible that further point repairs will be needed in the future and at a similar cost each time. Due to the cost of repairs to this water main it is considered economically viable to rehabilitate pro-actively rather than repair it continually.

An option would be to install a cast-in-place liner. This would provide a structural liner, however this option is not recommended because even though lining costs would be similar, excavation and restoration cost would be higher because an additional three pits would be required. A total estimate for a cast-in-place liner would be \$350,000.

An option would be to abandon the existing main and install a new PVC water main in the street. This option is not recommended as it is estimated at \$480,000.

Public and/or Stakeholder Involvement

Public Works and Construction & Design divisions were included in evaluating the suitability of spin-cast lining for this project.

Communication Plan

Residents in the area will be notified if any work will affect their water service. A traffic accommodation plan will be developed and communicated via daily road report updates.

Financial Implications

There is sufficient funding in Capital Project #1615 - Water Distribution.

The net cost to the City for the contracted portion of the work is as follows:

Canadian Induracoat Quote	\$145,800.00
GST (5%)	<u>7,290.00</u>
Subtotal	153,090.00
GST Rebate (5%)	<u>(7,290.00)</u>
Net Cost to the City	<u>\$145,800.00</u>

Environmental Implications

This method is expected to produce fewer greenhouse gases than other methods; however, the overall impact on GHG emissions is not known at this time.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The project will be complete prior to September 30, 2016. As this is a pilot project, stakeholders will be invited to analyze the lining process and finished product to evaluate it for future use.

Public Notice

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

Report Approval

Written by: Stephen Wood, Manager, Water & Sewer Preservation
Reviewed by: Rob Frank, Manager, Asset Preservation Section
Reviewed by: Dan Willems, Director of Major Projects
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

EUCS SW – Water Main Lining Pilot Project – Award of Contract

Force Main Line Flushing and Camera Inspection – Contract Extension

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That an extension of \$60,000 (including GST and PST) to the contract awarded to McGill's Industrial Services for the supply of force main line flushing and camera inspection be approved; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the amending agreement under the Corporate Seal.

Topic and Purpose

The services of a contractor are required to provide flushing and camera inspection for the Wastewater Treatment Plant (WWTP) force mains that transfer sludge between the North 40 Biosolids Facility and the WWTP. City Council approval is required to extend the existing contract with McGill's Industrial Services (McGill's) to continue to clean and flush these lines in order to regain the necessary capacity to operate the WWTP.

Report Highlights

1. The operation of the WWTP is hindered by reduced capacity of the critical sludge transfer pipelines between the WWTP and the North 40 Biosolids Facility.
2. A tender was issued and awarded to McGill's to clean and flush these force mains to regain line capacity.
3. More severe struvite formations than expected were discovered upon commencement of this work. An extension of the existing contract for further cleaning and flushing is required.

Strategic Goals

The recommendations in this report support the Strategic Goal of Environmental Leadership through maintaining critical operations of the WWTP that protect the environment. They also support Asset and Financial Sustainability by investing in what matters.

Background

Struvite formation in the sludge transfer force mains has been an occurring issue for the past number of years. Similar flushing and cleaning has been done every other year to help combat these issues. In 2012, the WWTP installed the Nutrient Recovery Facility to prevent struvite formation. While this facility is very successful, legacy issues still exist; therefore, line flushing and cleaning are still required.

Report

Reduced Capacity in the Transfer Pipelines

The WWTP pumps solids to the North 40 Biosolids Facility through a 12 km force main. Supernatant water from the North 40 storage cells is then returned to the WWTP through a return force main. These force mains are hindered by reduced capacity as a result of struvite formation. The pipelines require flushing and cleaning with high pressure nozzles and mechanical flails in order to restore the pipeline capacity required to maintain plant operation. Restoring pipeline capacity will ensure operational efficiency of the WWTP and will allow the City to continue to be a leader in environmental protection. The need for pipeline maintenance was anticipated and is funded from the 2016 Capital Budget.

Tender Award

A tender contract was awarded to McGill's on April 26, 2016, for a total cost of \$77,172.90 (including GST and PST) to perform the required services for an estimated length of time. McGill's was the only company to submit a bid. The estimate was based on previous contracts for what was expected to be comparable maintenance work. Upon commencement of the work, larger formations of struvite were discovered than what was anticipated, which will take more time to remove.

Contract Extension

A contract extension of \$60,000 is requested in order to successfully complete the required maintenance to the pipelines that will restore capacity and reliability to the system.

Options to the Recommendation

There are no options as the recommended contractor, McGill's, was the only bidder on the original tender.

Communication Plan

The proposed work is a continuation of current work that does not cause any noise or odour disturbances to the public. A communication plan is not required.

Financial Implications

The original agreement with McGill's was for \$77,172.90. The total increase to complete the work is estimated at \$60,000.

Estimated Cost	\$54,000.00
PST	3,000.00
GST	<u>3,000.00</u>
Sub Total	\$60,000.00
GST Rebate	<u>(3,000.00)</u>
Net Cost to City	<u>\$57,000.00</u>

Capital Project #0687-06 – WWT – Asset Replacement-Existing System Replacement has sufficient funding for the work.

Other Considerations/Implications

There are no public and/or stakeholder involvement, policy, environmental, privacy, or CPTED implications or considerations.

Due Date for Follow-up and/or Project Completion

This work is planned to be completed by the end of July 2016.

Public Notice

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

Report Approval

Written by: Mike Sadowski, Operations Superintendent, Wastewater Treatment Plant

Reviewed by: Tim Bushman, Plant Manager, Wastewater Treatment Plant
Larry Schultz, Manager, Engineering Services
Reid Corbett, Director of Saskatoon Water

Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

EUCS MS – Force Main Line Flushing and Camera Inspection – Contract Extension.docx

Martensville Wastewater Update

Recommendation

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:

1. That the Administration be directed to continue working towards a service agreement with the City of Martensville for the provision of wastewater and water services as outlined in this report; and
2. That the Administration report further with details on the final proposed agreement and rate structure.

Topic and Purpose

This report provides an update to the ongoing initiative of supplying wastewater services to the City of Martensville. The City of Saskatoon currently supplies water to Martensville through SaskWater.

Report Highlights

1. The City of Martensville (Martensville) has applied to the federal government for infrastructure funding to construct a wastewater and additional water supply line connected to the City of Saskatoon (Saskatoon). If approved, it is anticipated that the project could be completed by 2019.
2. Martensville will continue to use their existing lagoon to buffer wastewater flows and convey wastewater to Saskatoon during off-peak hours at night.
3. A number of shared principles will ensure that utility rates for water and wastewater between the two cities will remain on a level field. Martensville rates will continue to be higher than those in Saskatoon and off-site levy rates for water and wastewater will be charged at a comparable rate.
4. If all required approvals are received, this project is anticipated to be tendered in 2017, with construction in the 2018 to 2019 construction seasons.

Strategic Goals

This report supports the Strategic Goal of Asset and Financial Sustainability as it allows the wastewater utility to utilize capacity at the Wastewater Treatment Plant (WWTP) and increase revenues. This report also supports the Strategic Goal of Sustainable Growth by strengthening and supporting regional development goals.

Background

At its meeting held on February 10, 2014, City Council approved a Memorandum of Understanding for providing wastewater and water services between Martensville and Saskatoon.

Report

Martensville Wastewater Strategy

An engineering report has been prepared by Catterall & Wright Consulting Engineers to examine the feasibility of connecting the wastewater systems of the two cities. The conclusion of the report was that a gravity line connecting the two cities was feasible and wastewater from the existing Martensville lagoon could be released during the night to the wastewater pipe and treatment system in Saskatoon without adverse effects. This strategy is significant because:

- The wastewater can be treated cost-effectively during low flow times;
- It has no impact on the WWTP's ability to accommodate future growth within Saskatoon; and
- It improves the overall quality of the region's wastewater released to the South Saskatchewan River by treating Martensville lagoon effluent that would otherwise be released at a lower water quality standard.

Your Civic Administration continues to work with Martensville Administration on a rate structure for wastewater. The structure is based on American Water and Wastewater Association standards and processes, which recommend inter-municipal rate premiums between 20% and 35% for similar agreements across North America. The net effect is a win-win situation for both municipalities. Martensville benefits from the ability to continue growth up to a population of 20,000 and resolve its wastewater effluent discharge concerns. Saskatoon rate payers benefit from the additional revenue and from the regional benefits of an organized long-term infrastructure plan as well as the land use plan that will accompany it. Saskatoon will benefit directly from the use of the water and wastewater pipes that will be constructed within its boundaries as a part of this project. Further, the entire Saskatoon region will benefit through increased environmental stewardship of the South Saskatchewan River through the improved quality of wastewater effluent discharge.

Finally, odour control for wastewater is an important concern for both cities. The City of Saskatoon will not be adversely affected in this regard because the wastewater is effectively pretreated by the existing Martensville lagoon before the effluent enters the new pipe system. This significantly reduces the potential for odour formation caused by the wastewater. Release of the effluent during night hours also minimizes any potential impact.

Shared Utility Principles

Several principles will be adhered to in the new utility agreement between the two cities. These include:

1. Maintaining a level playing field between the two cities with respect to water and wastewater levies charged by the two cities; specifically, water and wastewater off-site levy rates charged by Martensville will not be lower than those charged by Saskatoon.
2. Martensville will employ a similar water and wastewater infrastructure levy system to Saskatoon where capital costs for expansion are paid by developers rather than utility rate payers (Growth Pays for Growth).

3. Water and wastewater rates paid by Martensville rate payers will continue to be higher than those paid by rate payers in Saskatoon.
4. Martensville will adopt the same wastewater standard bylaw as Saskatoon to control the physical attributes of the wastewater discharged into a system that is ultimately shared by the two municipalities.
5. Although the physical pipe connections will be constructed as part of a federal infrastructure project for Martensville, ownership of all pipe outside Martensville will transfer to Saskatoon once the project is completed. Saskatoon will control all connections to this infrastructure.
6. Martensville will develop an official community plan to regulate land use types within its corporate boundaries. The two cities will continue to work together with regional planning within the structure of the current P4G (Planning for Growth) initiative.
7. Water and Wastewater utilities supplied by Saskatoon will increase annually at the same rate as Saskatoon utility rates.
8. The agreement will last until Martensville reaches a population of 20,000 people, at which point, the agreement will be re-negotiated.

Future Steps

If approval is received from the federal government, planning and construction of the project can begin following final approvals from both City Councils. At this time, rates and specific conditions of the agreement are being finalized, and are expected to be presented to the Standing Policy Committee on Environment, Utilities and Corporate Services in the third quarter of 2016.

Once an agreement is in place, a Request for Proposal for engineering consultant services can be prepared to provide a detailed design ready for construction and tender. Saskatoon will act as the lead in this procedure to ensure that the project meets City of Saskatoon design standards for new construction. It is currently anticipated that the project can be tendered in 2017 for construction in the 2018 to 2019 construction seasons.

With respect to direct provision of a direct water service to Martensville, the Administration will be bringing a report later in 2016 with a further update.

Public and/or Stakeholder Involvement

Following the February 2014 Memorandum of Understanding between Saskatoon and Martensville City Councils, the Administration of both cities have been involved in discussion to allow Martensville to bring forward a business plan to the federal government for infrastructure funding. Public involvement for both cities and for the region will be possible once the details of any federal funding are known so that the two cities can develop a detailed engineering plan.

Communication Plan

Once federal funding for the Martensville initiative becomes available and the project details are confirmed, a detailed communication plan involving the rate payers for both cities and for the region will be developed.

Policy Implications

Allowing wastewater from outside the corporate limits of the City of Saskatoon, is a significant change in regional policy for the City. The terms of the agreement and the principles outlined in this report represent a policy shift towards a collaborative regional partnership which benefits Saskatoon, Martensville, and the Saskatoon region.

Financial Implications

Adding Martensville rate payers to the Saskatoon utility will have a positive financial effect on the City’s wastewater and water utilities.

Environmental Implications

The proposed project has positive environmental implications for three reasons:

1. There are significant advantages to fully utilizing wastewater collection and treatment infrastructure during off-peak times.
2. The water quality of the South Saskatchewan River will be improved by allowing Martensville to discontinue their current practise of discharging lagoon effluent to the river.
3. Extending the “Growth Pays for Growth” strategy to Martensville, allows an extension of sustainable development to the Saskatoon region.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

There is no follow-up required.

Public Notice

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

Report Approval

Written by: Galen Heinrichs, Water & Sewer Engineering Manger
Reviewed by: Reid Corbett, Director of Saskatoon Water
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

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