



REVISED AGENDA  
STANDING POLICY COMMITTEE ON FINANCE  
PUBLIC MEETING

Monday, February 8, 2016, 2:00 p.m.

Council Chamber, City Hall

Committee Members:

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

Pages

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

*Recommendation*

1. That the letter from Ms. Jana King-Mayes, Executive Assistant, dated February 4, 2016, be considered Urgent Business Item 8.1; Notice of Annual General Meeting - The Saskatoon Gallery and Conservatory Corporation;
2. That the letter from Ms. Jana King-Mayes, Executive Assistant, dated February 4, 2016, be considered Urgent Business Item 8.2; Notice of Annual General Meeting - The Art Gallery of Saskatchewan; and
3. That the agenda be confirmed as amended.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

*Recommendation*

That the minutes of the Regular Meeting of the Standing Policy Committee on Finance held on January 4, 2016, be adopted.

5. UNFINISHED BUSINESS

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

6.2 Matters Requiring Direction

6.3 Requests to Speak (new matters)

## 7. REPORTS FROM ADMINISTRATION

### 7.1 Delegated Authority Matters

- 7.1.1 2016 Tag Days (Files CK. 200-3 and AF. 200-3) 7 - 8

#### Recommendation

That the applications for the 2016 Tag Days, be approved.

- 7.1.2 Corporate Asset Management Plan (Files CK. 430-80 x 7500-1 and AF. 1295-002) 9 - 30

#### Recommendation

That the information be received.

- 7.1.3 Quarterly Report - 2015 Year-End Builder and Developer Lot Supply (Files CK. 4110-1, AF. 4131-1, 4125-1 and LA. 4110-1) 31 - 36

#### Recommendation

That the information be received.

- 7.1.4 Request for Direct Sale to 101233054 Saskatchewan Ltd. (Auto Clearing) - Marquis Industrial Area (Files CK. 4215-1, AF. 4215-1 and LA. 4221-15-009) 37 - 44

#### Recommendation

1. That the Director of Saskatoon Land be authorized to offer to 101233054 Saskatchewan Ltd. (Auto Clearing) Lots 1 to 4, Block 943, Plan 102197729 and Lots 1, 2, 11 and 12, Block 944, Plan 102197729 for the purpose of relocating their automobile dealership; and
2. That the City Solicitor be requested to prepare the Agreement for Sale and that His Worship the Mayor and the City Clerk be authorized to execute the Agreement under the Corporate Seal.

### 7.2 Matters Requiring Direction

- 7.2.1 Meewasin Valley Authority Contract for Landscape Consulting on the Aspen Ridge Greenway Project (Files CK. 4131-32 x CK. 4131-5, AF. 4131-1 and LA. 4131-30) 45 - 53

#### Recommendation

1. That the City of Saskatoon (City) enter into a consulting

services agreement with the Meewasin Valley Authority to act as Saskatoon Land's consultant to complete the detailed design, tender, contract administration and construction management for the Greenway adjacent to Phase 1 in Aspen Ridge; and

2. That the City Solicitor be requested to prepare the standard consultant services agreement.

**7.2.2 Acquisition of Land for Future Development (Files CK. 4020-1, AF. 4020-1 and LA. 4020-015-007) 54 - 57**

**Recommendation**

1. That the Real Estate Manager be authorized to purchase LSD 9 and 10 of 6-38-5 W3 comprising of approximately 69.62 acres from Neil and Mary Bartsch at a purchase price of \$450,000;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the Property Realized Reserve be used as the funding source for this purchase, including legal, administrative costs and disbursements.

**7.2.3 Property Tax Liens 2015 (Files CK. 1920-3 and AF. 1920-3) 58 - 72**

**Recommendation**

That the Standing Policy Committee on Finance recommend to City Council that the City Solicitor be instructed to take the necessary action under provisions of *The Tax Enforcement Act* with respect to properties with 2015 tax liens.

**7.2.4 Standard and Poor's Canadian Ratings - City of Saskatoon (Files CK. 1500-4 and AF. 1500-4) 73 - 84**

**Recommendation**

That the report of the CFO/General Manager, Asset and Financial Management Department, dated February 8, 2016, be forwarded to City Council for information.

**7.2.5 Mail Folder/Inserter Equipment - Award of Request for Proposal (Files CK. 1000-1 and AF. 1000-1) 85 - 87**

### **Recommendation**

1. That a contract with Pitney Bowes Canada for the supply of mail folder/inserter equipment for a net cost of \$145,953.47 be approved; and
2. That Purchasing Services be authorized to issue the necessary Purchase Order.

#### **7.2.6 2016 Budget Approval - Business Improvement District (Files CK. 1905-5 x 1680-1, AF. 1680-2, 1680-3, 1680-4 and 1680-5)**

88 - 100

### **Recommendation**

1. That the 2016 budget submissions from the Partnership, Broadway Business Improvement District, Riversdale Business Improvement District, Sutherland Business Improvement District, and the 33rd Street Business Improvement District be approved; and
2. That the City Solicitor be requested to prepare the 2016 Business Improvement District Levy Bylaws for submission to City Council for consideration at the same meeting that the Mill Rate Bylaws are presented.

#### **7.2.7 25th Street Parking Lot Improvements and Leases Along 1st Avenue Between 24th and 33rd Street (Files CK. 4130-13 x 4225-1 and AF. 4110-1)**

101 - 110

### **Recommendation**

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



parking lots at 85 and 88 25th Street E as well as the public space improvements to 375 1st Avenue N, and that the lease revenues be used to pay back the PRR for such improvements.

## 8. URGENT BUSINESS

- 8.1** *Jana King-Mayes, Executive Assistant - Notice of Annual General Meeting - The Saskatoon Gallery and Conservatory Corporation (Files CK. 175-27)* 111 - 112

### ***Recommendation***

That a report be forwarded to City Council recommending:

That the City of Saskatoon, being a member of The Saskatoon Gallery and Conservatory Corporation, appoint Donald Atchison, or in his absence, Tiffany Paulsen or Charlie Clark of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meeting of the members of The Saskatoon Gallery and Conservatory Corporation, to be held on the 15th day of March 2016, or at any adjournment or adjournments thereof.

- 8.2** *Jana King-Mayes, Executive Assistant - Notice of Annual General Meeting - The Art Gallery of Saskatchewan Inc. (Files CK. 175-27)* 113 - 114

### ***Recommendation***

That a report be forwarded to City Council recommending:

That the City of Saskatoon, being a member of The Art Gallery of Saskatchewan Inc., appoint Donald Atchison, or in his absence, Tiffany Paulsen or Charlie Clark of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meeting of the members of The Art Gallery of Saskatchewan Inc., to be held on the 15th day of March 2016, or at any adjournment or adjournments thereof.

## 9. MOTIONS (notice previously given)

## 10. GIVING NOTICE

## 11. IN CAMERA AGENDA ITEMS

### **Recommendation**

That the Committee move *In Camera* to consider Items 11.1 to 11.8.

- 11.1** Roads Maintenance Program Report (Files CK. 1600-17)

*[In Camera - Audits and Tests]*

**11.2 2016 Internal Audit Plan (Files CK. 1600-3)**

*[In Camera - Audits and Tests]*

**11.3 Internal Audit Matter (Files CK. 1600-3)**

*[In Camera - Third party Information]*

**11.4 Internal Audit Update (Files CK. 1600-3)**

*[In Camera - Third Party Information]*

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

*[In Camera - Audits and Tests]*

**11.6 Internal Audit Matter (Files CK. 1600-1 and AF. 1600-1)**

*[In Camera - Audits and Tests]*

**11.7 Continuous Improvement Update (Files CK. 630-1)**

*[In Camera - Economic/Financial - Land]*

**11.8 Land Sales (Files CK. 4215-1, AF. 4214-1 and LA. 4134-2)**

*[In Camera - Economic/Financial - Land]*

**12. ADJOURNMENT**

---

---

## 2016 Tag Days

### Recommendation

That the applications for the 2016 Tag Days be approved.

### Topic and Purpose

The purpose of this report is to request Standing Policy Committee on Finance approval of ten applications for 2016 Tag Days.

### Report Highlights

1. City Council Policy No. C02-010, Tag Days, ensures that soliciting of donations for public purposes is carried out in a coordinated manner that benefits the community as a whole.

### Strategic Goal

This report supports the long-term strategy of supporting community-building through support to volunteers on civic boards, committees and community associations under the Strategic Goal of Quality of Life.

### Background

Council Policy No. C02-010 defines a Tag Day as a day set aside for solicitation of donations from the public by a particular organization for charitable purposes. The charitable purposes can be any benevolent, philanthropic, patriotic, artistic, athletic, recreations, or civil purpose, and any purpose that has an objective of promoting or providing a public service.

### Report

The following organizations have been approved for Tag Days in previous years and are requesting approval for a 2016 Tag Day. All requirements of Council Policy No. C02-010 have been met.

Organization	Date(s) Requested
Navy League of Canada – Saskatoon Branch	Apr. 9 and Sept. 17
702 Lynx Royal Canadian Air Cadet Squadrons	Apr. 16 and Oct. 8
107 Spitfire Royal Canadian Air Cadet Squadrons	Apr. 30 and Oct. 15
2290, 3071 & 328 Royal Canadian Army Cadets Corps	Apr. 23
Special Olympics Saskatchewan – Saskatoon	May 28
Saskatoon Professional Firefighters Union 80 – Boot Drive	Sept. 10
Canadian Cystic Fibrosis – Shinerama Saskatoon	Sept. 15
Kiwanis Club of Saskatoon	Sept. 24
Royal Canadian Legion & Anavets – Poppy Campaign	Oct. 29
Borden/Saskatoon Lions Clubs	Nov. 19

**Options to the Recommendation**

If the Standing Policy Committee on Finance does not approve the 2016 Tag Day applications, these organizations will not be able to proceed with their Tag Day initiative.

**Communication Plan**

Communication is directly with the Tag Day applicants.

**Other Considerations/Implications**

There are no policy, financial, environmental, privacy, or CPTED implications or considerations, and public and/or stakeholder involvement is not required.

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

Tag Day initiatives will be completed by November 19, 2016.

**Public Notice**

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

**Report Approval**

Written by: Michael Voth, Revenue Collections and Customer Service Manager  
Reviewed and approved by: Shelley Sutherland, Acting General Manager, Asset & Financial Management Department

Tag Days 2016.docx

---

---

# Corporate Asset Management Plan

## Recommendation

That the information be received.

## Topic and Purpose

The purpose of this report is to provide information on the strategy of implementing the Corporate Asset Management Plan.

## Report Highlights

1. The Corporate Asset Management Plan includes individual plans for the corporation's key asset categories.
2. Individual asset management plans are developed to manage infrastructure and provide City Council with options for selecting condition and expenditure levels.
3. These individual asset management plans presented throughout the year will be recommended to be deferred to budget deliberations where a comprehensive listing of service and funding options will be provided.

## Strategic Goal

This report supports the long-term strategy of reducing the gap in funding required to rehabilitate and maintain the City's infrastructure, as well as the four-year priority of establishing levels of service for rehabilitation of assets and identifying supporting financial strategies under the Strategic Goal of Asset and Financial Sustainability.

## Background

The City of Saskatoon (City) has about \$3.4 billion in assets (net book value as at December 31, 2014). It is important to plan for the maintenance, renewal, replacement and disposal of these assets. This infrastructure is the foundation for the city's economic development, competitiveness, prosperity, reputation and overall quality of life for its residents. Therefore, a Corporate Asset Management Plan is critical to ensure the City's assets are reliable and well-maintained for the delivery of services to the citizens of Saskatoon.

There are eight major asset categories in the City's Asset Management Plan:

- Buildings and Facilities
- Roads and Sidewalks
- Bridges and Overpasses
- Parks
- Vehicles and Equipment
- Transit
- Water, Wastewater and Storm Water
- Electrical Utility

Asset management plan reports have been presented to the Committees of City Council or City Council for approval on two asset categories to date: Roadways (2012), Water and Wastewater (2015).

### **Report**

#### Corporate Asset Management Plan Overview

Asset management plans are long-term plans developed to manage infrastructure while ensuring that the assets are capable of meeting the levels of service required to support the City's goals. Asset management plans for an individual asset category will include information such as asset condition assessments, replacement cost, asset age, a desired level of expenditure, as well as the funding required to ensure the service levels can be met. Depending on the asset, the condition assessment is obtained through physical inspections, failure rates (number of breaks within a certain period) or age of the asset.

The asset management plans for key individual asset categories will be incorporated into an overall Corporate Asset Management Plan which will guide future funding and service levels. This will provide a snapshot of the assets owned by the City, the condition of the assets and the funding gap that is present. Although this will reflect information at a certain point in time, asset management is an ongoing process that requires regular updates to the costs, assets (retired or acquired), asset condition, risk or level of service. Therefore, the Corporate Asset Management Plan will be updated on an annual basis to include revised information existing at the time of reporting.

The Corporate Asset Management Plan will assist in the stewardship of assets and delivery of services by:

- providing sufficient information to make informed and balanced decisions;
- ensuring the required levels of services are provided in a cost-effective manner over the assets life;
- ensuring maximum benefit is received from the assets; and
- helping to manage risks to the delivery of the services (risk of asset failure).

Asset management plans are required for higher levels of government funding and reporting. As an example, the renewed Gas Tax Fund, effective April 1, 2014, requires that the City make progress towards developing and/or implementing an asset management plan prior to March 31, 2018.

#### Individual Asset Management Plans

The Administration has already developed individual plans for the Roadway Financial Management Strategy (Attachment 1) and the Water & Wastewater System (Attachment 2). There will be individual asset management plans developed for all asset classes within the City. The Administration is currently working on plans for some of the larger asset classes such as Parks, Transit, Facilities, and Bridges. These plans will focus on four main questions:

- What does the City own and what is it worth?
- What is the current condition assessment?
- What is the desired condition?
- What is the funding gap required to reach the desired condition?

The content contained in each individual asset management plan will be slightly different depending on the asset class; however, Table 1 is a consistent section that will be found in each plan. The approach behind Table 1 is that although the level of service for each type of asset is defined differently, a funding level should be identified in order to address any potential service level gaps. In order to be able to compare all assets equally, five levels of expenditures are identified. “A” represents the highest level of expenditure and “F” represents no expenditure.

Table 1

<b>Expenditure Level</b>	<b>Asset Condition</b>	<b>Description</b>
A	Getting Better Quickly	Sufficient expenditures to keep asset in top condition and to increase asset condition/value quickly over time.
B	Getting Better	Sufficient expenditures to keep asset in top condition and to increase asset condition/value slowly over time.
C	Maintain Assets in Current Condition	Sufficient expenditures to keep asset in constant condition over time.
D	Getting Worse	Insufficient expenditures to maintain asset condition. Over time asset condition will deteriorate.
F	Getting Worse Quickly	No expenditures. Asset condition/value decreased rapidly.

City Council will have the ability to select a desired condition rating (such as age of transit fleet or number of water main breaks over 25 years) as well as an expenditure level to address any gaps between the current and desired condition. Based on these decisions, the Administration will identify a financial strategy to address any gaps that are present. Note that each plan will be prepared with a recommended condition and funding gap which can be referred to budget deliberations.

As these asset plans are refined over time, the condition of the assets will be standardized so an overall rating system can be applied consistently to all assets.

It is important to note the asset management plans include capital costs but do not include any operating costs. The asset management plans will also not include assets that are required in the future due to growth or the funding needed for those growth assets.

### Process

Each asset management plan will be tabled with the applicable Standing Policy Committee throughout the year with a recommendation that the information be received and referred to budget deliberations. At budget deliberations, the Administration will present the Corporate Asset Management Plan that includes all the individual plans that

have been brought forward, along with funding gaps and proposed financing plans. This will provide City Council with the most comprehensive view available of the City's overall infrastructure deficit and options to address it. During this time, City Council will have the opportunity to adjust service levels and associated funding.

This plan will include trends as to asset condition improvements or deterioration so that the Administration and City Council can adjust funding to meet the expected condition service levels.

### **Communications Plan**

Phase 1 - Plan Launch: Communications support will include a news release to launch the Corporate Asset Management Plan, easy-to-find overview information added to the City's website including individual 'accordion folders' for each of the eight major asset management plans upon its launch, social media, and potentially a newspaper ad.

Phase 2 - Individual Asset Management Plans: As each plan is brought forward over 2016, it will be supported by consistent communications that may include a news release/PSA, website updates, and social media. The eight major asset management plans will be presented with an individual yet cohesive look, as part of the City's overarching Corporate Asset Management Plan. Any additional communications will be included in each report accompanying each plan.

### **Other Considerations/Implications**

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

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

Asset management plans will be completed and presented throughout 2016 and will be updated on a periodic basis.

### **Public Notice**

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

### **Attachments**

1. Investing in the Road(s) to Continued Prosperity
2. Building Better Infrastructure: Water & Wastewater Systems

### **Report Approval**

Written by: Kari Smith, Manager of Financial Planning  
Reviewed by: Clae Hack, Director of Finance  
Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department



# Investing in the Road(s) to Continued Prosperity





## Introduction

The roadway infrastructure within the City of Saskatoon has been continuing to deteriorate based on insufficient funding levels. Condition assessments are conducted periodically and the existing funding has been allocated to ensure the dollars are used in a way that slows the deterioration.

City Council approved a number of roadway capital asset service levels in 2012; however, current funding levels do not meet this level.

Increases are included in the annual budget; however, these have only partially offset inflation and as a result, the existing funding gap continues to grow. Progress has begun and a number of significant funding changes have been introduced over the past few years, including:

- In 2010, City Council approved a phased-in plan to fully fund the back lane capital program by increasing the annual tax-supported funding level by \$300,000 until 2016.

- The 2013 Budget introduced a property tax increase of \$1,967,300 (1.25% increase over the 2012 tax base) dedicated specifically to paved roadways.
- Allocation of ad hoc funding, whenever opportunities arise, including allocations from neighbourhood land development profits and yearend surpluses.
- Access to the federal Infrastructure Stimulus Fund to assist in street reconstruction.

Administration has previously recommended that a 1.25% dedicated property tax increase continue until approved roadway funding targets have been met. However, this will take approximately 10 years. The Administration has clearly heard the priority that both City Council and Saskatoon's citizens have placed on the state of Saskatoon's roads. Based on this, a more aggressive funding strategy is proposed.

## Roadway Assets

The Administration is responsible for evaluating the condition of the City's paved roadways and for developing an annual program to maintain them at a minimum long-term cost, with modifications based on approved funding levels. Where feasible, condition assessments are conducted on an annual basis. The assessments are used to determine condition and to develop annual capital improvement plans.

The level of service for each type of asset is defined differently. For example, the service level for water mains may be defined by the

number of service interruptions per year, for bridges it may be the Bridge Condition Index (BCI), for parks it may be the health of the vegetation. Therefore, as the level of service increases, so does the cost of maintaining the asset in the desired condition level.

In order to be able to compare apples to apples, six levels of expenditures identified by the letters A through F have been introduced, where A represents the highest level of expenditures and F represents no expenditure. Table 1 describes each level of service.

Table 1: Expenditure Service Levels

Expenditure Level	Asset Condition	Description
<b>A</b>	Getting Better Quickly	Sufficient expenditures to keep asset in top condition and to increase asset condition/value quickly over time.
<b>B</b>	Getting Better	Sufficient expenditures to keep asset in top condition and to increase asset condition/value slowly over time.
<b>C</b>	Maintain Assets that are in Poor Condition	Sufficient expenditures to keep asset in constant condition over time. This expenditure level applies to older assets in poor to fair condition.
<b>D</b>	Maintain Assets that are in Good Condition	Sufficient expenditures to keep asset in constant condition over time. This expenditure level applies to newer assets in good to excellent condition.
<b>E</b>	Getting Worse	Insufficient expenditures to maintain asset condition. Over time asset condition will deteriorate.
<b>F</b>	Getting Worse Quickly	No expenditures. Asset condition/value decreases rapidly.

Using the above criteria, City Council has approved a number of roadway asset service levels. The Administration has identified the following funding gaps for each asset class:

Table 2: Funding Gap by Asset Class (in Millions of Dollars)

Asset Class	2013 Service Level	Approved Service Level	Required Annual Funding	Existing Annual Funding	Increases included in 2014 Draft Budget	2014 Subtotal	Annual Funding Gap
Paved Roadways	Level E	Level B	\$26.20	\$8.8	\$0.45	\$9.25	\$16.95
Sidewalks	Level E	Level B	2.78	0.5	0.08	0.58	2.20
Paved Back Lanes	Level E	Level B	0.62	0.2	0.17	0.37	0.25
Gravel Back Lanes	Level A	Level A	1.03	0.9	0.13	1.03	0.00
Boundary Roads	Level E	Level D	0.41	0.0	0.00	0.00	0.41
<b>Total Gap</b>			<b>\$31.04</b>	<b>\$10.4</b>	<b>\$0.83</b>	<b>\$11.23</b>	<b>\$19.81</b>

(Based on 2013 Dollars)

To fully fund the approved service levels, additional annual funding of \$19.81 million is required. A three-year property tax increase phase-in is being recommended to address the remaining shortfall. This translates into an increase of \$6.60 million in each of 2014 through 2016.



The following outlines the annual investment in paved roadways over the past three years:

	2011	2012	2013
	in Millions of Dollars		
Annual Base Funding	\$3.77	\$5.82	\$8.80
One-time Paved Roadway Funding	0.83	4.68	4.26
<b>Total Annual Investment</b>	<b>\$4.60</b>	<b>\$10.50</b>	<b>\$13.06</b>

The three year phase-in results are outlined in Table 3.

**Table 3: Resulting Annual Investment through a Phased-In Approach  
(in Millions of Dollars)**

	2013 Base Funding	2014 Draft Budget	2014	2015	2016	Investment over the next 3 years (2014 through 2016)	Investment over the next 10 years (2014 through 2023)
Paved Roadways	\$8.80	\$9.25	\$14.90	\$20.55	\$26.20	\$61.65	\$245.05
Sidewalks	0.50	0.58	1.31	2.04	2.78	6.13	25.59
<b>Subtotal</b>	<b>\$9.30</b>	<b>\$9.83</b>	<b>\$16.21</b>	<b>\$22.59</b>	<b>\$28.98</b>	<b>\$67.78</b>	<b>\$270.64</b>
Paved Back Lanes	0.16	0.37	0.45	0.53	0.62	1.60	5.94
Gravel Back Lanes	0.93	1.03	1.03	1.03	1.03	3.09	10.30
Boundary Roads	0.00	0.00	0.14	0.28	0.41	0.83	3.70
<b>Annual Investment</b>	<b>\$10.89</b>	<b>\$11.23</b>	<b>\$17.83</b>	<b>\$24.43</b>	<b>\$31.04</b>	<b>\$73.30</b>	<b>\$290.58</b>

The Administration is introducing the concept of a Neighbourhood Renewal Program. This program would fund the neighbourhood roadway and sidewalk network separately from the primary roadway and sidewalk network. This ensures an adequate portion of funding goes towards local roads and sidewalks on a yearly basis.

Restating Paved Roadways and Sidewalks from Table 3 to acknowledge neighbourhood roads and sidewalks separate and apart from the primary road and sidewalk network, and continuing with the current preservation strategy, results in the following:



**Table 4: Restated Neighbourhood and Primary Network Renewal Programs  
(in Millions of Dollars)**

	2014 Draft Budget	2014	2015	2016	Investment over the next 3 years (2014 through 2016)	Investment over the next 10 years (2014 through 2023)
<b>Neighbourhood Network Renewal Program</b>						
Roadways	\$1.70	\$5.03	\$8.37	\$11.70	\$25.10	\$107.00
Sidewalks	0.29	0.79	\$1.29	1.78	3.86	16.32
<b>Primary Network Renewal Program</b>						
Roadways	7.55	9.87	12.18	14.50	36.55	138.05
Sidewalks	0.29	0.52	0.75	1.00	2.27	9.27
<b>Annual Investment</b>	<b>\$9.83</b>	<b>\$16.21</b>	<b>\$22.59</b>	<b>\$28.98</b>	<b>\$67.78</b>	<b>\$270.64</b>



## Increased Roadway Service Levels – Street Sweeping, Pothole Repairs, and Snow Clearing

Based on communications from both City Council and the public, the Administration is recommending additional service levels be added to the 2014 budget. These include the following:

1. Increases to the street sweeping program of \$605,000. This includes the following: introduction of a “Spring Sweeping Blitz” estimated at \$175,000; a compressed Residential Area Sweep program at an estimated additional cost of \$250,000, additional summer sweeping estimated at \$20,000, and additional equipment estimated at \$160,000.
2. “Spring Pothole Blitz” program totalling \$550,000. This program will fully patch all travelled lanes in the City’s freeway, collector and arterial roads over a 2 to 3-week period and will overlay areas of large defects.
3. An increase in annual operating funding levels to supplement the existing summer pothole patching program. The 2013 operating budget includes resources for four crews. This was enhanced for two years to eight crews and a weekend crew through capital funding. This is estimated at a cost of \$500,000.
4. Additional city-wide snow clearing, with an estimated cost of \$500,000 is proposed. A snow clearing program consisting of potentially two complete city-wide clearings has been built into the 2014 draft budget.

These four service level increases total \$2.155 million and translate into a 1.37% property tax increase.

## Funding Plan

### **Contribution from the Water/Wastewater Utilities**

Deeply buried water and sewer mains adversely affect the life expectancy of the roadways above them. During construction, deep excavations are made to install water, sewer and storm sewer systems. As the infrastructure ages and repairs are made or new connections are installed, the pavement structure is further damaged.

The Administration is proposing a transfer of base funding of up to \$6 million per year from the Utility as a direct contribution towards paved roadways. This will be phased-in over three years with the first contribution in 2014 of \$2 million.

### **Back Lane Program**

In 2010, City Council approved a funding plan for back lanes. This funding plan included an annual \$300,000 provision funded from tax revenue received from annual assessment growth funds. The 2014 preliminary budget will include a \$300,000 provision for back lanes.

### **Paved Roadways and Sidewalks**

The City’s 2014 draft budget includes a \$450,000 additional provision for paved roadways and a \$80,000 additional provision for sidewalks, to acknowledge inflationary increases.

**Dedicated Property Tax Increase (in Millions of Dollars)**

As part of the 2013 Budget, City Council approved a 1.25% property tax increase dedicated specifically to roads. It is recommended that this approach be continued over the next three years to fund both the capital road program (roadway asset funding gap) and the increased service levels.

The following reconciles the annual Service Level B funding required from a dedicated tax increase:

	Required Investment (in 2013 dollars)	\$31.04
Less:	2013 Base Funding	(10.40)
	2014 Draft Budget	(0.83)
	Contribution from Water/Wastewater Utility	(6.00)
	Dedicated Tax Increase	\$13.81
	<b>Three Year Phase-in Requirement</b>	<b>\$4.60</b>

Table 5 provides a further breakdown of the increases required by the various classes of assets, as well as the requirements for the service level increases.

**Table 5: Dedicated Property Tax Increase Phase-In (in Millions of Dollars)**

	2014		2015		2016	
<b>Roadway Asset Funding Gap</b>						
Neighbourhood Network Renewal Program	\$2.83	1.80%	\$2.83	1.80%	\$2.83	1.80%
Primary Network Renewal Program	1.55	0.98%	1.55	0.98%	1.55	0.98%
Back Lanes and Boundary Roads	0.22	0.14%	0.22	0.14%	0.22	0.14%
<b>Subtotal</b>	<b>\$4.60</b>	<b>2.92%</b>	<b>\$4.60</b>	<b>2.92%</b>	<b>\$4.60</b>	<b>2.92%</b>
<b>Service Level Increases</b>						
Enhanced Street Sweeping Program	0.60	0.38%				
Spring Pothole Blitz	0.55	0.35%				
Supplemented Summer Pothole Patching	0.50	0.32%				
Additional City-wide Snow Clearing	0.50	0.32%				
<b>Subtotal</b>	<b>\$2.15</b>	<b>1.37%</b>				
<b>Total</b>	<b>\$6.75</b>	<b>4.29%</b>	<b>\$4.60</b>	<b>2.92%</b>	<b>\$4.60</b>	<b>2.92%</b>

(Based on 2013 Dollars)

Changes to the phase-in period and any revisions to the service level increases will impact the final dollars and percentage increases as will inflation in future years.

A phased-in approach results in a continuously growing backlog. The use of one-time funding will continue to be recommended by the Administration over the next three years.







# Building Better INFRASTRUCTURE: Water & Wastewater Systems



# Building Better Infrastructure

The Administration evaluates the condition of the City's assets in order to develop annual programs to maintain the assets at a minimum cost. Where feasible condition assessments are conducted and used to establish condition and develop annual capital improvement plans.

The level of service for each type of asset is defined differently but as the level of service increases for the asset so does the cost of maintaining the asset. In order to be able to compare all assets equally, five levels of expenditures are identified below. 'A' represents the highest level of expenditure and 'F' represents no expenditure.

Expenditure Level	Asset Condition	Description
A	Getting Better Quickly	Sufficient expenditures to keep asset in top condition and to increase asset condition/value quickly over time.
B	Getting Better	Sufficient expenditures to keep asset in top condition and to increase asset condition/value slowly over time.
C	Maintain Assets in current condition	Sufficient expenditures to keep asset in constant condition over time.
D	Getting Worse	Insufficient expenditures to maintain asset condition. Over time asset condition will deteriorate.
F	Getting Worse Quickly	No expenditures. Asset condition/value decreased rapidly.

Using the above criteria and the physical condition desired, (capacity was not considered for this report) the Administration has identified the following expenditure services levels for certain assets within the Water and Wastewater Systems. These assets will be explored further throughout this report. Other assets within the Water and Wastewater Systems require further evaluation to determine a desired expenditure service level.

Asset	Physical Condition Actual	Physical Condition Desired	Expenditure Service Level	Required Annual Funding (to meet Expenditure Service Level)	2016 Budgeted Annual Funding	Annual Funding Gap (to meet Expenditure Service Level)
Water Mains - Distribution	76% Very Good 16% Good 5% Fair 2% Poor 1% Very Poor	Fair	Level B	\$5.16 M	\$5.16 M	\$0.0 M
Sanitary Mains - Collection	Projected Condition Based on Known condition of 41% of Collection System 64% Very Good 1% Good 8% Fair 2% Poor 25% Very Poor	Fair	Level B	\$3.7 M	\$3.7 M	\$0.0 M



# Building Better Infrastructure

## WATER

This section of the report summarizes the state of Saskatoon's Water distribution system by providing information on asset inventory, replacement value, condition and expenditure service level. The focus of this report will be on the following classes within the Water Distribution network: Distribution Mains, Primary Mains and Service Connections. The source of information is from the City's GIS, asset management database, past contract values and operation and maintenance records.

### What do we own, what is it worth?

Asset Sub-Class	Inventory	Replacement Cost
Water Mains - distribution	1,017 km	\$1,755,000,000
Water Mains - primary	115 km	\$318,000,000
Valves - distribution	13,657	\$167,000,000
Valves - primary	307	\$8,000,000
Hydrants	7,063	\$76,000,000
Water Service Connection	71,096	\$519,000,000



# Building Better Infrastructure

## Programs

Based on the condition and criticality of assets, locations are selected for replacement or assessment programs.

### Distribution Mains:

The level of service goal is to replace a water main after it has incurred 6 breaks within the last 25 years. The City currently has 20km of water mains with 6 or more breaks and replaces 4.7km per year on average. The budgeted expenditure for 2016 is \$5.16M and will allow sufficient funding to reach the desired expenditure level B of Getting Better. It is estimated that with this expenditure level the City will have no water mains with 6 or more breaks by 2022.

Because of the gap between the level of service goal and the funds available, water mains with over 6 breaks are prioritized for replacement. Recent break history, pipe class, and property damage claims due to the water main breaking are taken into account when prioritizing.

Pipes are replaced by open trench excavation or are lined using Cured in Place Pipe (CIPP).

### Primary Mains:

Due to the importance of primary water mains, direct condition assessment is done in order to develop pro-active rehabilitation and replacement programs. The City is currently undertaking the following assessment and preservation initiatives on primary water mains:

- Prioritization Project
- Cathodic Protection
- Soil Conductivity Testing
- Pipe Wall Integrity Testing

This assessment is currently in progress and resulting information will be included in a future report outlining condition levels and any potential funding gaps that may exist.

### Service Connections:

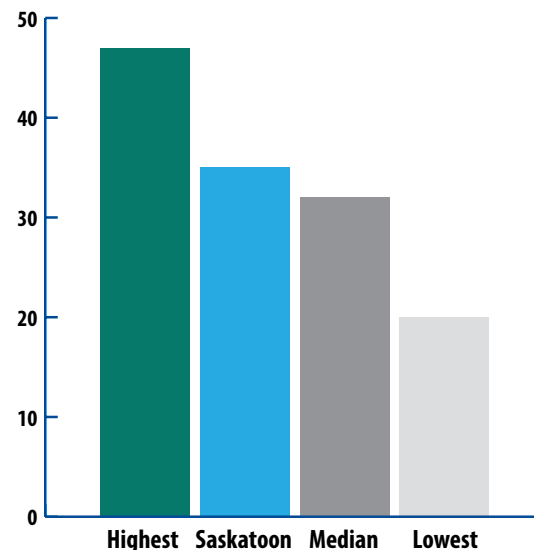
The overall condition of service connections is considered good as approximately 88% of connections are made of copper or plastic and have low failure rates; overall 93% of the inventory has been assessed as very good. The 7% rated as very poor consist of approximately 4,911 connections that are made of lead, which tend to have a higher failure rate of approximately 100 failures per year. Connections are replaced by planned or emergency replacements. Planned connections are lead connections requested to be replaced by the homeowner. The

current approved funding for water service connections will be undergoing review due to a large increase in the number of homeowner requested lead service connection requests. Council will be presented with funding options for the next Utility Rate review.

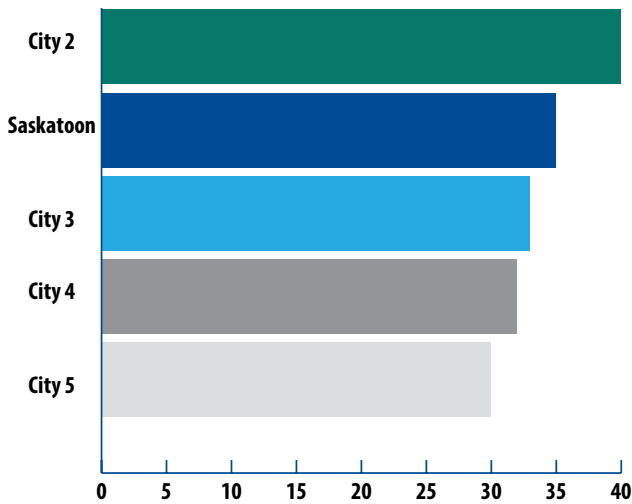
Performance Measure	Saskatoon	Saskatoon's ranking out of;	
		All Canadian cities with more than 500km of water main	Prairie cities with more than 500km of water main
Average age of pipes	35 years	9 <sup>th</sup> highest out of 23	2 <sup>nd</sup> highest out of 5
Percent of cast iron pipe in distribution system	20%	10 <sup>th</sup> highest out of 23	2 <sup>nd</sup> highest out of 5
Water main breaks per 100km	22.8	2 <sup>nd</sup> highest out of 23	2 <sup>nd</sup> highest out of 5
Capital re-investment per 100km	\$487,000	16 <sup>th</sup> highest out of 23	4 <sup>th</sup> highest out of 5
Percent of unplanned maintenance hours	80%	Tied for highest out of 14	Tied for highest out of 3

Saskatoon has the 9<sup>th</sup> highest Average Age of Pipes out of 23 cities. Saskatoon (35 years) is close to the median value (32 years) for average age of pipes for Cities across Canada. The average age of water distribution systems in Canada range from a low of 20 years and a high of 47 years.

**Average Age of Pipes (2012) for all Cities with greater than 500km of Water Mains**

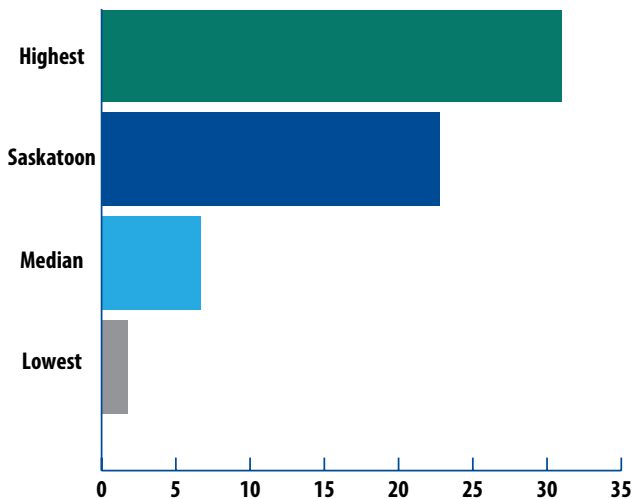


**Average Age of Pipes (2012) for prairie Cities with greater than 500km of Water Mains**



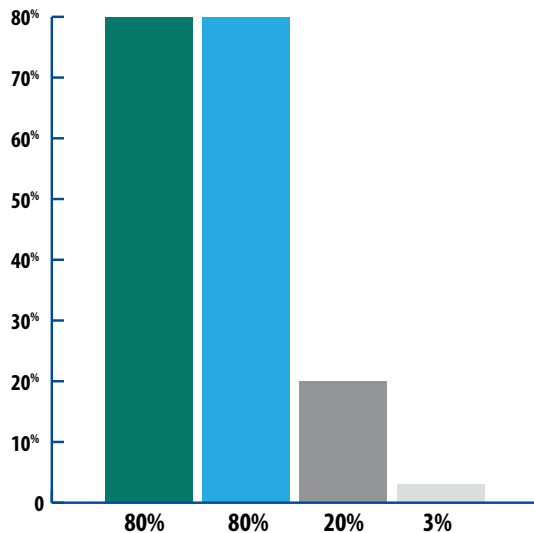
Saskatoon has the 2<sup>nd</sup> highest Average Age of Pipes out of the five Cities. The average age of water distribution systems across the 5 Cities is fairly similar, ranging from a low of 30 years and a high of 40 years.

**Total Number of Water Main Breaks per 100km of Water Main (2012) for all Cities with greater than 500km of Water Mains**



In 2011 Saskatoon incurred 248 water main breaks, which was the second highest amount of water main breaks per 100km out of 23 Cities. Saskatoon (22.8 breaks per 100km) is approximately 3.5 times the median value (6.7 breaks per 100km). Break ranges vary greatly across Canada with a high of 31 breaks per 100km and a low of 1.8 breaks per 100km.

**Percentage of Unplanned Maintenance Hours (2012) vs. Routine Maintenance for all Cities with greater than 500km of Water Mains**



Maintenance hours are broken down into unplanned maintenance and routine maintenance. Unplanned maintenance is defined as the amount time spent on urgent corrective work while routine maintenance is work that can be organized and planned in advance and is not urgent.

Saskatoon is tied for the highest percentage of time (80%) spent on unplanned maintenance work out of 14 Cities.



# Building Better Infrastructure

## WASTE WATER

This section of the report summarizes the state of Saskatoon's Sanitary Collection system by providing information on asset inventory, replacement value, condition and expenditure service level. The focus of this report will be on the following classes within the Sanitary Collection network: Sanitary Mains - Collection, Force Mains and Service Connections. The source of information is from the City's GIS, asset management database, past contract values and operation and maintenance records.

### What do we own, what is it worth?

Asset Sub-Class	Inventory	Replacement Cost
Sanitary Mains - collection	902 km	\$2,116,000,000
Sanitary Mains - trunks	127 km	\$570,000,000
Manholes - collection	9,960	\$163,000,000
Manholes - trunks	1,338	\$45,000,000
Forcemains	44 km	\$98,000,000
Service Connections	69,635	\$393,000,000





## Preservation Programs

Based on the condition and criticality of assets, locations are selected for replacement or assessment programs.

### Sanitary Mains:

Sanitary Mains are rehabilitated using cured-in-place pipe (CIPP) lining. This method is more cost effective than traditional open excavation replacement methods. The CIPP method requires no excavation as the "liner" is inserted through the manhole and essentially "lines" the existing pipe with a new pipe.

There are currently 142km of sanitary mains-collection with a known physical condition of Poor or Very Poor. Physical condition is assessed in accordance with best practices from the Federation of Canadian Municipalities and National Research Council. Neighbourhoods selected for the first 3 year phase are: 2016 – Buena Vista, Pleasant Hill, Riversdale; 2017 – Central Business District, City Park, North Industrial; 2018 – Mount Royal, Nutana, Varsity View.

The 2016 budget includes funding of \$3.7 million allocated to improving the condition of sanitary mains-collection which will address this backlog by the year 2022. Based on this planned expenditure service level there is no funding gap present.

### Manholes:

Manholes are replaced by Public Works or a private contractor based on the type of repair. Public Works will fix minor repairs as necessary. In 2014, a private contractor was retained to fix major repairs on 32 manholes at a cost of \$0.35M.

### Force Mains:

Pipes are replaced by open trench excavation Cured in Place Pipe (CIPP). CIPP technology places a new pipe liner inside an existing pipe. Force mains are not replaced each year. They are replaced when condition assessment shows anticipated failure. In 2012, 1.1km of the Avenue C force main was replaced for \$0.91M. Overall the condition of force mains is considered very good based on the average age of the system of 29 years and the high percentage of plastic pipes (86%) in the force main inventory. As the asset continues to age, a condition monitoring and assessment program will need to be applied to ensure preservation programs are properly planned.

### Service Connections:

Connections are replaced as they fail or at the request of the homeowner. The current service level and budget of \$615,000 per year will allow for the replacement of approximately 20 homeowner-requested connections and 90 emergency replacements.

As 92% of all service connections are deemed to be in very good condition an expenditure service level of C is sufficient to maintain the assets.



## The Way Forward

- The current preservation plans for water distribution mains and sanitary collection mains are based on physical condition ratings and council approved service levels. The future of these programs is to monitor condition states and report on progress and adjust the funding strategy if necessary to maintain service level goals. There is currently no need for funding adjustment on these programs, and Council will be kept abreast of the service level options and costs if there is desire to improve the service level, or save money by decreasing the service level.
- For primary water mains and trunk sewer mains, the current initiatives are in condition assessment of critical assets. Future preservation will come out of these condition assessment reports. In 2016, 2.2 km of the most critical primary water mains in the City will be inspected and 10.5 km of sanitary trunks will be cleaned and inspected.
- The current approved funding for water service connection replacements will be undergoing review due to a large increase in the number of homeowner requested lead service connection replacement requests. Council will be presented with funding options for the next Utility Rate review.
- Approximately 1,000 manholes were inspected in 2015. This data will be used to create a long term preservation strategy for manholes that will be included in the next Utility Rate review.
- A long term strategy for capacity upgrades of water distribution mains is currently being studied by Saskatoon Water. The study will identify water mains that should be scheduled for replacement based on capacity ratings, in addition to physical condition ratings as is currently done. Based on this study, funding and level of service options will be presented to council for the next Utility Rate review.











*City of*  
**Saskatoon**

---

---

# Quarterly Report – 2015 Year-End Builder and Developer Lot Supply

## Recommendation

That the information be received.

## Topic and Purpose

This report provides information on builder and developer inventory levels for residential and industrial land in Saskatoon.

## Report Highlights

1. Land developers in Saskatoon have 952 residential lots in inventory, and there is a builder inventory of 1,050 residential lots.
2. Land developers in Saskatoon are projected to service 539 single-family lots in 2016, dependent on inventory levels and absorption rates.
3. Land developers and builders have approximately 160 acres of multi-family land in inventory, which can potentially accommodate approximately 3,382 dwelling units.
4. There is a healthy supply of vacant industrial land held by recent industrial land purchasers.

## Strategic Goal

Measuring serviced land supply on an ongoing basis ensures sufficient inventory is available to accommodate new employment and housing growth in Saskatoon's economy. This supports the long-term strategy of increasing revenue sources and reducing reliance on residential property taxes under the Strategic Goal of Asset and Financial Sustainability.

## Background

The Land Bank Committee, at its meeting held on March 18, 2011, resolved, in part:

“that the Administration be requested to provide a quarterly update on the Builder and Developer Inventory Report.”

## Report

### Residential Lot Inventory

This report identifies single-family and multi-family inventory held by homebuilders and land developers, as well as projected single-family lot availability by neighbourhood for 2016 from major land developers in Saskatoon. In addition, this report also identifies industrial inventory held by Saskatoon Land and recent purchasers of industrial land in the city's industrial growth areas.

Figure 1 (Attachment 1) identifies historic new single-family, two-family and multi-family dwelling units per year from 1996 to December 31, 2015.

Single-Family Inventory

Table 1 identifies single-family lot inventory held by homebuilders and land developers as of January 1, 2016. All lots held by developers are ready for home construction and are available for immediate purchase.

Table 1: Single-Family Inventory, January 1, 2016

Neighbourhood	Builder Inventory	Developer Inventory		Totals
		City	Private	
Arbor Creek	3	0	0	3
Aspen Ridge	57	69	0	126
Briarwood	9	0	0	9
Brighton	178	0	112	290
Evergreen	174	71	0	245
Hampton Village	10	2	0	12
Kensington	368	285	60	713
Parkridge	7	159	0	166
Rosewood	120	10	182	312
Stonebridge	117	0	0	117
Westview	1	2	0	3
Willowgrove	6	0	0	6
<b>Totals</b>	<b>1,050</b>	<b>598</b>	<b>354</b>	<b>2,002</b>

Table 2 identifies new single-family lot availability projected for 2016.

Table 2: Projected New Residential Lot Availability, 2016

Neighbourhood	City		Dream		Other Developers		Totals	
	Jan-June	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec	Jan-June	July-Dec
Aspen Ridge	0	241	0	0	0	0	0	241
Brighton	0	0	0	0	0	0	0	0
Kensington	0	88	0	0	0	0	0	88
Rosewood	0	0	0	0	110	100	110	100
<b>Totals</b>	<b>0</b>	<b>329</b>	<b>0</b>	<b>0</b>	<b>110</b>	<b>100</b>	<b>110</b>	<b>429</b>
<b>Total - 2016</b>							<b>539</b>	

With current builder and developer single-family inventory levels in excess of 2,000 potential units, Saskatoon Land is taking a cautious approach to further land releases throughout the 2016 calendar year. There are currently no plans to release new lots in the first half of 2016. Pending lot absorption throughout 2016 and subsequent reduction in inventory levels, Saskatoon Land anticipates holding a lot draw in late 2016 for the second phase of the Aspen Ridge neighbourhood. In addition, Saskatoon Land has the capability of releasing additional lots in Kensington, should market demand warrant it. Similar to Saskatoon Land, private developers have indicated that further lot releases in 2016 will be dependent on their current inventory levels and absorption rates in each of their respective market areas.

The Monthly Building Permit Report indicates that as of 2015 year end, building permits were issued for 680 single-family dwelling units and 56 two-family dwelling units. By comparison, in 2014, building permits were issued for 1,064 single-family dwelling units and 133 two-family dwelling units. Year over year, this is a decrease of approximately 36% in new single-family dwelling units and 58% in two-family dwelling units.

Figure 2 (Attachment 1) shows historical single-family inventory levels held by builders and developers since 2011.

### Multi-Family Inventory

Table 3 identifies the multi-family inventory held by home builders and land developers as of January 1, 2016.

Table 3: Multi-Family Inventory, January 1, 2016

Neighbourhood	Builder Inventory		Developer Inventory				Totals	
	Acres	Possible Dwelling Units	City		Private		Acres	Possible Dwelling Units
			Acres	Possible Dwelling Units	Acres	Possible Dwelling Units		
Blairmore Suburban Ctr	4.05	243	0	0	0	0	4.05	243
Brighton	11.13	211	0	0	26.16	497	37.29	708
Evergreen	27.01	480	21.06	327	0	0	48.07	807
Hampton Village	7.52	113	1.13	45	0	0	8.65	158
Kensington	6.38	128	7.61	135	4.65	83	18.64	346
Lakewood	3.81	152	0	0	0	0	3.81	152
Parkridge	0	0	4.77	72	0	0	4.77	72
Rosewood	9.99	150	0	0	4.47	80	14.46	230
Stonebridge	18.39	585	0	0	0	0	18.39	585
Willowgrove	2.03	81	0	0	0	0	2.03	81
<b>Totals</b>	<b>90.31</b>	<b>2,143</b>	<b>34.57</b>	<b>579</b>	<b>35.28</b>	<b>660</b>	<b>160.16</b>	<b>3,382</b>

Note: The average density of development indicated in Table 3 is approximately 22 units per acre. This ranges from 15 units per acre for most group townhouse sites to 40 units per acre for three-storey buildings to 60 units per acre for M3 lands in the Blairmore Suburban Centre and Stonebridge.

According to the Monthly Building Permit Report, as of December 31, 2015, building permits were issued for a total of 1,223 residential units on multi-family sites. By comparison, in 2014, building permits for 1,350 units on multi-family sites had been issued. Year over year, this is a decrease of approximately 9% in multi-family dwelling unit permits in the city.

Figure 3 (Attachment 1) shows multi-family inventory levels held by builders and developers since 2011. The upward trend of developer inventory since April 2015 is due to servicing work that has been completed within the Brighton and Kensington neighbourhoods throughout 2015. This inventory is expected to be sold and allocated to builders throughout the 2016 calendar year. The upward trend in multi-family builder inventory since July 2015 results from multi-family parcels in the first phase of Brighton being allocated to builders.

Industrial Land Inventory

Table 4 identifies industrial land inventory held by Saskatoon Land and recent purchasers in the Marquis and Southwest Industrial areas (as of January 1, 2016).

Table 4: Industrial Inventory, January 1, 2016

Neighbourhood		Vacant Sites (Sold/Optioned)		Unsold Sites (Inventory)		Total
		IL	IH	IL	IH	
Marquis Industrial	No. of sites	31	29	6	6	72
	Area (ac)	72.72	68.08	9.51	17.47	167.78
Southwest Industrial	No. of sites	11	0	0	0	11
	Area (ac)	15.54	0	0	0	15.54
<b>Total No. of Vacant Sites</b>						<b>83</b>
<b>Total Area (ac)</b>						<b>183.32</b>

Note: IL denotes Light Industrial Zoning District, IH denotes Heavy Industrial Zoning District.

As indicated in Table 4, there are 183.32 acres of industrial land held by developers or recent purchasers.

Saskatoon Land anticipates the completion of servicing for approximately 56 acres of industrial land in the Marquis Industrial area in 2016. Saskatoon Land will be offering 17 acres of heavy industrial land for sale via public tender in spring 2016 within the Marquis Industrial Phase 10A area. The release of additional industrial lands to the market in the balance of 2016 will be determined based on an ongoing review of industrial land market demand.

The absorption rate within industrial areas remains steady. Since the Quarterly Report – Builder and Developer Lot Supply – July 15, 2015, permits have been issued for nine parcels, totalling approximately 32.83 acres within the Marquis Industrial area.

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

This report is produced by Saskatoon Land on a quarterly basis. A quarterly report will be tabled at the May 2, 2016 Standing Policy Committee on Finance.

**Public Notice**

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

**Attachment**

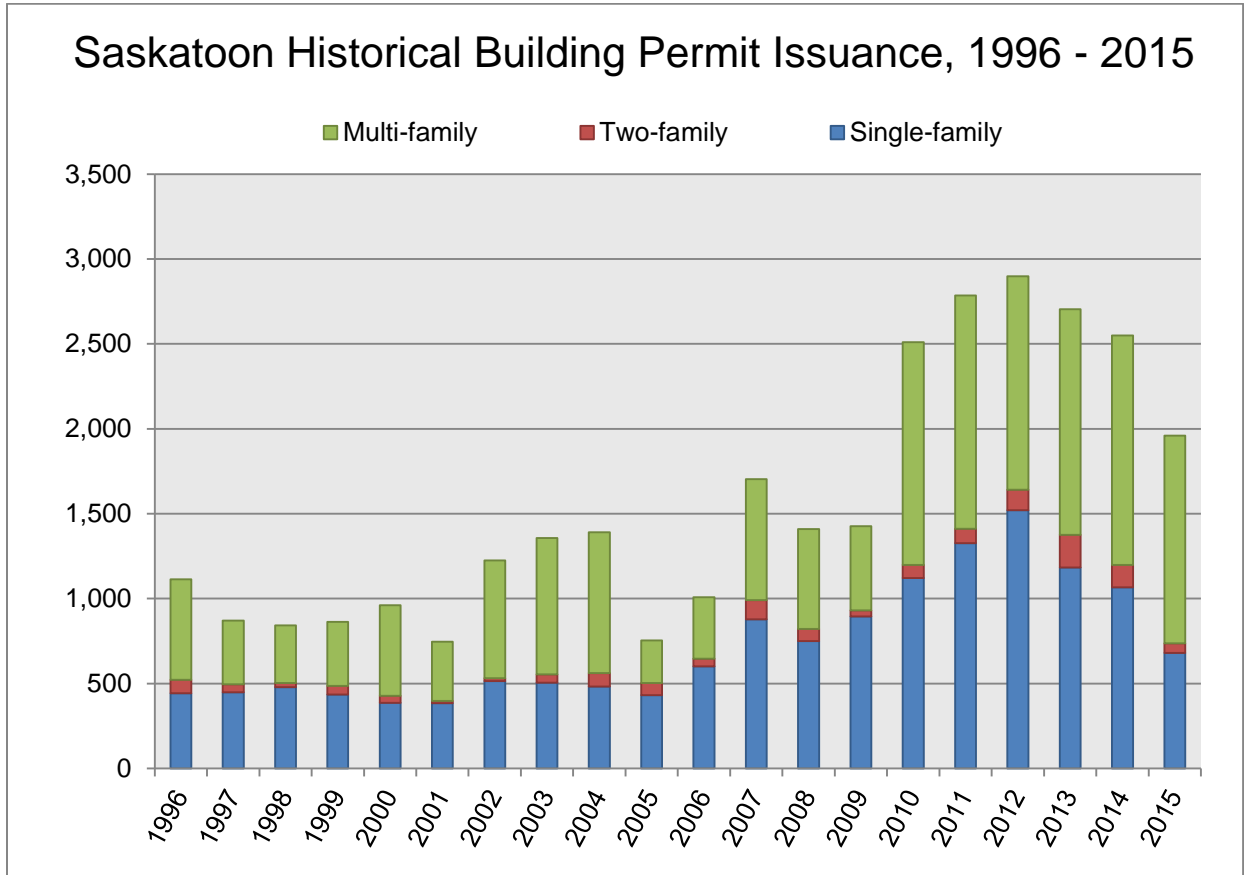
1. Report Figures

**Report Approval**

Written by: Ian Williamson, Planner 16  
 Reviewed by: Frank Long, Director of Saskatoon Land  
 Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department

REPORT FIGURES

Figure 1: New Dwelling Units by Building Classification in Saskatoon, 1996 to December 31, 2015



Source: City of Saskatoon, Building Standards, Monthly Building Permit Report

Figure 2: Single-Family Builder and Developer Inventory Levels, 2011 to Dec. 31, 2015

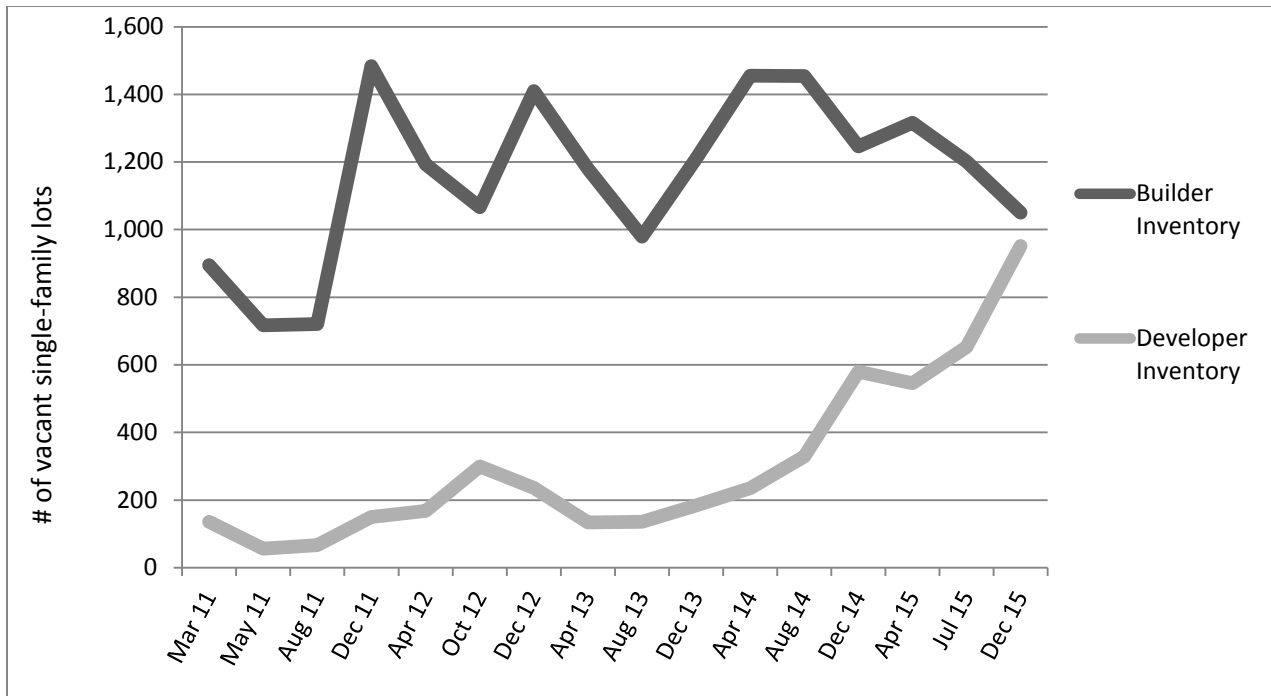
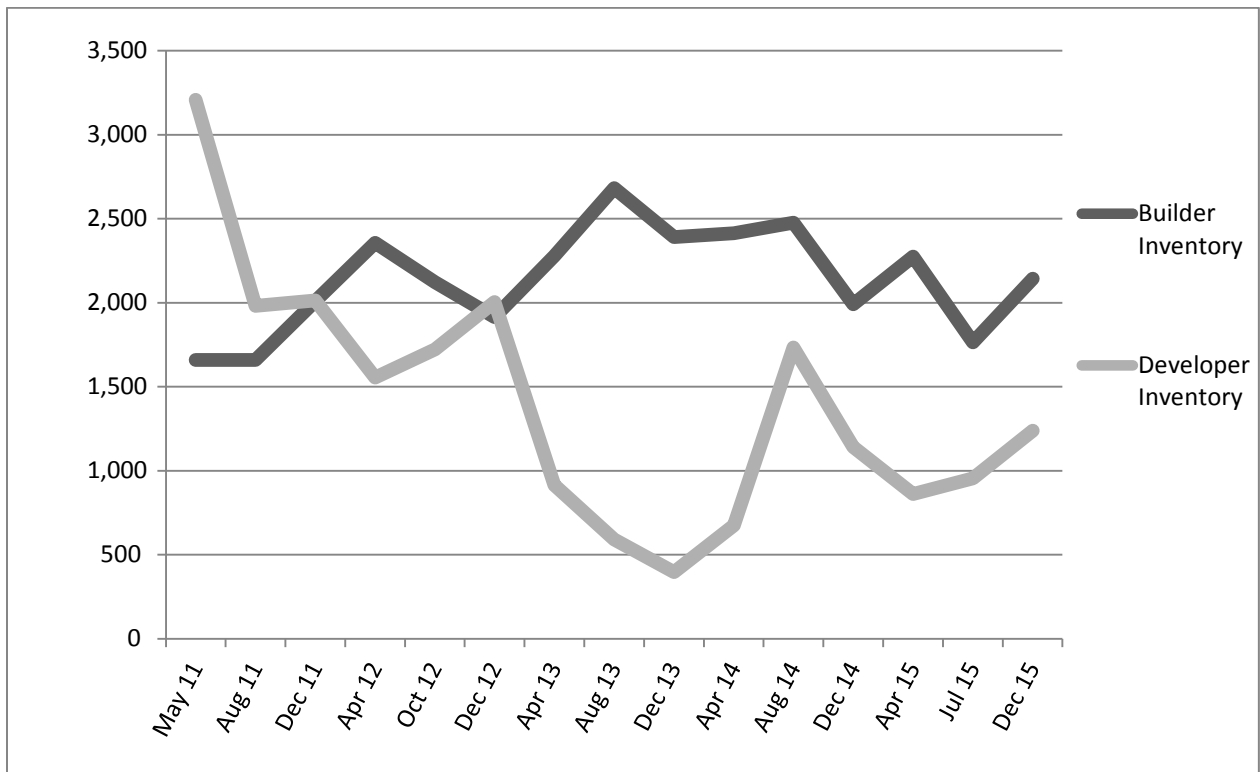


Figure 3: Multi-Family Dwelling Unit Builder and Developer Inventory Levels, 2011 to Dec. 31, 2015





---

---

## **Request for Direct Sale to 101233054 Saskatchewan Ltd. (Auto Clearing) – Marquis Industrial Area**

### **Recommendation**

1. That the Director of Saskatoon Land be authorized to offer to 101233054 Saskatchewan Ltd. (Auto Clearing) Lots 1 to 4, Block 943, Plan 102197729 and Lots 1, 2, 11 and 12, Block 944, Plan 102197729 for the purpose of relocating their automobile dealership; and
2. That the City Solicitor be requested to prepare the Agreement for Sale and that His Worship the Mayor and the City Clerk be authorized to execute the Agreement under the Corporate Seal.

### **Topic and Purpose**

The purpose of this report is to obtain authorization for the direct sale of 11.72 acres of land in the Marquis Industrial area to Auto Clearing.

### **Report Highlights**

1. Council Policy C09-033, Sale of Serviced City-Owned Lands, supports the direct sale of land to Auto Clearing.
2. Saskatoon Land is requesting authorization to enter into a direct sale for the purchase of 11.72 acres of land in the Marquis Industrial area at a price of \$8.1 million.
3. The completion of the North Commuter Parkway project in 2018 has been factored into the agreed price.

### **Strategic Goal**

This report supports the long-term strategy of increasing revenue sources and reducing reliance on residential property taxes and the four-year priority of developing funding strategies related to new capital expenditures under the Strategic Goal of Asset and Financial Sustainability.

### **Background**

In August 2014, representatives of Auto Clearing inquired with the Director of Saskatoon Land regarding the opportunity to purchase contiguous land parcels at the corner of Faithful Avenue and Marquis Drive under the direct sales approach to facilitate the expansion of their automobile dealership in north Saskatoon. At the time, the Administration advised that it was not able to consider a purchase of land due to the land servicing not being close to completion. In May 2015, a further inquiry as to the status of the land availability was made by ICR Commercial Real Estate on behalf of Auto Clearing. Since this time, servicing installations in Marquis Phase 8 have advanced and completion is expected in 2016. Over the past six months, the Administration has proceeded to negotiate mutually agreeable terms to facilitate the potential direct sale of 11.7 acres of land at the above noted location.

## Report

### Direct Sale of City-Owned Land

Auto Clearing has requested to purchase 11.72 acres of land (Attachment 1) for the purpose of relocating and expanding its current business operations. The direct sale is consistent with Section 3.2 of Council Policy No. C09-033, Sale of Serviced City-Owned Lands, as follows:

- “3.2 The Administration may pursue or entertain direct sale, or long-term leases under the City’s Industrial Land Incentives Program, of civic lands when one or more of the following conditions are present:
- a) A business interest is proposing a development for which a serviced site currently does not exist and which is of a configuration or size, which would not normally be for sale through public tender.
  - b) A business interest is seeking a site, which is of a configuration, or size, which requires the combination of a number of adjacent sites or contiguous sites.”

Due to the fact that an 11 to 12 acre site does not exist within current inventory or future serviced land public offerings, and that a combination of a number of adjacent contiguous sites will need to be assembled to facilitate the sale, the Administration is able to entertain a direct sale with Auto Clearing for the lands identified in Attachment 1.

Furthermore, when entertaining a direct sale, Council Policy No. C09-033 requires the Administration to ensure appropriate controls are in place to prevent speculation. To address this requirement, the purchaser has committed to a build time of 37 months from possession, with an option for the City of Saskatoon (City) to repurchase the land parcels should this requirement not be met.

### General Terms and Conditions

1. Purchase Price – \$8.1 million. The purchase price is calculated based on an average of \$691,303 per acre.
2. Price Includes – All direct and off-site service levies. The Purchaser is responsible for its own service connections to street mains and other shallow buried utilities (e.g. gas, power, and telephone).
3. Costs – Each to pay own legal fees.
4. Easements – Purchaser to agree that the City and other utility agencies will register easements for new and existing utilities within the parcels.
5. Possession Date – Upon servicing completion and receipt of deposit and first instalment payment.

6. Conditions Precedent – Subject to approval by Standing Policy Committee on Finance.
7. Environmental Condition of Land – As is. The City will provide a Phase 1 Environmental Site Assessment report to the Purchaser.
8. Deposit – Within 30 business days of Standing Policy Committee on Finance approval of the sale, a deposit in the amount of 10% of the purchase price will be required.
9. Option to Repurchase – The agreement will contain a construction requirement and option for the City to repurchase the property if the construction requirement is not met. The construction requirement would ensure the construction of a building foundation consistent with the site plans submitted on the Property (Attachment 2), no later than 37 months from the possession date of the sale.

The 37 month time frame could be extended by 12 months upon payment of \$7,500 per acre, or \$87,900. In the event that the construction requirement is not met, the City would have the option to repurchase the Property at the original purchase price, less the costs of discharging any encumbrances on title and/or bringing the land back to its original state. The repurchase price would be payable 90 days from the date of exercise of the option. The City would have the right to register an Interest against the title(s) to the property with respect to the option. Removal of the option to repurchase requirement will occur when construction requirement on each land parcel is satisfied.

10. Utility Relocations – Saskatoon Land agrees to relocate the power and gas lines that run between lots 1 to 2 and 11 to 12, Block 944 at its cost.
11. Utility Burial – Purchaser responsible for burial of any overhead lines at their cost.
12. Payment Terms –
  - 10% deposit (\$810,000) within 30 days of Standing Policy Committee on Finance approval.
  - 45% further deposit (\$3.645 million) within 30 days of notice of servicing completion.
  - 10% deposit (\$810,000) on first anniversary of possession.
  - 10% deposit (\$810,000) on second anniversary of possession.
  - 25% final payment (\$2.025 million) on third anniversary of possession.
13. Closing/Title Transfer – Title to transfer on receipt of final payment.
14. Real Estate Commissions – City to pay commissions of \$150,000 to ICR Commercial Real Estate. Payment details to be negotiated by the vendor and agent.

### Future Benefit

Negotiations for the direct sale of these parcels proceeded with an understanding that additional value and benefit from increased exposure will result when the North Commuter Parkway (NCP) opens in 2018. While it is difficult to determine exactly what the dollar value benefit may be, the Administration is confident that a reasonable increase has been factored into the final sale price to account for this future benefit. As the completion of the NCP project is scheduled for 2018, it was agreed that structure payments for the land over three years would be appropriate. Future payments are not typical for City land sales; however, in this instance it is justified due to the future value being worked into the sale price.

### **Options to the Recommendation**

The only other option would be not to proceed with the direct sale and offer the parcels for sale via public tender.

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

The purchase price and terms of the sale have been discussed with Auto Clearing and agreed to by letter dated December 21, 2015.

### **Financial Implications**

The proceeds from the sale of this land will be deposited to the Property Realized Reserve.

### **Other Considerations/Implications**

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

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

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

### **Public Notice**

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

### **Attachments**



1. Map of Proposed Direct Sale Parcels
2. Conceptual Site Plan and Elevation Renderings



### **Report Approval**



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

Auto Clearing Direct Sale\_Feb.docx

# Marquis Phase 8 - Direct Sale

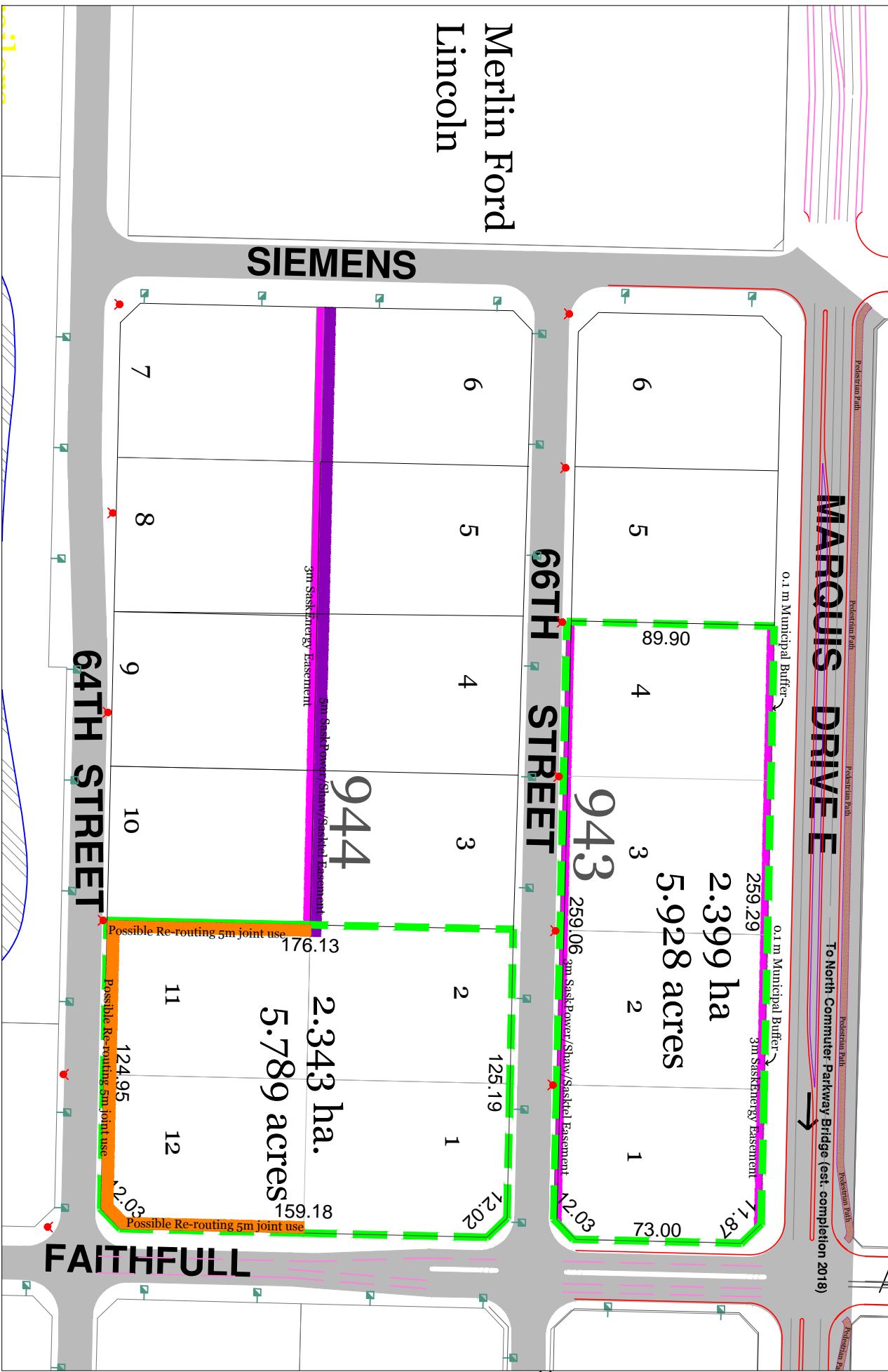
-  Subject Sites
-  Possible 5.0 Meter Easment Re-Routing

-  3.0 Meter Easement
-  5.0 Meter Easement

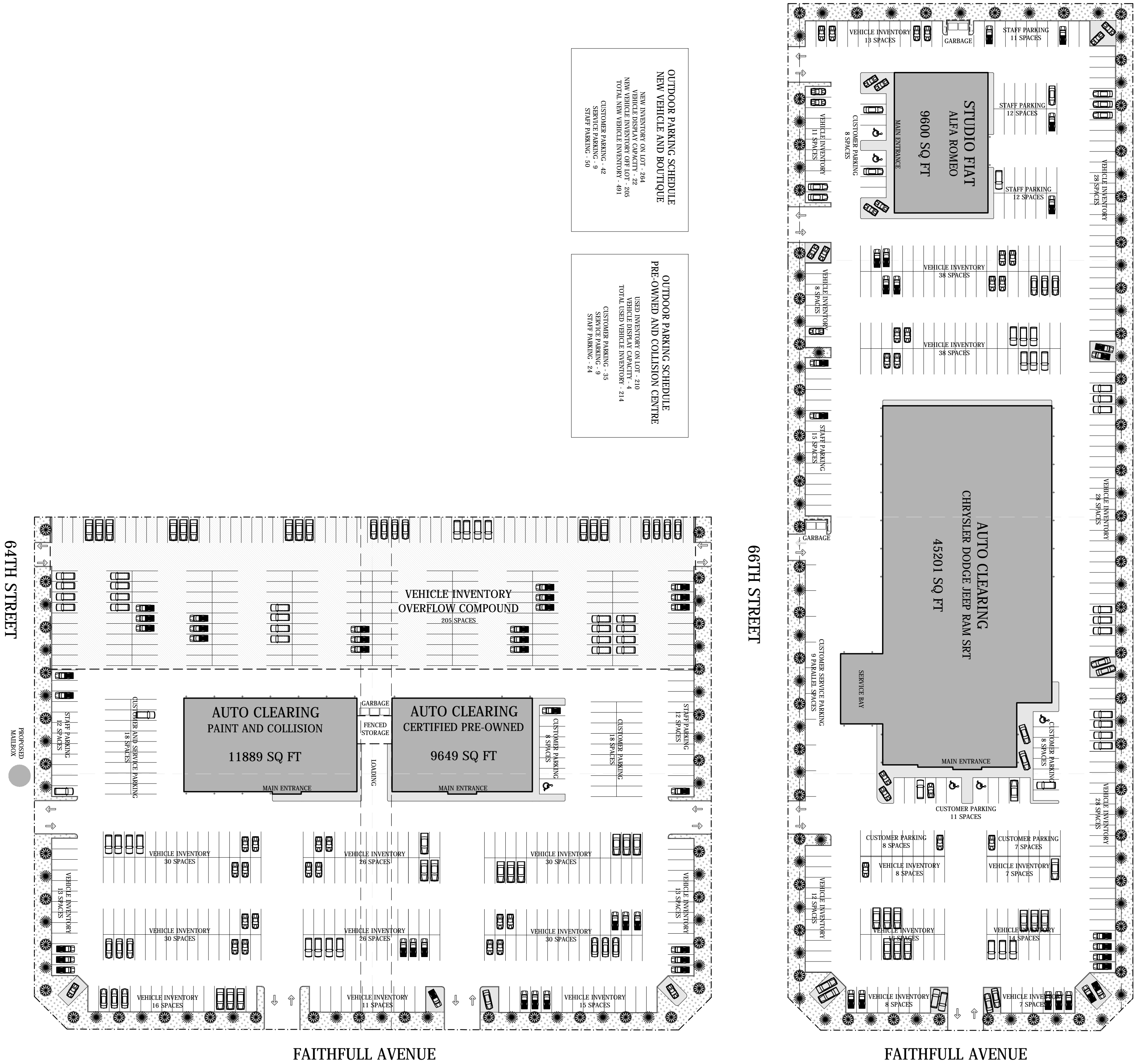
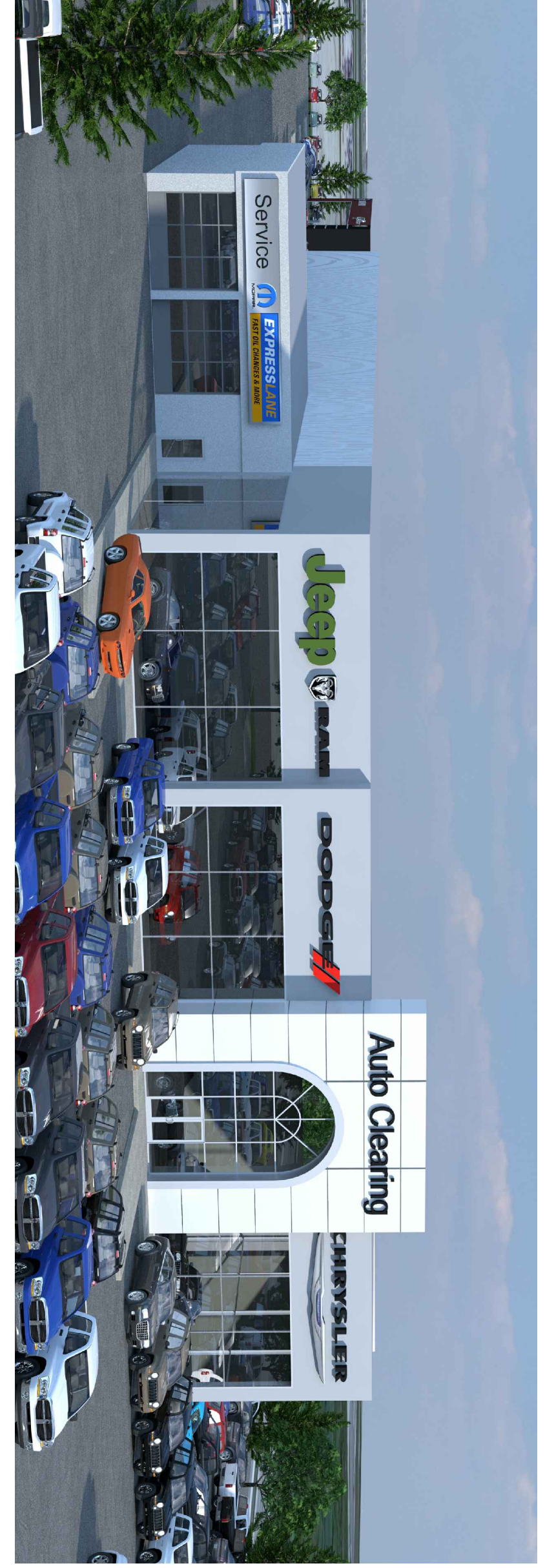
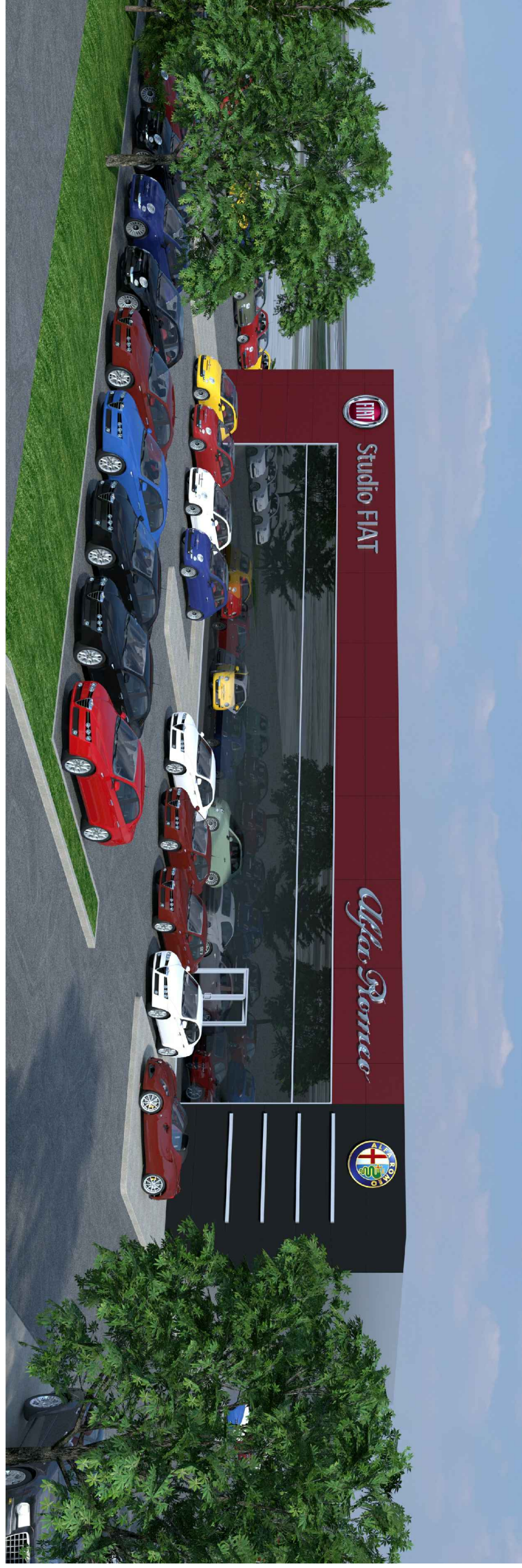
-  Streetlight Fixture
-  Fire Hydrant



**AF - Saskatoon Land - December 2015**  
 Note: Saskatoon Land does not guarantee the accuracy of this plan. To ensure accuracy, please refer to the Registered Plan of Survey. This plan is not to scale. Distances are in metres unless shown otherwise. This is not a legal plan. Utility easement locations are proposed, any re-routing of services would need to be confirmed with the appropriate representative agencies.







**OUTDOOR PARKING SCHEDULE  
NEW VEHICLE AND BOATHOUSE**

NEW INVENTORY ON LOT - 284  
NEW VEHICLE INVENTORY OFF LOT - 205  
TOTAL NEW VEHICLE INVENTORY - 489  
CUSTOMER PARKING - 42  
SERVICE PARKING - 9  
STAFF PARKING - 20

**OUTDOOR PARKING SCHEDULE  
PRE-OWNED AND COLLISION CENTRE**

USED INVENTORY ON LOT - 210  
VEHICLE DISPLAY CAPACITY - 4  
CUSTOMER PARKING - 35  
SERVICE PARKING - 24  
STAFF PARKING - 24

CONTRACTOR:  
**AUTO CLEARING**

ADDRESS:  
**MARQUIS AND FAITHFULL**

APPROVED BY:

APPROVAL SIGNATURES:

DESIGN NO.:

PROJECT ID:  
**15-143**

DRAWING TITLE:

DRAWING NO.:

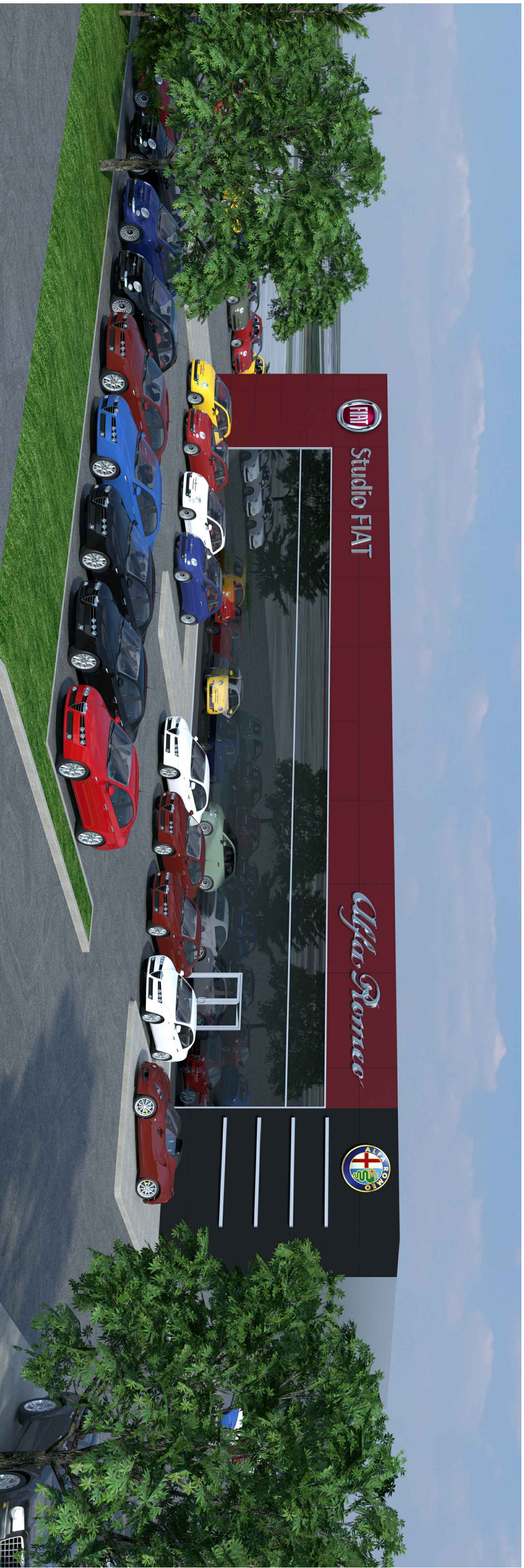




CONTRACTOR  
AUTO CLEARING  
ADDRESS  
MARQUIS AND FAITHFULL  
APPROVAL APPROVALS

DESIGNER  
PROJECT ID  
15-143  
DRAWING TITLE  
DRAWING NO.





CONTRACTOR  
AUTO CLEARING  
ADDRESS  
MARQUIS AND FAITHFULL  
APPROVAL APPROVALS

DESIGNER  
PROJECT ID:  
15-143  
DRAWING TITLE  
DRAWING NO.:



---

---

## Meewasin Valley Authority Contract for Landscape Consulting on the Aspen Ridge Greenway Project

### Recommendation

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

1. That the City of Saskatoon (City) enter into a consulting services agreement with the Meewasin Valley Authority to act as Saskatoon Land's consultant to complete the detailed design, tender, contract administration and construction management for the Greenway adjacent to Phase 1 in Aspen Ridge; and
2. That the City Solicitor be requested to prepare the standard consultant services agreement.

### Topic and Purpose

The purpose of this report is to obtain City Council approval to enter into a consulting services contract with the Meewasin Valley Authority (MVA) to act as Saskatoon Land's consultant to complete the detailed design, tender, contract administration and construction management for the Greenway adjacent to Phase 1 in Aspen Ridge.

### Report Highlights

1. The Aspen Ridge Greenway is a particularly sensitive project as its main function is to protect the Northeast Swale from the adjacent Aspen Ridge development.
2. The MVA has expressed interest in working as Saskatoon Land's consultant for the landscape design and landscape construction management of the Aspen Ridge Greenway.

### Strategic Goal

The contract is for consulting services for the design and construction management of the Aspen Ridge Greenway to the MVA supports the long-term strategy of improving access to ecological systems and spaces under the Strategic Goal of Environmental Leadership.

### Background

The Aspen Ridge Concept Plan was adopted by City Council on June 23, 2014. Saskatoon Land is in the process of developing the initial phases of the neighbourhood that are located adjacent to the Northeast Swale (Swale). In the approved concept plan, a 24-metre wide buffer (Greenway) was identified to provide a transition zone between Aspen Ridge development and the Swale (Attachments 1 and 2).

### Report

#### Protecting the Swale

The Swale is considered a valuable ecological, hydrological, and hydro-geological amenity. A desire to retain the natural integrity of the Swale has been expressed by a number of local interest groups, civic departments, and the MVA. Unlike other landscaping projects conducted by Saskatoon Land, the Greenway is a particularly sensitive project as its main function is to protect the Swale and function as a transition

zone between development and the ecologically diverse swale lands adjacent to the Aspen Ridge development. This would ensure that drainage from the Aspen Ridge neighbourhood does not interfere with the native plant ecology and wildlife habitat found within the Swale.

#### Consulting Contract - MVA

During initial discussions between Saskatoon Land and the MVA about the landscaping of the Greenway adjacent to Phase 1 and 2 in Aspen Ridge, the MVA expressed interest in working as Saskatoon Land's consultant. The scope of the consulting services would include the detailed design, the preparation of the construction tender, the construction contract administration, and the construction management of the Greenway landscaping project (Attachment 3).

The benefits of hiring the MVA directly as a consultant for this project include, but are not limited to, the following:

- The MVA's Role with the Swale
  - The MVA is the steward of the Swale which has included completing the *Northeast Swale Masterplan*. Engaging the MVA as consultants to help build the Greenway neighbourhood/swale interface will aid the City's development arm, the Administration, and City Council to work toward positive outcomes with regard to what is best for both the integration of the Aspen Ridge development and the environmental stability of the Swale.
  - The MVA, with its expertise regarding the Swale, will be front and centre in any public open house and will shepherd the Greenway design through the MVA development review process.
- Expertise
  - The Greenway will be planted with plants native to, and specifically found, within the Swale. The MVA has completed extensive studies in the Swale and has created a seed mixture in this regard.
- Long Term Vested Interest in the Greenway
  - Typical construction and consultant contracts carry a limited warranty. Being the steward for the Swale, the MVA have a vested interest in the viability of the Greenway and the long term success of its landscaping.
- Maintenance
  - The MVA currently works with City staff on landscaped trail systems throughout the South Saskatchewan River valley. They are familiar with systems that save maintenance costs and are familiar with key City staff in order to address issues.

Council Policy No. C02-030, Purchase of Goods, Services, and Work, and Administrative Policy No. A02-027, Corporate Purchasing Procedure, authorize the use

## **Meewasin Valley Authority Contract for Landscape Consulting on the Aspen Ridge Greenway Project**

---

of sole source contracts for “any other circumstance where, in the opinion of the City Council, it is appropriate for the City to sole source the purchase.”

The MVA’s estimate for this work is \$74,730 plus applicable taxes (Attachment 3). If authorized, Saskatoon Land will enter into a standard consulting agreement with the MVA.

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

The MVA is a stakeholder regarding the Swale and therefore has a great interest in the Greenway interface between the neighbourhood of Aspen Ridge and the Swale. The sole source contract is a result of the MVA’s stakeholder involvement (Attachment 3).

### **Financial Implications**

Funding for the consulting and construction management contract as well as landscape construction for the Greenway are available in Capital Project 1411-4 – Land Development – Aspen Ridge.

### **Environmental Implications**

The MVA is the steward of the Swale. Sole sourcing the landscape design and landscape construction management consulting contract to the MVA as the consultant will aid in ensuring the environmental health of the Swale in light of adjacent development.

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

The resulting design of the Greenway landscaping will be subject to CPTED review.

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

The Greenway will be completed by October 31, 2017.

### **Public Notice**

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

### **Attachments**

1. Aspen Ridge Greenway Typical Cross-section
2. Aspen Ridge Greenway Location
3. Project Services Proposal from MVA – November 17, 2015

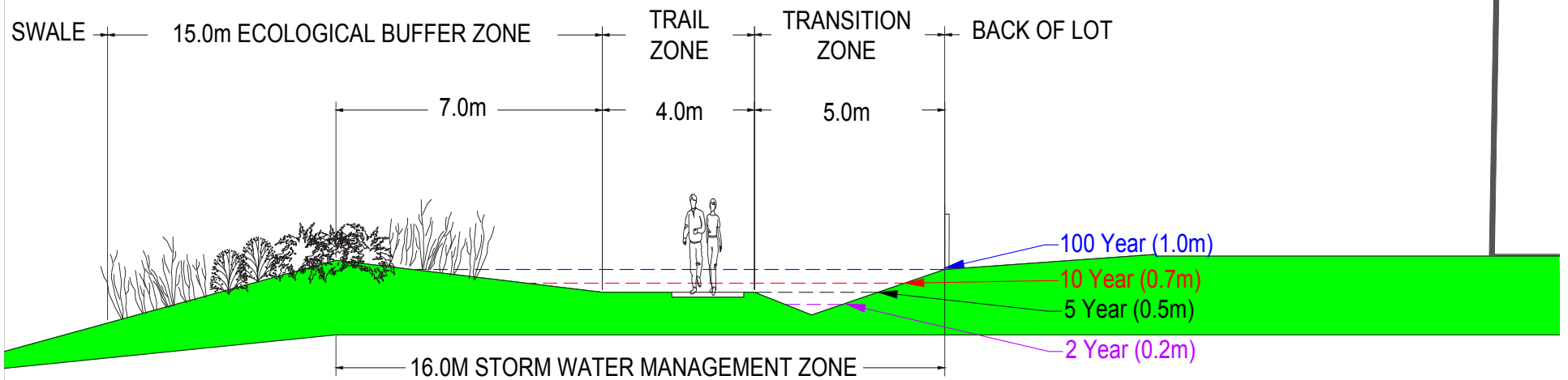
### **Report Approval**

Written by: Derek Thompson, Land Development Project Manager  
Reviewed by: Frank Long, Director of Saskatoon Land  
Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department  
Approved by: Murray Totland, City Manager

MVA Contract – Aspen Ridge Greenway.docx

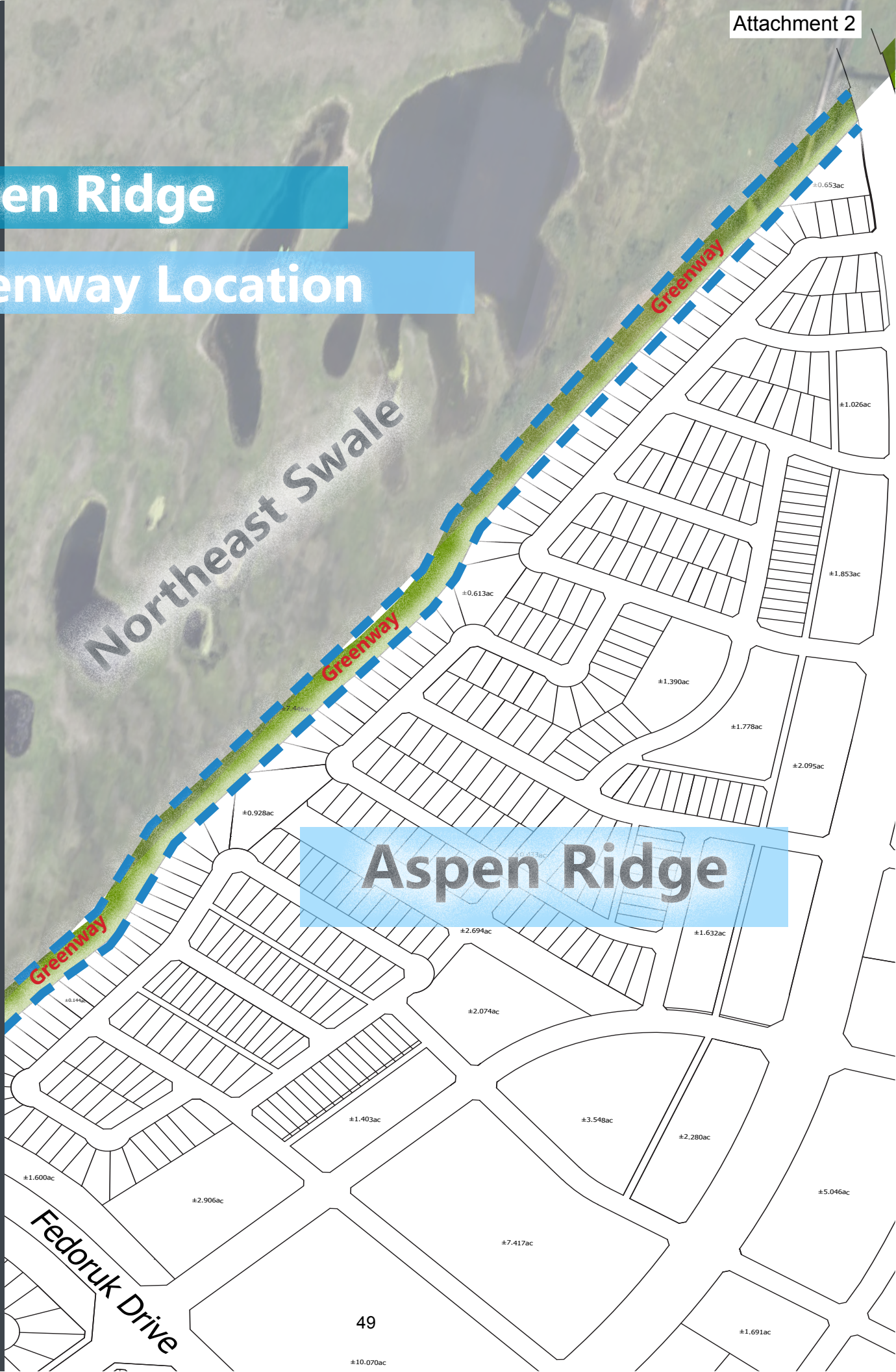


# Aspen Ridge Greenway Typical Cross-section



# Aspen Ridge

## Greenway Location



Aspen Ridge

**PROJECT SERVICES PROPOSAL**  
**PHASE 1 GREENWAY DEVELOPMENT**  
**ASPEN RIDGE NEIGHBOURHOOD**  
**From Fedoruk Drive to the Commuter Parkway**

**Submitted to: SASKATOON LAND, City of Saskatoon**  
**Attention: Tyson McShane**

**Submitted by: Meewasin Valley Authority, Design and Development**  
**Alan Otterbein, Manager of Design and Development**

**November 17, 2015**





## THE SITE

The Greenway, conceived as part of the Northeast Swale Development Guidelines (Stantec Consulting Ltd., 2012) as a multipurpose corridor along the perimeter of the Swale, includes an ecological buffer, trail zone and transition zone. It supports active transportation, stormwater management and conservation of sensitive areas.

The Greenway is an integral component of the recently completed Meewasin Northeast Swale Master Plan that was finalized in 2015 by Meewasin to support and foster conservation, education, and passive recreation. The Master Plan builds on important previous work including the Northeast Swale Resource Management Plan (Meewasin Valley Authority, 2013) and the Northeast Swale Development Guidelines (Stantec Consulting Ltd., 2012).

## THE PROJECT

This is a project that does not fit within a standard park development scope or timeline. Meewasin is well equipped to proceed with it as one of the important next steps following the Master Plan. The proposed project scope involves a 'full circle' of deliverables that will provide a functioning, fully developed and sustainable naturalized Greenway (along the edge of the Aspen Ridge neighbourhood, from Fedoruk Drive to the Commuter Parkway – 7.45 acres) that can be maintained and managed by the City and Meewasin in perpetuity. The Greenway will be comprised of native grasslands and wildflowers, a 3.0 to 4.0 m wide multi-purpose trail, potential trail lighting, trailheads, seating and interpretive nodes, and native tree and shrub plantings.

## THE MEEWASIN ADVANTAGE

Our in house expertise can not only provide design consulting services necessary for landscape development, we also have the key personnel to design, collect, custom grow, install, establish and manage the native prairie ecosystem critical to the Greenway's success. Beyond the site work we are also actively developing relevant communication, interpretation and educational material. **The scope of this proposal is for design consulting services. The on site establishment of native grass prairie will form part of the construction phase of the work.**

Based on the fundamental ideas and vision generated with our 100 Year Plan, Meewasin has been actively developing and managing our river valley and its public spaces for over 35 years. Development is one of our three primary mandates and it shows, with more than 80 km of trail and many other amenities and nodes completed to date. All of our proposed developments are subject to the regulatory approvals mandated by our 'Authority', the same approvals that any other developers are required to have for projects within Meewasin's Conservation Zone.

Meewasin has been actively planning for resource management, education and interpretive programming, research, communications and passive recreation within the Swale and Greenway over the last number of years. Our team has also been on the ground providing resource management services critical to maintaining the existing grasslands with controlled burns, sheep grazing, weed management and plug planting. Our horticulture staff provide ongoing support with seed collection and greenhouse propagation of local, native plant materials (Meewasin is the largest producer of native grasses and forbs in the province).

## RELEVANT PROJECTS

Meewasin Primary Trail development - Northwest extending to Wanuskewin Heritage Park  
Meewasin Primary Trail development - Southeast extending to Chief Whitecap Park  
River Landing Phase One and Two  
Chief Whitecap Park Master Plan Update  
Gabriel Dumont Park Development

## **PROJECT TEAM**

The team is comprised of key personnel with extensive landscape design, project management, horticultural and grassland ecology experience. Further expertise relating to communications, interpretation and education components will be drawn upon as necessary.

### **Design and Construction:**

Team Lead and Design, Alan Otterbein CSLA  
Design and Project Management, Nola Stein  
Project Support / GIS, Sarina Gersher

### **Native Grassland Development Resources:**

Resource Lead, Renny Grilz  
Resource Assistant, Eryn Tomlinson  
Horticulture Services, Kathy Thomas

## **METHODOLOGY**

The design pallet fits into the Meewasin Trail development model, with a linear trail linkage and several nodes and trailheads. Stormwater management and storage is also a key design element. Complementary to this program and critical to the Greenway's success in protecting the Swale proper is the re-vegetation of the disturbed areas, to mimic the Swale's native ecosystem. Maintaining a natural buffer around the Swale is imperative in order to maintain and protect the biodiversity of the Swale.

Standard landscape design and construction procedures will be undertaken in 2015-2017, getting us to FAC for the project. During the two construction years, initial seed bed preparations will be undertaken including weed management and control practices to minimize the long term weed concerns and reduce competition for native grass varieties. Initial native grass seeding is planned for 2017. After construction FAC is achieved, a four year period of native grass and wildflower plug planting is proposed along with ongoing management of the site and the previously seeded grasses. The plugs will be propagated and custom grown at the Meewasin greenhouse using locally collected seeds. FAC will also signal the start of standard maintenance of the site by City of Saskatoon operational staff. Starting in 2020 annual grass burning (in a four year cycle) will be initiated as part of ongoing resource management practices reflective of similar work within the swale itself.

## **SCHEDULE**

November 2015-January 2016: Detailed Design Phase  
February 2016: Public Open House and Approvals (City departments and Meewasin)  
March 2016: Tendering  
2016: Construction Year One: to CCC  
2017: Construction Year Two: to FAC  
2018: Establishment Year One  
2019: Establishment Year Two  
2020: Establishment Year Three  
2021: Establishment Year Four

## DELIVERABLES

- Rendered conceptual design plan (Hard copy and digital).
- Detailed design package for review at 75% complete including opinion of probable cost.
- Tender Ready Package and updated opinion of probable cost.
- Coordination and presentation to relevant City Departments, CPTED committee, Meewasin Development. Review Committee and Meewasin Board, with presentation boards and presentation materials.
- One public open house with presentation boards.
- Project Tendering.
- Project Management during the construction period.
- Construction monitoring
- CCC and FAC including turn over to City of Saskatoon.
- Ongoing review of plug planting and establishment

## FEES

Fees proposed for design services, project management and construction services total **\$74,730.00**, with a budget estimate for construction of \$1,355,000 (based on City of Saskatoon per acre costs for linear park development). The following chart breaks down the proposed fees by task:

<b>Phase</b>	<b>Fees</b>
Pre-Design / Conceptual Design	15,000
Detailed Design and Costing	25,000
Tender Document Preparation & Tendering	5,000
Construction Services and Monitoring to FAC	18,000
Construction Services post FAC (to completion of plug planting)	7,500
Disbursements (6%)	4,230
<b>TOTAL</b>	<b>74,730</b>

## Assumptions:

- Digital as-built base files will be provided by the Owner.
- Trail lighting detailed design plans will be developed by Saskatoon Light and Power, based on the conceptual design.
- City of Saskatoon stormwater management engineers will review and provide input on proposed grading and site design relevant to stormwater management parameters.



---

---

## Acquisition of Land for Future Development

### Recommendation

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

1. That the Real Estate Manager be authorized to purchase LSD 9 and 10 of 6-38-5 W3 comprising of approximately 69.62 acres from Neil and Mary Bartsch at a purchase price of \$450,000;
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. That the Property Realized Reserve be used as the funding source for this purchase, including legal, administrative costs and disbursements.

### Topic and Purpose

The purpose of this report is to receive City Council approval for the purchase of 69.62 acres of land for future development.

### Report Highlights

1. The land is immediately adjacent to other land owned by the City of Saskatoon (City) and will help satisfy land requirements for future growth.
2. Notable terms of the agreement include a sale price of \$450,000 with a five-year leaseback option.

### Strategic Goal

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

### Background

The 69.62 acre site is located in the Rural Municipality of Corman Park within the Saskatoon Planning District. In recent years, Saskatoon Land has acquired several parcels of land in the northwest section of the Saskatoon Planning District, both inside and outside of the proposed future Perimeter Highway. The area inside the Perimeter Highway between Highways 12 and 16 were annexed into the city by way of the boundary alteration that became effective September 1, 2015. The subject parcel is located just outside the proposed Perimeter Highway, situated immediately adjacent to lands previously acquired by Saskatoon Land.

### Report

#### Additional Land for Future Development

As Saskatoon grows, additional land holdings are required at an increasing pace to support and sustain the success of the City's Land Bank Program. Furthermore, as the

## Acquisition of Land for Future Development

---

Saskatoon region has experienced significant growth in recent years, development and speculation on lands surrounding Saskatoon has become more common. Acquiring the subject parcel will help ensure the City has sufficient inventory to accommodate future growth and realize continued benefits from land development in the future.

### Terms of the Agreement

Real Estate Services has negotiated a purchase agreement with the property owner. Noteworthy details of the agreement are as follows:

- Purchase price - \$450,000
- Conditional upon City Council approval by March 23, 2016
- Leaseback option with five-year term

### **Options to the Recommendation**

City Council could choose to not approve this purchase. The Administration does not recommend this option, as the 69.62 acres will help to further establish the City's presence in the northwest, and would increase land holdings required for future development.

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

Real Estate Services has confirmed with Saskatoon Water that these lands can be serviced in the future.

### **Financial Implications**

The purchase price of \$450,000 represents a land value of just under \$6,500 per acre, which is comparable to sales of similarly located sites with similar future development timelines.

Sufficient funds for the purchase of this land exist in the Property Realized Reserve.

### **Other Considerations/Implications**

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

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

This proposed acquisition would close on March 31, 2016, and the required documentation to finalize the sale would be completed by the City Solicitor's Office.

### **Public Notice**

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

### **Attachment**

1. Drawing Indicating Proposed Land Acquisition

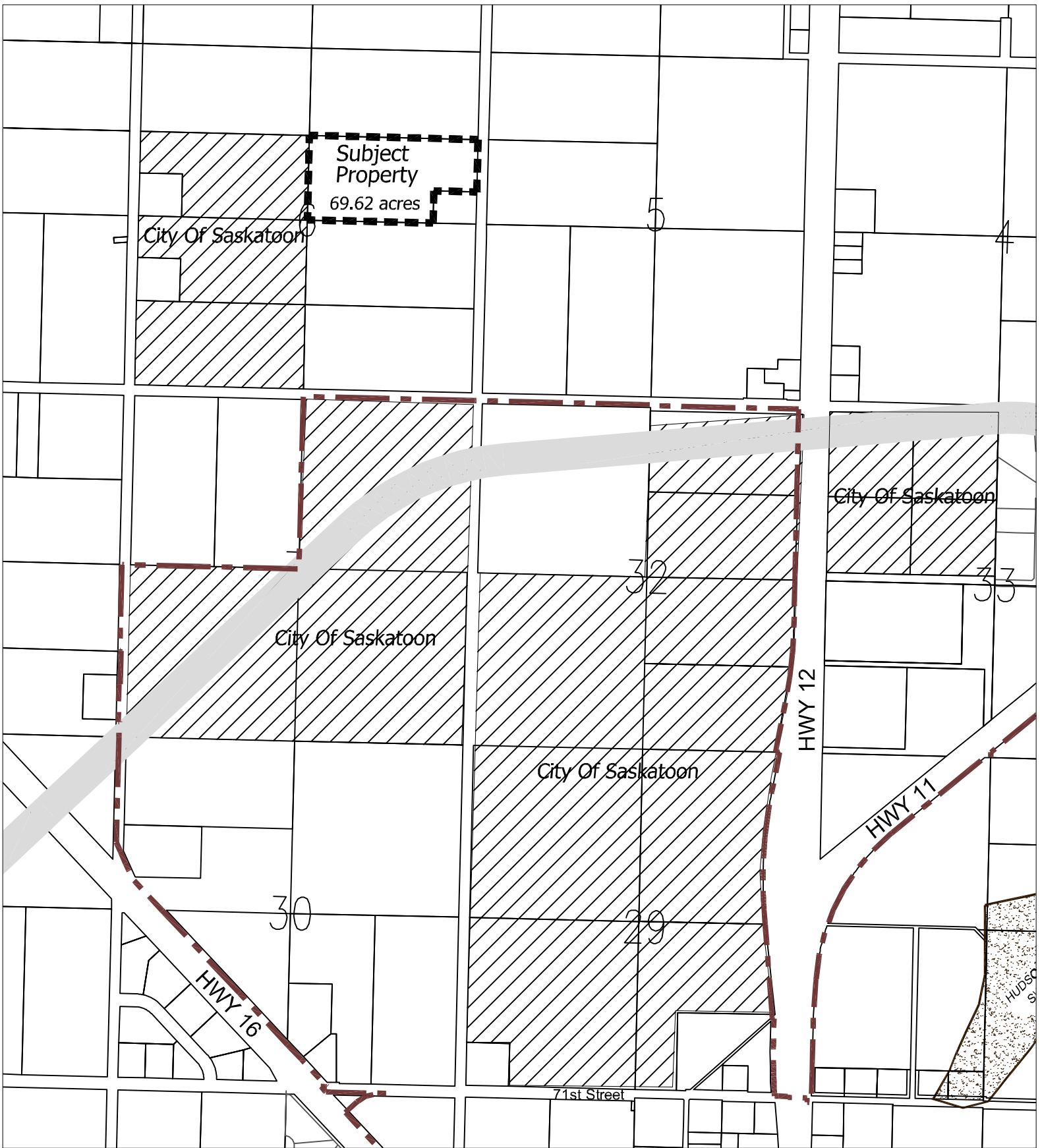
**Report Approvals**


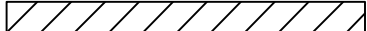


Written by: Jeremy Sibley, Real Estate Services  
Reviewed by: Frank Long, Director of Saskatoon Land  
Kerry Tarasoff, CFO/General Manager, Asset & Financial  
Management Department  
Approved by: Murray Totland, City Manager

Acquisition\_Bartsch\_Feb.docx



# Drawing Indicating Proposed Land Acquisition



- City Limits 
- City of Saskatoon Land 
- Subject Property 
- Proposed Perimeter Highway 



Saskatoon Land - Real Estate Services - December 2015

NOTE: The information contained on this map is for reference only and not to be used for legal purposes. This map may not be reproduced without the expressed written consent of Saskatoon Land - Real Estate Services. Do not scale.

---

## Property Tax Liens 2015

### Recommendation

That the Standing Policy Committee on Finance recommend to City Council that the City Solicitor be instructed to take the necessary action under provisions of *The Tax Enforcement Act* with respect to properties with 2015 tax liens.

### Topic and Purpose

The purpose of this report is to obtain City Council approval to proceed to the next stage under *The Tax Enforcement Act (The Act)* for properties with 2015 liens.

### Report Highlights

1. *The Act* is a provincial statute that guides the collection of tax arrears.
2. City Council provides approval to proceed to the next stage of the process for properties with 2015 tax liens.

### Strategic Goal

This report supports the long-term strategy of ensuring that the City of Saskatoon's (City) approach to citizen communications is proactive and professional, under the Strategic Goal of Continuous Improvement.

This report also supports the Strategic Goal of Asset and Financial Sustainability by being open, accountable and transparent, particularly when it comes to the resource allocation and collection decisions the City makes.

### Background

Collection of property tax arrears is guided by *The Act*, the purpose of which is to secure payment of tax arrears under the threat of loss of title to the property. The statute is not intended to act as a means for the acquisition of property by the City. Each property owner (taxpayer) has certain fundamental rights concerning his/her land. The taxpayer must be kept fully aware of the proceedings being taken, and be given a reasonable time frame during which arrangements can be made for payment of the outstanding amount.

### Report

#### *The Tax Enforcement Act*

*The Act* provides an effective collection process. As indicated in Attachment 1, a total of 4,664 liens were placed between 2010 and 2015. Tax arrears have been paid in full on 4,029 of these, and 635 liens remain where property owners have payment arrangements. The City has assumed title to only five (5) of these properties.

The proceedings under *The Act* are scheduled as follows:

- Section 10: Allows the City to register a tax lien against a property where taxes have been due and unpaid after the 31<sup>st</sup> day of December of the year in which the taxes were originally levied.
- Section 22(1): Where the taxes remain unpaid and the lien has not been withdrawn, the City may apply to Council to commence proceedings to take title after the expiration of six months following the registration of the tax lien at Information Services Corporation of Saskatchewan (ISC) – Land Registry.
- Section 24: Final application for transfer of title to the City may commence six months after the first application. The City must, at this point in the proceedings, obtain consent of the Provincial Mediation Board to obtain the title. The Board may, subject to certain conditions being met by the taxpayer, put the proceedings on hold, even after this consent is granted.

#### 2015 Tax Liens

With respect to the properties listed in Attachment 2, proceedings under *The Act* commenced on February 28, 2015. At that time, the City, in accordance with *The Act*, published in The StarPhoenix the legal descriptions of all properties in arrears of property taxes subject to tax liens. The assessed owners were notified of the action being taken and were advised that if the taxes remained unpaid after 60 days following the date of the advertisement, a tax lien would be registered against the property on the official title held in ISC – Land Registry.

The City has made considerable effort to contact the assessed owners of the various properties to obtain payment or to negotiate reasonable payment schedules. However, as of the date of this report, the City has not received payment and the property tax arrears are still outstanding.

The properties are now subject to first proceedings pursuant to Section 22(1) of *The Act*. This action involves notification by registered mail to each registered owner, each assessed owner, and all others with an interest set out on the title to the property, that they have six months to contest the City's claim.

Pursuant to Section 24, the next stage of *The Act*, six months following service of notices, the City will be in a position to make final application for title of any properties for which the arrears have not been cleared.

As indicated above, *The Act* requires specific waiting periods to ensure that owners and interest holders are afforded a reasonable opportunity to redeem the property. In the typical case, the Administration expects that these proceedings will be carried out within the normal periods outlined in the legislation. However, where there is a credible and

realistic plan by the owner or interest holder to make payments to redeem the property during enforcement proceedings, the prosecution of the enforcement proceeding should be suspended to allow the redemption plan to proceed. If the plan fails, enforcement proceedings should then be recommenced.

Since tax enforcement proceedings pursuant to Section 22 are initiated at City Council's direction, it is City Council that can properly suspend and recommence the proceedings, or direct the Administration to do so. Accordingly, the Administration requests that in those cases, where there is a credible plan, as determined by the Administration, City Council authorize the Administration to suspend enforcement proceedings, and to restore enforcement proceedings where a redemption plan fails.

The Administration now requests authorization to proceed regarding those properties which became subject to tax liens in 2015.

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

The Administration has made every effort to contact the assessed owners of the properties in arrears subject to tax collection, as per *The Act*.

### **Communication Plan**

The City follows the processes required in *The Act*. The Revenue Collections Section has made considerable effort to communicate with property owners of the properties in tax arrears subject to tax collection through reminder notices and direct contact.

### **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 property tax lien report for 2016 will be tabled in February 2017.

### **Public Notice**

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

### **Attachments**

1. Tax Enforcement Statistics
2. 2015 Property Tax Liens

### **Report Approval**

Written by: Charmaine Campbell, Customer Service Analyst, Corporate Revenue  
Reviewed by: Michael Voth, Revenue Collections & Customer Service Manager  
Approved by: Shelley Sutherland, Acting General Manager, Asset & Financial Management Department

Tax Liens 2015.docx



## Tax Enforcement Statistics

Lien Year	Reminder Notices			Number Advertised	Liens Placed	6-month Notices	Sent to Prov. Med.	Title Taken	Liens Remaining
	Prev Sept	Prev Nov	February						
2010	4,307		1,973	1,407	612	272	39	1	3
2011	4,688		2,109	1,608	712	329	49	3	6
2012	4,699		2,176	1,614	601	285	52	1	15
2013	5,608	4,160	2,639	1,890	736	291	62	0	34
2014	6,038	4,323	2,922	2,062	1,044	484	79	0	128
2015	6,214	4,290	2,895	1,882	959	n/a	n/a	0	449
<b>Total</b>	31,554	12,773	14,714	10,463	4,664	1,661	281	5	635

# LIENS OUTSTANDING SUMMARY 2015

	<b>Predominant Use</b>	<b>Arrears</b>
1	Hall, Former Church	\$118,012.89
1	Industrial, Flex Bld, single sty	\$6,503.53
1	Land, Undeveloped Commercial	\$12,309.23
1	Mixed Retail with Office	\$22,503.49
1	Office Building	\$9,820.92
1	Restaurant, Fast Food	\$18,939.01
3	Store, Retail	\$17,036.80
1	Warehouse, Storage 10,000-79,999	\$50,407.83
1	Warehouse, Storage 3-12% office	\$6,589.73
20	Condo, Bare Land	\$93,863.11
6	Condo, Highrise	\$23,192.17
36	Condo, Lowrise	\$132,392.63
46	Condo, Townhouse	\$152,520.42
5	Land, Undeveloped Res	\$15,368.69
1	Outbuilding, Residential	\$1,327.44
312	Single Family, Detached	\$1,807,992.26
1	Townhouse, Res-2 unit (One Title)	\$6,128.86
11	Townhouse, Res-2 unit (Two Titles)	\$62,515.97
<hr/>		<hr/>
449	<b>Total</b>	\$2,557,424.98

# LIENS OUTSTANDING 2015

<b>Class</b>	<b>Predominant Use</b>	<b>Roll Number</b>	<b>Arrears</b>
COMM	Hall, Former Church	495118900	\$118,012.89
COMM	Industrial, Flex Bld, single sty	465008840	\$6,503.53
COMM	Land, Undeveloped Commercial	405320500	\$12,309.23
COMM	Mixed Retail with Office	485103050	\$22,503.49
COMM	Office Building	475021400	\$9,820.92
COMM	Restaurant, Fast Food	484901350	\$18,939.01
COMM	Store, Retail	484900700	\$5,241.18
COMM	Store, Retail	504815990	\$6,022.62
COMM	Store, Retail	504915200	\$5,773.00
COMM	Warehouse, Storage 10,000-79,999	504835790	\$50,407.83
COMM	Warehouse, Storage 3-12% office	465007050	\$6,589.73
COND	Condo, Bare Land	445700785	\$5,447.05
COND	Condo, Bare Land	464422315	\$4,266.99
COND	Condo, Bare Land	464422385	\$2,605.33
COND	Condo, Bare Land	464510620	\$5,896.08
COND	Condo, Bare Land	464514125	\$4,257.33
COND	Condo, Bare Land	464645640	\$3,480.10
COND	Condo, Bare Land	464645745	\$4,358.51
COND	Condo, Bare Land	465962940	\$3,601.00
COND	Condo, Bare Land	475941695	\$5,118.53
COND	Condo, Bare Land	504200960	\$5,391.71
COND	Condo, Bare Land	504400195	\$3,728.96
COND	Condo, Bare Land	535812436	\$3,548.59
COND	Condo, Bare Land	535818196	\$4,851.65
COND	Condo, Bare Land	535859325	\$4,366.14
COND	Condo, Bare Land	535859830	\$5,921.82
COND	Condo, Bare Land	555409040	\$7,726.84
COND	Condo, Bare Land	555820285	\$3,424.43
COND	Condo, Bare Land	565303860	\$3,861.86
COND	Condo, Bare Land	565303900	\$6,394.08
COND	Condo, Bare Land	565429705	\$5,616.11
COND	Condo, Highrise	495014550	\$4,415.20
COND	Condo, Highrise	495014760	\$3,218.97
COND	Condo, Highrise	495014960	\$4,695.29
COND	Condo, Highrise	495140820	\$6,592.03
COND	Condo, Highrise	504820060	\$1,229.12
COND	Condo, Highrise	515031560	\$3,041.56
COND	Condo, Lowrise	455215465	\$3,264.48
COND	Condo, Lowrise	455215480	\$2,675.98
COND	Condo, Lowrise	464601464	\$4,674.90
COND	Condo, Lowrise	464670050	\$4,031.06
COND	Condo, Lowrise	464670130	\$5,447.87
COND	Condo, Lowrise	475833640	\$2,790.40
COND	Condo, Lowrise	475945424	\$2,881.15
COND	Condo, Lowrise	485630080	\$2,505.29
COND	Condo, Lowrise	485630420	\$3,236.73
COND	Condo, Lowrise	485631990	\$3,546.05

# LIENS OUTSTANDING 2015

<b>Class</b>	<b>Predominant Use</b>	<b>Roll Number</b>	<b>Arrears</b>
COND	Condo, Lowrise	486033473	\$3,602.17
COND	Condo, Lowrise	486033531	\$4,925.32
COND	Condo, Lowrise	486033620	\$3,853.84
COND	Condo, Lowrise	486033684	\$5,346.06
COND	Condo, Lowrise	486033700	\$2,814.71
COND	Condo, Lowrise	486033729	\$3,968.28
COND	Condo, Lowrise	495101270	\$3,710.14
COND	Condo, Lowrise	504204815	\$2,630.91
COND	Condo, Lowrise	504204870	\$2,357.50
COND	Condo, Lowrise	504204980	\$3,258.01
COND	Condo, Lowrise	504205120	\$2,665.57
COND	Condo, Lowrise	504205320	\$3,120.27
COND	Condo, Lowrise	504205330	\$3,376.94
COND	Condo, Lowrise	504205535	\$2,241.28
COND	Condo, Lowrise	505620000	\$2,618.67
COND	Condo, Lowrise	515419985	\$3,465.86
COND	Condo, Lowrise	525707165	\$3,508.89
COND	Condo, Lowrise	525725480	\$2,451.55
COND	Condo, Lowrise	534917210	\$3,070.22
COND	Condo, Lowrise	535810562	\$4,685.79
COND	Condo, Lowrise	555401880	\$5,134.91
COND	Condo, Lowrise	565051945	\$9,897.01
COND	Condo, Lowrise	565201955	\$3,119.68
COND	Condo, Lowrise	565308085	\$3,295.24
COND	Condo, Lowrise	565385179	\$5,235.00
COND	Condo, Lowrise	565385205	\$2,984.90
COND	Condo, Townhouse	435302385	\$5,104.80
COND	Condo, Townhouse	445211040	\$4,985.74
COND	Condo, Townhouse	455428190	\$7,141.12
COND	Condo, Townhouse	455428300	\$4,788.87
COND	Condo, Townhouse	464714065	\$3,346.74
COND	Condo, Townhouse	475801555	\$5,752.29
COND	Condo, Townhouse	475940555	\$2,323.24
COND	Condo, Townhouse	485719165	\$3,394.66
COND	Condo, Townhouse	486029455	\$2,420.00
COND	Condo, Townhouse	486029460	\$2,911.79
COND	Condo, Townhouse	486029465	\$2,902.59
COND	Condo, Townhouse	486029470	\$2,911.79
COND	Condo, Townhouse	486029475	\$2,895.64
COND	Condo, Townhouse	486029480	\$2,911.79
COND	Condo, Townhouse	486029485	\$2,911.79
COND	Condo, Townhouse	486029495	\$2,421.15
COND	Condo, Townhouse	486029500	\$2,911.79
COND	Condo, Townhouse	486029505	\$2,911.79
COND	Condo, Townhouse	486029510	\$2,911.79
COND	Condo, Townhouse	486029515	\$2,911.79
COND	Condo, Townhouse	486029525	\$2,301.72



# LIENS OUTSTANDING 2015

<b>Class</b>	<b>Predominant Use</b>	<b>Roll Number</b>	<b>Arrears</b>
COND	Condo, Townhouse	486029530	\$2,420.00
COND	Condo, Townhouse	486029535	\$2,911.79
COND	Condo, Townhouse	486029540	\$2,911.79
COND	Condo, Townhouse	486029545	\$2,911.79
COND	Condo, Townhouse	486029550	\$2,911.79
COND	Condo, Townhouse	486029560	\$2,420.00
COND	Condo, Townhouse	486029565	\$2,911.79
COND	Condo, Townhouse	486029570	\$2,911.79
COND	Condo, Townhouse	486029575	\$2,911.79
COND	Condo, Townhouse	486029580	\$2,911.79
COND	Condo, Townhouse	486029585	\$2,420.00
COND	Condo, Townhouse	486029590	\$4,764.37
COND	Condo, Townhouse	486029595	\$3,278.41
COND	Condo, Townhouse	486029600	\$2,925.60
COND	Condo, Townhouse	486029615	\$2,642.79
COND	Condo, Townhouse	486029620	\$2,421.15
COND	Condo, Townhouse	486029635	\$2,911.79
COND	Condo, Townhouse	486029655	\$2,911.79
COND	Condo, Townhouse	486029680	\$4,779.03
COND	Condo, Townhouse	486029695	\$2,911.79
COND	Condo, Townhouse	504923075	\$4,149.64
COND	Condo, Townhouse	505612395	\$4,624.96
COND	Condo, Townhouse	514508570	\$2,934.07
COND	Condo, Townhouse	525601590	\$2,396.66
COND	Condo, Townhouse	525601770	\$5,241.17
RES	Land, Undeveloped Res	445718150	\$4,756.44
RES	Land, Undeveloped Res	445819000	\$2,460.22
RES	Land, Undeveloped Res	455710300	\$5,335.15
RES	Land, Undeveloped Res	504726200	\$874.09
RES	Land, Undeveloped Res	555914950	\$1,942.79
RES	Outbuilding, Residential	494720750	\$1,327.44
RES	Single Family, Detached	425226200	\$4,958.04
RES	Single Family, Detached	425434150	\$9,673.02
RES	Single Family, Detached	435230100	\$5,741.11
RES	Single Family, Detached	435410280	\$4,323.85
RES	Single Family, Detached	435800750	\$7,122.22
RES	Single Family, Detached	445340990	\$5,742.82
RES	Single Family, Detached	445343850	\$4,104.06
RES	Single Family, Detached	445431250	\$3,372.65
RES	Single Family, Detached	445431600	\$4,442.55
RES	Single Family, Detached	445619600	\$6,044.59
RES	Single Family, Detached	445621750	\$11,599.26
RES	Single Family, Detached	445706150	\$10,850.23
RES	Single Family, Detached	445724350	\$6,593.63
RES	Single Family, Detached	445815000	\$8,858.10
RES	Single Family, Detached	445822200	\$11,406.98
RES	Single Family, Detached	445825850	\$5,362.53

# LIENS OUTSTANDING 2015

<b>Class</b>	<b>Predominant Use</b>	<b>Roll Number</b>	<b>Arrears</b>
RES	Single Family, Detached	455229290	\$9,111.67
RES	Single Family, Detached	455306040	\$6,027.24
RES	Single Family, Detached	455307550	\$5,815.74
RES	Single Family, Detached	455405150	\$8,088.84
RES	Single Family, Detached	455405300	\$5,075.75
RES	Single Family, Detached	455813600	\$5,403.32
RES	Single Family, Detached	455820400	\$7,589.21
RES	Single Family, Detached	455832600	\$10,106.91
RES	Single Family, Detached	464413900	\$2,706.73
RES	Single Family, Detached	464417700	\$8,011.23
RES	Single Family, Detached	464427050	\$4,501.45
RES	Single Family, Detached	464427200	\$5,701.05
RES	Single Family, Detached	464429250	\$5,700.51
RES	Single Family, Detached	464517800	\$6,055.95
RES	Single Family, Detached	464540250	\$7,524.79
RES	Single Family, Detached	464540870	\$4,449.76
RES	Single Family, Detached	464546550	\$6,821.94
RES	Single Family, Detached	464600600	\$4,584.34
RES	Single Family, Detached	464600850	\$5,682.14
RES	Single Family, Detached	464603450	\$7,355.45
RES	Single Family, Detached	464619050	\$7,096.18
RES	Single Family, Detached	464643150	\$3,283.30
RES	Single Family, Detached	464706950	\$6,396.41
RES	Single Family, Detached	464709500	\$6,414.03
RES	Single Family, Detached	464710950	\$7,928.81
RES	Single Family, Detached	464711800	\$3,883.50
RES	Single Family, Detached	464910970	\$2,409.10
RES	Single Family, Detached	465620250	\$9,353.27
RES	Single Family, Detached	465621650	\$6,520.30
RES	Single Family, Detached	465628520	\$11,261.29
RES	Single Family, Detached	465907200	\$14,388.08
RES	Single Family, Detached	465911350	\$13,162.59
RES	Single Family, Detached	465915650	\$8,464.07
RES	Single Family, Detached	474303800	\$5,528.81
RES	Single Family, Detached	474304900	\$3,739.64
RES	Single Family, Detached	474417450	\$4,010.20
RES	Single Family, Detached	474438500	\$5,907.65
RES	Single Family, Detached	474440740	\$6,482.14
RES	Single Family, Detached	474524500	\$6,071.07
RES	Single Family, Detached	474526790	\$4,919.10
RES	Single Family, Detached	474703390	\$5,367.28
RES	Single Family, Detached	474704840	\$5,264.89
RES	Single Family, Detached	474708790	\$4,805.60
RES	Single Family, Detached	474715780	\$3,111.42
RES	Single Family, Detached	474808350	\$4,444.14
RES	Single Family, Detached	474813300	\$3,094.92
RES	Single Family, Detached	474900950	\$5,437.44

# LIENS OUTSTANDING 2015

<b>Class</b>	<b>Predominant Use</b>	<b>Roll Number</b>	<b>Arrears</b>
RES	Single Family, Detached	474908400	\$4,137.37
RES	Single Family, Detached	474919800	\$4,813.54
RES	Single Family, Detached	474920400	\$2,971.49
RES	Single Family, Detached	474927100	\$6,295.64
RES	Single Family, Detached	474938150	\$2,491.56
RES	Single Family, Detached	474939050	\$3,109.20
RES	Single Family, Detached	475005800	\$1,878.48
RES	Single Family, Detached	475026650	\$1,719.36
RES	Single Family, Detached	475121050	\$7,774.50
RES	Single Family, Detached	475616600	\$4,553.78
RES	Single Family, Detached	475624000	\$6,881.94
RES	Single Family, Detached	475635750	\$4,504.38
RES	Single Family, Detached	475816450	\$7,377.17
RES	Single Family, Detached	475949450	\$7,309.09
RES	Single Family, Detached	484300490	\$3,673.74
RES	Single Family, Detached	484316900	\$5,316.94
RES	Single Family, Detached	484329900	\$3,109.52
RES	Single Family, Detached	484334240	\$3,430.41
RES	Single Family, Detached	484335820	\$4,038.23
RES	Single Family, Detached	484337550	\$4,446.58
RES	Single Family, Detached	484341150	\$3,091.41
RES	Single Family, Detached	484344590	\$6,520.50
RES	Single Family, Detached	484344680	\$3,764.96
RES	Single Family, Detached	484422490	\$4,614.63
RES	Single Family, Detached	484508890	\$3,176.47
RES	Single Family, Detached	484511920	\$4,346.65
RES	Single Family, Detached	484518790	\$3,778.36
RES	Single Family, Detached	484523450	\$3,289.53
RES	Single Family, Detached	484525000	\$3,878.60
RES	Single Family, Detached	484603400	\$4,843.45
RES	Single Family, Detached	484722650	\$4,931.97
RES	Single Family, Detached	484803850	\$4,925.49
RES	Single Family, Detached	484811700	\$4,733.26
RES	Single Family, Detached	484836800	\$4,893.11
RES	Single Family, Detached	484837650	\$1,452.99
RES	Single Family, Detached	484837900	\$3,381.95
RES	Single Family, Detached	484905700	\$4,888.62
RES	Single Family, Detached	484907100	\$2,450.59
RES	Single Family, Detached	484910100	\$3,087.98
RES	Single Family, Detached	484927550	\$6,580.20
RES	Single Family, Detached	484932150	\$2,277.54
RES	Single Family, Detached	484934200	\$4,582.63
RES	Single Family, Detached	485134700	\$7,080.57
RES	Single Family, Detached	485136450	\$3,908.21
RES	Single Family, Detached	485502050	\$4,796.26
RES	Single Family, Detached	485514480	\$3,316.80
RES	Single Family, Detached	485527250	\$2,731.85

# LIENS OUTSTANDING 2015

<b>Class</b>	<b>Predominant Use</b>	<b>Roll Number</b>	<b>Arrears</b>
RES	Single Family, Detached	485537370	\$6,368.87
RES	Single Family, Detached	485539150	\$4,474.89
RES	Single Family, Detached	485727200	\$7,818.92
RES	Single Family, Detached	485801950	\$3,620.67
RES	Single Family, Detached	485802000	\$3,642.77
RES	Single Family, Detached	485822800	\$5,207.65
RES	Single Family, Detached	486004900	\$9,548.09
RES	Single Family, Detached	486017150	\$9,351.99
RES	Single Family, Detached	486027400	\$8,379.54
RES	Single Family, Detached	486034050	\$12,565.47
RES	Single Family, Detached	494301200	\$5,364.67
RES	Single Family, Detached	494302750	\$3,366.26
RES	Single Family, Detached	494323490	\$4,874.69
RES	Single Family, Detached	494330540	\$3,919.49
RES	Single Family, Detached	494402250	\$2,156.63
RES	Single Family, Detached	494406200	\$4,687.58
RES	Single Family, Detached	494407950	\$3,070.40
RES	Single Family, Detached	494410700	\$5,534.08
RES	Single Family, Detached	494412650	\$2,273.40
RES	Single Family, Detached	494429900	\$6,001.39
RES	Single Family, Detached	494509710	\$2,369.65
RES	Single Family, Detached	494605850	\$2,487.34
RES	Single Family, Detached	494718250	\$3,267.36
RES	Single Family, Detached	494802000	\$2,513.04
RES	Single Family, Detached	494824550	\$1,897.28
RES	Single Family, Detached	494825160	\$4,304.15
RES	Single Family, Detached	494827900	\$1,410.38
RES	Single Family, Detached	494838300	\$3,360.43
RES	Single Family, Detached	494838400	\$4,278.58
RES	Single Family, Detached	494838800	\$2,412.20
RES	Single Family, Detached	494913150	\$4,053.01
RES	Single Family, Detached	494925200	\$4,048.93
RES	Single Family, Detached	494928900	\$3,473.18
RES	Single Family, Detached	494934650	\$4,949.16
RES	Single Family, Detached	494937500	\$4,227.74
RES	Single Family, Detached	495106100	\$3,900.25
RES	Single Family, Detached	495710340	\$7,163.69
RES	Single Family, Detached	495710490	\$6,722.14
RES	Single Family, Detached	495825700	\$5,500.34
RES	Single Family, Detached	495843800	\$9,481.52
RES	Single Family, Detached	495862700	\$7,423.66
RES	Single Family, Detached	504334200	\$6,167.50
RES	Single Family, Detached	504403490	\$3,761.99
RES	Single Family, Detached	504412490	\$4,415.37
RES	Single Family, Detached	504430410	\$5,023.81
RES	Single Family, Detached	504430900	\$6,137.98
RES	Single Family, Detached	504432050	\$5,236.37



# LIENS OUTSTANDING 2015

<b>Class</b>	<b>Predominant Use</b>	<b>Roll Number</b>	<b>Arrears</b>
RES	Single Family, Detached	504520850	\$5,882.29
RES	Single Family, Detached	504606350	\$3,827.26
RES	Single Family, Detached	504613890	\$4,863.49
RES	Single Family, Detached	504622000	\$3,745.42
RES	Single Family, Detached	504623750	\$3,778.46
RES	Single Family, Detached	504627240	\$5,019.11
RES	Single Family, Detached	504703850	\$2,130.80
RES	Single Family, Detached	504708350	\$2,284.52
RES	Single Family, Detached	504709900	\$1,797.40
RES	Single Family, Detached	504716650	\$2,411.04
RES	Single Family, Detached	504719150	\$1,449.03
RES	Single Family, Detached	504721000	\$2,531.05
RES	Single Family, Detached	504721500	\$2,956.99
RES	Single Family, Detached	504732000	\$5,532.78
RES	Single Family, Detached	504734500	\$2,014.51
RES	Single Family, Detached	504812150	\$2,103.16
RES	Single Family, Detached	504825600	\$1,895.47
RES	Single Family, Detached	504828430	\$3,625.12
RES	Single Family, Detached	504920900	\$5,930.15
RES	Single Family, Detached	504924250	\$2,940.57
RES	Single Family, Detached	504927350	\$71,469.12
RES	Single Family, Detached	504928550	\$3,995.12
RES	Single Family, Detached	504937950	\$4,218.10
RES	Single Family, Detached	505225200	\$12,684.72
RES	Single Family, Detached	505505150	\$6,961.40
RES	Single Family, Detached	505605800	\$6,986.90
RES	Single Family, Detached	505720140	\$6,961.83
RES	Single Family, Detached	514219800	\$4,363.54
RES	Single Family, Detached	514325290	\$4,130.19
RES	Single Family, Detached	514326340	\$6,283.88
RES	Single Family, Detached	514327900	\$5,501.63
RES	Single Family, Detached	514403740	\$5,991.15
RES	Single Family, Detached	514405840	\$5,123.59
RES	Single Family, Detached	514502600	\$4,997.10
RES	Single Family, Detached	514704750	\$2,890.97
RES	Single Family, Detached	514808000	\$3,659.42
RES	Single Family, Detached	514817850	\$5,444.86
RES	Single Family, Detached	514819700	\$2,742.91
RES	Single Family, Detached	514822500	\$1,637.88
RES	Single Family, Detached	514823750	\$3,001.42
RES	Single Family, Detached	514827950	\$3,598.18
RES	Single Family, Detached	514831600	\$3,140.87
RES	Single Family, Detached	514835700	\$2,100.58
RES	Single Family, Detached	514837150	\$1,941.11
RES	Single Family, Detached	514900900	\$1,059.61
RES	Single Family, Detached	515004350	\$4,551.86
RES	Single Family, Detached	515004850	\$7,577.89

# LIENS OUTSTANDING 2015

<b>Class</b>	<b>Predominant Use</b>	<b>Roll Number</b>	<b>Arrears</b>
RES	Single Family, Detached	515012550	\$6,885.33
RES	Single Family, Detached	515014750	\$8,343.18
RES	Single Family, Detached	515026150	\$9,124.31
RES	Single Family, Detached	515030950	\$7,882.71
RES	Single Family, Detached	515106520	\$4,656.89
RES	Single Family, Detached	515121250	\$7,639.02
RES	Single Family, Detached	515214100	\$13,431.08
RES	Single Family, Detached	515317100	\$4,625.51
RES	Single Family, Detached	515404180	\$7,118.12
RES	Single Family, Detached	515421450	\$5,863.93
RES	Single Family, Detached	515615560	\$13,435.94
RES	Single Family, Detached	515722300	\$7,314.48
RES	Single Family, Detached	515800350	\$3,589.41
RES	Single Family, Detached	515807450	\$6,544.11
RES	Single Family, Detached	524417800	\$4,408.49
RES	Single Family, Detached	524801500	\$5,500.98
RES	Single Family, Detached	524807800	\$2,254.07
RES	Single Family, Detached	524808150	\$4,798.86
RES	Single Family, Detached	524811350	\$4,058.35
RES	Single Family, Detached	524815900	\$3,191.56
RES	Single Family, Detached	524824800	\$5,524.20
RES	Single Family, Detached	524921600	\$3,920.61
RES	Single Family, Detached	524922130	\$7,571.27
RES	Single Family, Detached	525000250	\$7,643.23
RES	Single Family, Detached	525007700	\$6,917.97
RES	Single Family, Detached	525010500	\$6,447.06
RES	Single Family, Detached	525020900	\$3,389.26
RES	Single Family, Detached	525024200	\$6,092.49
RES	Single Family, Detached	525034100	\$3,942.79
RES	Single Family, Detached	525035150	\$3,815.94
RES	Single Family, Detached	525036740	\$4,662.93
RES	Single Family, Detached	525108450	\$4,379.79
RES	Single Family, Detached	525204700	\$5,068.01
RES	Single Family, Detached	525222750	\$6,800.33
RES	Single Family, Detached	525225700	\$4,378.57
RES	Single Family, Detached	525230050	\$3,621.62
RES	Single Family, Detached	525233800	\$5,750.73
RES	Single Family, Detached	525317250	\$7,799.78
RES	Single Family, Detached	525407930	\$4,932.34
RES	Single Family, Detached	525443030	\$5,577.50
RES	Single Family, Detached	525518040	\$6,478.10
RES	Single Family, Detached	525603050	\$3,115.52
RES	Single Family, Detached	525828300	\$10,299.34
RES	Single Family, Detached	525921850	\$5,622.04
RES	Single Family, Detached	525923400	\$9,854.29
RES	Single Family, Detached	525926100	\$5,196.10
RES	Single Family, Detached	534906600	\$7,852.06

# LIENS OUTSTANDING 2015

<b>Class</b>	<b>Predominant Use</b>	<b>Roll Number</b>	<b>Arrears</b>
RES	Single Family, Detached	534914150	\$3,883.20
RES	Single Family, Detached	534928850	\$5,858.52
RES	Single Family, Detached	534934790	\$3,532.67
RES	Single Family, Detached	535003400	\$5,923.17
RES	Single Family, Detached	535013100	\$4,657.22
RES	Single Family, Detached	535017400	\$6,559.48
RES	Single Family, Detached	535017700	\$5,248.78
RES	Single Family, Detached	535031350	\$8,575.91
RES	Single Family, Detached	535119850	\$5,484.99
RES	Single Family, Detached	535205500	\$4,073.32
RES	Single Family, Detached	535215400	\$5,126.13
RES	Single Family, Detached	535308450	\$6,218.74
RES	Single Family, Detached	535800600	\$12,246.17
RES	Single Family, Detached	535842950	\$11,127.31
RES	Single Family, Detached	535854400	\$9,792.32
RES	Single Family, Detached	535857750	\$2,733.82
RES	Single Family, Detached	545004850	\$7,421.75
RES	Single Family, Detached	545006700	\$3,007.76
RES	Single Family, Detached	545020450	\$8,535.00
RES	Single Family, Detached	545111100	\$6,535.45
RES	Single Family, Detached	545216400	\$3,753.08
RES	Single Family, Detached	545226600	\$6,480.50
RES	Single Family, Detached	545300450	\$4,354.69
RES	Single Family, Detached	545301500	\$6,713.02
RES	Single Family, Detached	545301900	\$4,567.81
RES	Single Family, Detached	545305950	\$5,508.79
RES	Single Family, Detached	545416680	\$6,721.17
RES	Single Family, Detached	545503400	\$7,479.54
RES	Single Family, Detached	545632650	\$11,511.57
RES	Single Family, Detached	545632950	\$7,263.73
RES	Single Family, Detached	545738800	\$7,796.56
RES	Single Family, Detached	545807950	\$7,731.89
RES	Single Family, Detached	545900250	\$14,798.79
RES	Single Family, Detached	545901400	\$10,334.33
RES	Single Family, Detached	545901750	\$6,594.50
RES	Single Family, Detached	545909100	\$8,203.19
RES	Single Family, Detached	545913000	\$5,848.31
RES	Single Family, Detached	545915750	\$6,451.91
RES	Single Family, Detached	555100500	\$16,330.72
RES	Single Family, Detached	555203680	\$3,598.35
RES	Single Family, Detached	555423400	\$10,236.29
RES	Single Family, Detached	555424800	\$6,157.02
RES	Single Family, Detached	555613150	\$5,273.85
RES	Single Family, Detached	555706500	\$5,961.54
RES	Single Family, Detached	555717950	\$3,655.33
RES	Single Family, Detached	555733300	\$8,352.95
RES	Single Family, Detached	555823800	\$5,669.97

# LIENS OUTSTANDING 2015

<b>Class</b>	<b>Predominant Use</b>	<b>Roll Number</b>	<b>Arrears</b>
RES	Single Family, Detached	555911900	\$6,597.71
RES	Single Family, Detached	565314750	\$8,170.16
RES	Single Family, Detached	565320000	\$5,407.79
RES	Single Family, Detached	565327100	\$4,408.67
RES	Single Family, Detached	565334000	\$8,777.73
RES	Single Family, Detached	565351800	\$8,585.26
RES	Single Family, Detached	565437650	\$6,290.77
RES	Single Family, Detached	565513600	\$8,094.31
RES	Single Family, Detached	565515050	\$7,676.74
RES	Single Family, Detached	565515650	\$7,979.24
RES	Single Family, Detached	565526050	\$5,740.12
RES	Single Family, Detached	575442200	\$7,196.09
RES	Single Family, Detached	575501700	\$6,881.73
RES	Single Family, Detached	575505250	\$6,613.29
RES	Townhouse, Res-2 unit (One Title)	504511950	\$6,128.86
RES	Townhouse, Res-2 unit (Two Titles)	484827960	\$5,248.07
RES	Townhouse, Res-2 unit (Two Titles)	485507380	\$7,499.90
RES	Townhouse, Res-2 unit (Two Titles)	485528760	\$5,147.57
RES	Townhouse, Res-2 unit (Two Titles)	485529460	\$4,125.36
RES	Townhouse, Res-2 unit (Two Titles)	485617140	\$3,878.29
RES	Townhouse, Res-2 unit (Two Titles)	494330720	\$3,984.84
RES	Townhouse, Res-2 unit (Two Titles)	504334150	\$3,663.03
RES	Townhouse, Res-2 unit (Two Titles)	505509075	\$4,535.72
RES	Townhouse, Res-2 unit (Two Titles)	515204020	\$12,424.13
RES	Townhouse, Res-2 unit (Two Titles)	525028630	\$7,502.14
RES	Townhouse, Res-2 unit (Two Titles)	575503800	\$4,506.92
		<b>Total</b>	\$2,557,424.98



---

---

## Standard & Poor's Canadian Ratings – City of Saskatoon

### Recommendation

That the report of the CFO/General Manager, Asset and Financial Management Department, dated February 8, 2016, be forwarded to City Council for information.

### Topic and Purpose

This report is to inform City Council and the general public of the 2014 long-term issuer credit rating report recently prepared and released by Standard & Poor's reaffirming the City of Saskatoon's "AAA"/Stable Outlook credit rating, as well as some of the key rating factors.

### Report Highlights

1. Standard & Poor's (S&P) has reaffirmed the City of Saskatoon's "AAA"/Stable outlook credit rating based on the 2014 Consolidated Financial Statements and current economic outlook.
2. The City of Saskatoon (City) compares favourably to the key factors used by S&P to evaluate the City's credit rating. These include:
  - strong relationships with other levels of government;
  - a diverse economy;
  - strong and prudent financial policies and management;
  - favourable budget flexibility;
  - very strong budgetary performance;
  - exceptional liquidity;
  - the ability to service debt, maintain a manageable debt level and healthy reserves; and
  - no significant future financial risks.

### Strategic Goal

Strong financial performance is the foundation of the Strategic Goal of Asset and Financial Sustainability and leads to the City of Saskatoon's "AAA" Credit Rating.

### Background

An annual process to review the City's financial and economic performance and outlook, as well as the institutional framework in which the City operates is undertaken by S&P to determine the City's credit rating. The factors that contribute to this rating are summarized in this report.

Credit ratings are one of several tools that investors and lenders use when making decisions regarding an organization's future financial strengths and weaknesses. For the City, this rating serves as an indication of the credit risk and the ability of the City to meet its financial obligations in full and on time. This also identifies the credit quality of

the City's debt issue and can translate into lower interest rates for favourable credit ratings since there is minimal or low risk associated with the debt.

## Report

### "AAA"/Stable Outlook Credit Rating

The City received an "AAA"/Stable credit rating from S&P based on the City's 2014 financial statements, as well as current market conditions, financial forecasts and the economic outlook for Saskatoon and area. Attachment 1 is S&P's Research Update Report summarizing the key points that supports the City's "AAA" credit rating.

The rating factors and the City's performance in relation to these factors are presented as follows:

### Key Factors and Rating

- Institutional Framework – VERY PREDICTABLE AND WELL-BALANCED  
*Strong relationships with other levels of government provides stability for municipal finances.*

S&P views the City as benefiting from "a very predictable and well-balanced local and regional government framework that has demonstrated a high degree of institutional stability."

- Economy – VERY STRONG  
*Saskatoon's diverse economy helps the City withstand economic fluctuations which provides stability for businesses and residents.*

S&P indicated that Saskatoon's economic fundamentals are very strong. "Saskatoon's GDP would be in line with the province's, given its stature as Saskatchewan's largest Census metropolitan area and the subsequent greater economic diversity than other areas of the province."

- Financial Management – STRONG  
*The City of Saskatoon demonstrates strong financial management.*

S&P references the City's strong management team. "In our view, the city's management team is experienced and qualified to effectively enact fiscal policies, as well as effectively respond to external risks. Saskatoon demonstrates what we view as good political and managerial strength as evidenced by its very lengthy track record of passing budgets and meeting goals. We also believe that management accountability is strong and that its financial policies are prudent. Disclosure and transparency are what we believe to be good, annual financial statements are audited and unqualified, and the city prepares robust annual operating and capital budget documents. It also prepares long-term capital and borrowing plans."

- Budgetary Flexibility – VERY STRONG

*The City of Saskatoon's favourable budget performance, as well as its self-generated revenues places the City in a strong financial position.*

The operating and capital performance for the City on a cash basis is considered by S&P as very favourable. More than 70% of the City's operating revenue came from modifiable revenue sources, and capital expenditures were about 35% of total expenditures. "We expect the city's budgetary flexibility will remain in line with historical results, with average capital expenditures that represent greater than 15% of adjusted total expenditures and modifiable revenues of greater than 70% of adjusted operating revenues, on average."

- Budgetary Performance – VERY STRONG

*Strong operating balances boost budgetary performance.*

The operating surpluses have been consistently strong in the past five years averaging about 28% of adjusted operating revenue. "We expect the region will continue to generate very healthy operating surpluses relative to those of its peers...Saskatoon typically generates near-balanced results or modest deficits of less than 5% after taking into account capital revenues and expenditures, helping to maximize pay-as-you-go financing for capital projects and mitigating the need to issue additional debt."

- Liquidity – EXCEPTIONAL

*The City of Saskatoon benefits from exceptional liquidity which bolsters its credit profile.*

S&P considers Saskatoon's strongest performance in the area of liquidity. The total of cash and investments were about \$380 million at year-end 2014, and would cover more than 15 times the projected debt service for 2016. While a ratio of cash to debt of 1 is considered strong, Saskatoon's ratio is 15 times that due to the City's healthy financial reserves. "The City will maintain exceptional levels of liquidity to meet debt service requirements."

- Debt Burden – VERY LOW

*High operating margins mitigate a low but rising debt.*

Tax supported debt compared to consolidated operating revenues is an indicator of debt burden. A score under 30% is considered strong and under 60% would be considered reasonable. The City's tax supported debt ratio is at 29.7% at year-end 2014. In regard to the ratio of interest costs to adjusted operating revenues, Saskatoon has a ratio of 0.9%, which is considered low.

- **Contingent Liabilities – VERY LOW**

*There are no significant financial risks from future liabilities that might impact the City's financial health.*

S&P noted that the City's P3 projects will have no impact on the contingent liabilities. "We deem the proposed contracts' fixed-price nature and risk transference sufficiently robust such that the impact on the city's credit profile is not material."

**Outlook**

The STABLE outlook rating by S&P is based on the City's two-year forecasts. "Saskatoon will continue to benefit from a very strong economy and maintain exceptional liquidity. We further expect the city's debt burden to increase moderately to about 40% of consolidated operating revenue and for high operating margins to continue mitigating them."

**Communication Plan**

A News Release advising citizens and the media of the City's "AAA"/Stable credit rating was issued on January 21, 2016, and *Standard & Poor's – Ratings Direct – Research Update: City of Saskatoon – January 21, 2016* was made available on the City's website (saskatoon.ca under Budget & Finances).

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

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

**Public Notice**

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

**Attachment**

1. Standard & Poor's – Ratings Direct – Research Update: City of Saskatoon – January 21, 2016.

**Report Approval**

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

Approved by: Jeff Jorgenson, Acting City Manager

SP Credit Rating 2016.docx



# RatingsDirect®

---

## Research Update:

# City of Saskatoon 'AAA' Ratings Affirmed On Very Strong Economy And Exceptional Liquidity

### Primary Credit Analyst:

Bhavini Patel, CFA, Toronto (1) 416-507-2558; bhavini.patel@standardandpoors.com

### Secondary Contact:

Adam J Gillespie, Toronto (1) 416-507-2565; adam.gillespie@standardandpoors.com

## Table Of Contents

---

Overview

Rating Action

Rationale

Outlook

Key Statistics

Ratings Score Snapshot

Key Sovereign Statistics

Related Criteria And Research

Ratings List

## Research Update:

# City of Saskatoon 'AAA' Ratings Affirmed On Very Strong Economy And Exceptional Liquidity

## Overview

- We are affirming our 'AAA' long-term issuer credit and senior unsecured debt ratings on the City of Saskatoon.
- The ratings reflect our opinion of the city's very strong economy and budgetary flexibility, exceptional liquidity levels, and very low debt.
- The stable outlook reflects our expectations that, throughout the two-year outlook horizon, Saskatoon will continue benefiting from a very strong economy, and maintain exceptional liquidity and very strong budgetary flexibility.

## Rating Action

On Jan. 21, 2016, Standard & Poor's Ratings Services affirmed its 'AAA' long-term issuer credit and senior unsecured debt ratings on the City of Saskatoon, in the Province of Saskatchewan. The outlook is stable.

## Rationale

The ratings on Saskatoon reflect Standard & Poor's opinion of the city's very strong economy, budgetary flexibility and budgetary performance, and exceptional liquidity levels. The ratings also reflect our assessment of the very predictable and well-balanced institutional framework for Canadian municipalities, strong financial management, and very low contingent liabilities. In our opinion, offsetting these strengths are a very low, but increasing, debt burden owing to the city's very large capital program.

Saskatoon's economic fundamentals are very strong, in our view. Saskatchewan's GDP per capita averaged US\$69,568 in 2012-2014, and we estimate that the city's GDP per capita would be in line with the province's given its stature as Saskatchewan's largest Census metropolitan area and the subsequent greater economic diversity than other areas of the province. Agriculture, the public sector, and in particular the resource sector (mining and potash) are all important employers for Saskatoon, although the city does not have significant concentration in any one sector. While we expect that a downturn in the resource sector would somewhat negatively affect the city's economy through higher unemployment, lower population growth, we believe that the city's revenue structure would be able to mitigate this impact.

We believe Saskatoon's financial management is strong. In our view, the city's management team is experienced and qualified to effectively enact fiscal

policies, as well as effectively respond to external risks. Saskatoon demonstrates what we view as good political and managerial strength as evidenced by its very lengthy track record of passing budgets and meeting goals. We also believe that management accountability is strong and that its financial policies are prudent. Disclosure and transparency are what we believe to be good, annual financial statements are audited and unqualified, and the city prepares robust annual operating and capital budget documents. It also prepares long-term capital and borrowing plans.

We believe Canadian municipalities benefit from a very predictable and well-balanced local and regional government framework that has demonstrated a high degree of institutional stability. Although provincial governments mandate a significant proportion of municipal spending, they also provide operating fund transfers and impose fiscal restraint through legislative requirements to pass balanced operating budgets. Municipalities generally have the ability to match expenditures well with revenues, except for capital spending, which can be intensive. Any operating surpluses typically fund capital expenditures and future liabilities (such as postemployment obligations and landfill closure costs) through reserve contributions.

We believe Saskatoon also has very strong budgetary flexibility, which is consistent with that of its peers. In our 2013-2017 base-case forecast, we expect the city's budgetary flexibility will remain in line with historical results, with average capital expenditures that represent greater than 15% of adjusted total expenditures and modifiable revenues of greater than 70% of adjusted operating revenues, on average.

The city's budgetary performance has historically been stable and very strong, in our view. In our 2013-2017 base-case scenario, we expect the region will continue to generate very healthy operating surpluses relative to those of its peers, averaging about 28% of adjusted operating revenue. Saskatoon typically generates near-balanced results or modest deficits of less than 5% after taking into account capital revenues and expenditures, helping to maximize pay-as-you-go financing for capital projects and mitigating the need to issue additional debt. In our base-case forecast, we expect the city will generate a modest after-capital surplus, on average, from 2013-2017. Of note, the city derives some of its revenues from its land development operations. However, this introduces risks to total revenues due to the exposure to potential fluctuations in demand and the high cost of servicing land.

Offsetting these strengths somewhat is our assessment of Saskatoon's very low, but increasing debt burden which its large capital program fuels. The city's tax-supported debt burden was about 29.7% of consolidated operating revenues in 2014 and we forecast it will remain above 30% on average through 2017. However, in our view, mitigating this increased debt burden are the large operating margins Saskatoon generates, which totaled C\$729 million in 2012-2014, and 2.2x the estimated debt outstanding at the end of 2017. Interest expenses are what we view as low, and we expect that they will continue to represent about 1% of operating revenues, on average.

In our opinion, the city has very low contingent liabilities. We believe Saskatoon will remain contingently liable for the financing costs through the construction phase of the two public-private partnership projects (P3s) in the capital plan. The Civic Operations Centre project will enter its operating phase in 2017. As a result, the costs related to this project are incorporated into our analysis of tax-supported debt. In addition, we deem the proposed contracts' fixed-price nature and risk transference sufficiently robust such that the impact on the city's credit profile is not material. Liabilities stemming from standard future employee benefits and landfill postclosure liabilities equaled about 5% of consolidated operating revenues in 2014.

## Liquidity

Saskatoon's exceptional liquidity bolsters its credit profile, in our opinion. In our base-case scenario, we estimate free cash and liquid assets to average about C\$380 million in 2016 and to cover more than 15x the projected debt service for 2016. In our view, Saskatoon has satisfactory access to external liquidity, given its proven ability to issue into public debt markets and the presence of a secondary market for Canadian municipal debt instruments. We believe that the city will maintain exceptional liquidity levels to meet debt service requirements.

## Outlook

The stable outlook reflects our base-case expectations that, in the next two years, Saskatoon will continue to benefit from a very strong economy and maintain exceptional liquidity. We further expect the city's debt burden to increase moderately to about 40% of consolidated operating revenue and for high operating margins to continue mitigating them. Although we view it as unlikely in the medium term, we could lower the ratings if the city's capital program were to increase significantly and remain high, putting pressure on budgetary performance, debt, and liquidity.

## Key Statistics

Table 1

### City of Saskatoon -- Economic Statistics

	--Fiscal year ended Dec. 31--					
(%)	2010	2011	2012	2013	2014	2015bc
Population (total)	224,300	234,200	239,000	248,700	257,300	262,900
Population growth	2.5	4.4	2.0	4.1	3.5	2.2
Unemployment rate	8.3	8.6	5.6	4.1	5.8	5.6

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. Sources typically include Statistics Canada.

**Table 2**

<b>City of Saskatoon -- Financial Statistics</b>						
	<b>--Fiscal year ended Dec. 31--</b>					
<b>(Mil. C\$)</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>2015bc</b>	<b>2016bc</b>	<b>2017bc</b>
Operating revenues	760	765	803	837	870	903
Operating expenditures	495	545	558	598	626	660
Operating balance	264	220	245	238	244	243
Operating balance (% of operating revenues)	34.8	28.7	30.5	28.5	28.1	26.9
Capital revenues	135	102	67	96	62	75
Capital expenditures	380	380	307	373	240	293
Balance after capital accounts	20	(58)	5	(39)	66	25
Balance after capital accounts (% of total revenues)	2.2	(6.7)	0.6	(4.2)	7.1	2.6
Debt repaid	20	23	21	24	24	25
Balance after debt repayment and onlending	(1)	(81)	(16)	(63)	42	(0)
Balance after debt repayment and onlending (% of total revenues)	(0.1)	(9.3)	(1.9)	(6.8)	4.5	(0.0)
Gross borrowings	90	60	25	14	7	144
Balance after borrowings	89	(21)	9	(49)	49	144
Operating revenue growth (%)	14.8	0.7	4.9	4.3	4.0	3.8
Operating expenditure growth (%)	3.1	10.1	2.3	7.3	4.6	5.4
Modifiable revenues (% of operating revenues)	69.7	74.4	76.7	77.6	78.5	79.3
Capital expenditures (% of total expenditures)	43.4	41.0	35.5	38.4	27.7	30.8
Direct debt (outstanding at year-end)	197	235	238	228	211	226
Direct debt (% of operating revenues)	25.9	30.7	29.7	27.3	24.2	25.0
Tax-supported debt (% of consolidated operating revenues)	25.9	30.7	29.7	27.3	24.2	36.6
Interest (% of operating revenues)	0.8	0.8	0.9	0.8	0.7	1.1
Debt service (% of operating revenues)	3.5	3.7	3.6	3.7	3.5	3.9

Note: The data and ratios above result in part from Standard & Poor's own calculations, drawing on national as well as international sources, reflecting Standard & Poor's independent view on the timeliness, coverage, accuracy, credibility, and usability of available information. The main sources are the financial statements and budgets, as provided by the issuer. Base case reflects Standard & Poor's expectations of the most likely scenario. bc--Base case.

## Ratings Score Snapshot

**Table 3**

<b>City of Saskatoon -- Ratings Score Snapshot</b>	
<b>Key Rating Factors</b>	<b>Assessment</b>
Institutional Framework	Very predictable and well-balanced
Economy	Very strong
Financial Management	Strong
Budgetary Flexibility	Very strong
Budgetary Performance	Very strong
Liquidity	Exceptional
Debt Burden	Very low



**Table 3**

**City of Saskatoon -- Ratings Score Snapshot (cont.)**

Contingent Liabilities Very low

Note: Standard & Poor's ratings on local and regional governments are based on eight main rating factors listed in the table above. Section A of Standard & Poor's "Methodology For Rating Non-U.S. Local And Regional Governments," published on June 30, 2014, summarizes how the eight factors are combined to derive the foreign currency rating on the government.

## Key Sovereign Statistics

Sovereign Risk Indicators, Dec. 14, 2015. Interactive version available at <http://www.spratratings.com/sri>

## Related Criteria And Research

### Related Criteria

- Methodology For Rating Non-U.S. Local And Regional Governments, June 30, 2014
- Analyzing The Liquidity Of Non-U.S. Local And Regional Governments And Related Entities And For Rating Their Commercial Paper Programs, Oct. 15, 2009

### Related Research

- Canada Economic Outlook: Low Oil Prices Ignite Recessional Forces, Sept. 3, 2015
- 2014 Annual International Public Finance Default Study And Rating Transitions, June 8, 2015

In accordance with our relevant policies and procedures, the Rating Committee was composed of analysts that are qualified to vote in the committee, with sufficient experience to convey the appropriate level of knowledge and understanding of the methodology applicable (see 'Related Criteria And Research'). At the onset of the committee, the chair confirmed that the information provided to the Rating Committee by the primary analyst had been distributed in a timely manner and was sufficient for Committee members to make an informed decision.

After the primary analyst gave opening remarks and explained the recommendation, the Committee discussed key rating factors and critical issues in accordance with the relevant criteria. Qualitative and quantitative risk factors were considered and discussed, looking at track-record and forecasts.

The committee's assessment of the key rating factors is reflected in the Ratings Score Snapshot above.

The chair ensured every voting member was given the opportunity to articulate his/her opinion. The chair or designee reviewed the draft report to ensure consistency with the Committee decision. The views and the decision of the rating committee are summarized in the above rationale and outlook. The weighting of all rating factors is described in the methodology used in this

rating action (see 'Related Criteria And Research').

## **Ratings List**

### Ratings Affirmed

Saskatoon (City of)

Issuer credit rating

AAA/Stable/--

Senior unsecured debt

AAA

Complete ratings information is available to subscribers of RatingsDirect at [www.globalcreditportal.com](http://www.globalcreditportal.com) and at [www.spcapitaliq.com](http://www.spcapitaliq.com). All ratings affected by this rating action can be found on Standard & Poor's public Web site at [www.standardandpoors.com](http://www.standardandpoors.com). Use the Ratings search box located in the left column.

Copyright © 2016 Standard & Poor's Financial Services LLC, a part of McGraw Hill Financial. All rights reserved.

No content (including ratings, credit-related analyses and data, valuations, model, software or other application or output therefrom) or any part thereof (Content) may be modified, reverse engineered, reproduced or distributed in any form by any means, or stored in a database or retrieval system, without the prior written permission of Standard & Poor's Financial Services LLC or its affiliates (collectively, S&P). The Content shall not be used for any unlawful or unauthorized purposes. S&P and any third-party providers, as well as their directors, officers, shareholders, employees or agents (collectively S&P Parties) do not guarantee the accuracy, completeness, timeliness or availability of the Content. S&P Parties are not responsible for any errors or omissions (negligent or otherwise), regardless of the cause, for the results obtained from the use of the Content, or for the security or maintenance of any data input by the user. The Content is provided on an "as is" basis. S&P PARTIES DISCLAIM ANY AND ALL EXPRESS OR IMPLIED WARRANTIES, INCLUDING, BUT NOT LIMITED TO, ANY WARRANTIES OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR USE, FREEDOM FROM BUGS, SOFTWARE ERRORS OR DEFECTS, THAT THE CONTENT'S FUNCTIONING WILL BE UNINTERRUPTED, OR THAT THE CONTENT WILL OPERATE WITH ANY SOFTWARE OR HARDWARE CONFIGURATION. In no event shall S&P Parties be liable to any party for any direct, indirect, incidental, exemplary, compensatory, punitive, special or consequential damages, costs, expenses, legal fees, or losses (including, without limitation, lost income or lost profits and opportunity costs or losses caused by negligence) in connection with any use of the Content even if advised of the possibility of such damages.

Credit-related and other analyses, including ratings, and statements in the Content are statements of opinion as of the date they are expressed and not statements of fact. S&P's opinions, analyses, and rating acknowledgment decisions (described below) are not recommendations to purchase, hold, or sell any securities or to make any investment decisions, and do not address the suitability of any security. S&P assumes no obligation to update the Content following publication in any form or format. The Content should not be relied on and is not a substitute for the skill, judgment and experience of the user, its management, employees, advisors and/or clients when making investment and other business decisions. S&P does not act as a fiduciary or an investment advisor except where registered as such. While S&P has obtained information from sources it believes to be reliable, S&P does not perform an audit and undertakes no duty of due diligence or independent verification of any information it receives.

To the extent that regulatory authorities allow a rating agency to acknowledge in one jurisdiction a rating issued in another jurisdiction for certain regulatory purposes, S&P reserves the right to assign, withdraw, or suspend such acknowledgement at any time and in its sole discretion. S&P Parties disclaim any duty whatsoever arising out of the assignment, withdrawal, or suspension of an acknowledgment as well as any liability for any damage alleged to have been suffered on account thereof.

S&P keeps certain activities of its business units separate from each other in order to preserve the independence and objectivity of their respective activities. As a result, certain business units of S&P may have information that is not available to other S&P business units. S&P has established policies and procedures to maintain the confidentiality of certain nonpublic information received in connection with each analytical process.

S&P may receive compensation for its ratings and certain analyses, normally from issuers or underwriters of securities or from obligors. S&P reserves the right to disseminate its opinions and analyses. S&P's public ratings and analyses are made available on its Web sites, [www.standardandpoors.com](http://www.standardandpoors.com) (free of charge), and [www.ratingsdirect.com](http://www.ratingsdirect.com) and [www.globalcreditportal.com](http://www.globalcreditportal.com) (subscription) and [www.spcapitaliq.com](http://www.spcapitaliq.com) (subscription) and may be distributed through other means, including via S&P publications and third-party redistributors. Additional information about our ratings fees is available at [www.standardandpoors.com/usratingsfees](http://www.standardandpoors.com/usratingsfees).

---

---

# Mail Folder/Inserter Equipment – Award of Request for Proposal

## Recommendation

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

1. That a contract with Pitney Bowes Canada for the supply of mail folder/inserter equipment for a net cost of \$145,953.47 be approved; and
2. That Purchasing Services be authorized to issue the necessary Purchase Order.

## Topic and Purpose

The purpose of this report is to request City Council approval to proceed with a contract with Pitney Bowes Canada for the supply of mail folder/inserter equipment for use in Printing and Mail Services.

## Report Highlights

1. On October 27, 2015, the City of Saskatoon (City) issued a Request for Proposal for a mail folder/inserter.
2. Your Administration is recommending Pitney Bowes Canada be awarded the contract for the mail folder/inserter.

## Strategic Goal

This report supports the long-term strategy of increasing productivity by being more efficient in the way we do business under the Strategic Goal of Continuous Improvement.

## Background

Capital Reserve Bylaw No. 6774 includes a Printing and Mail Equipment Reserve. The purpose of this Reserve is to finance the cost to upgrade and replace necessary printing and mail equipment.

## Report

### Request for Proposal Issued

The present mail folder/inserter Pitney Bowes D1950, is at the end of life and due for replacement. This machine processes approximately 1 million pieces per year, such as utility bills, tax notices, and assessment notices.

In order to evaluate the value of added benefits, various technologies, service, and repair ability, a Request for Proposal (RFP) was used. The RFP for the mail folder/inserter was issued on October 27, 2015, with a closing date of November 17, 2015.

## Mail Folder/Inserter Equipment – Award of Request for Proposal

---

### Award of RFP

The Administration received five proposals from the following three companies:

- Webb’s Office Equipment Inc.
- Success Office Systems
- Pitney Bowes Canada

The RFP Review Committee was comprised of the Manager, Inventory and Asset Recovery; Buyer, Inventory and Asset Recovery; Supervisor, Printing and Mail Services; and the Printing and Mail Services Clerk. The Committee evaluated the proposals received based upon the following criteria as detailed in the RFP:

Category	Points
Qualifications & Experience	10
Equipment Proposed	25
Pricing	25
Service	20
Training	5
References	5
Value Added Benefits	10
<b>Total</b>	<b>100</b>

All factors were considered in the determination of the successful candidate.

Upon the evaluation of all proposals submitted, the RFP Review Committee determined that the proposal submitted by Pitney Bowes Canada for a Pitney Bowes Relay 8000 folder/inserter best meets the RFP requirements. The Administration is recommending awarding the contract to Pitney Bowes Canada for a net cost of \$145,953.47.

### **Options to the Recommendation**

There are no other options as the other proposed units did not meet RFP requirements.

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

The unsuccessful proponents have been notified.

### **Communication Plan**

A communication plan is not required.

### **Financial Implications**

The net cost to the City for the purchase of the Pitney Bowes Relay 8000 folder/inserter based upon Pitney Bowes Canada’s proposal is as follows:



**Mail Folder/Inserter Equipment – Award of Request for Proposal**

---

<b>Equipment</b>	<b>Price</b>
Pitney Bowes Relay 8000	\$ 97,449.70
Service Maintenance Contract	\$ 41,553.60
GST	\$ 6,950.17
PST	\$ 6,950.17
<b>Contract Price</b>	<b><u>\$152,903.64</u></b>
GST Rebate	<u>(\$6,950.17)</u>
<b>Net Cost to City</b>	<b><u>\$145,953.47</u></b>

There is sufficient funding within the Printing and Mail Equipment Reserve for this purchase.

**Other Considerations/Implications**

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

**Public Notice**

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

**Report Approval**

Written by: Keith Beck, Inventory and Asset Recovery Manager  
Reviewed by: Linda Rauckman, Director of Materials Management  
Kerry Tarasoff, CFO/General Manager, Asset and Financial Management Department  
Approved by: Murray Totland, City Manager

RFP Mail Folder\_Inserter.docx

---

## 2016 Budget Approval - Business Improvement Districts

### Recommendation

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

1. That the 2016 budget submissions from the Partnership, Broadway Business Improvement District, Riversdale Business Improvement District, Sutherland Business Improvement District, and the 33<sup>rd</sup> Street Business Improvement District be approved; and
2. That the City Solicitor be requested to prepare the 2016 Business Improvement District Levy Bylaws for submission to City Council for consideration at the same meeting that the Mill Rate Bylaws are presented.

### Topic and Purpose

To receive City Council approval of the 2016 budgets for each of Saskatoon's five Business Improvement Districts.

### Report Highlights

1. In accordance with the Business Improvement District (BID) Bylaws, each BID has submitted its 2016 budget for City Council approval.

### Strategic Goal

The Business Improvement District Bylaws support the long-term strategy of creating a business-friendly environment under the Strategic Goal of Economic Diversity and Prosperity.

### Background

There are five BIDs located in Saskatoon. The Downtown BID and the Broadway BID were established in 1986. The bylaw for the Riversdale BID was finalized in 1990 and the Sutherland BID bylaw was passed in 1999. Bylaw No. 9235, The 33<sup>rd</sup> Street Business Improvement District Bylaw, 2014, was approved by City Council at its meeting on November 24, 2014.

The BIDs are required to have City Council approve their annual budgets. The BID levies charged to commercial properties within the respective BID areas are based on their budget requirements.

### Report

In accordance with the BID bylaws, each BID has submitted its 2016 budget (Attachments 1 – 5) for City Council approval. The 2015 financial statements will be submitted at a future date. The 2016 budgeted levy request for each BID was approved by each BID's Board of Management and is summarized on the following page.

BID	2016 Levy Request	Increase from 2015		Reason for Adjustment
		\$	%	
Downtown	\$616,140	\$20,388	3.4%	Adjustments for ongoing activities
Broadway	\$186,700	\$ 7,200	4.0%	Inflationary increases in operating costs
Riversdale	\$167,088	\$ 7,888	5.0%	Annual adjustments, program growth, and increased business activity
Sutherland	\$ 30,000	(\$ 1,000)	(3.2%)	Requesting incremental increase
33 <sup>rd</sup> Street	\$ 20,000	\$ 0	0%	No adjustment to previous year

**Options to the Recommendation**

City Council has the option to not approve any or all the BID budget submissions, which would require the BID(s) to resubmit their budget for approval.

**Other Considerations/Implications**

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

Public and/or stakeholder involvement and a communication plan are not required.

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

The BIDs’ budgets need City Council approval by the end of March 2016 to ensure adequate time to draft the bylaw for approval. The bylaws to set the BID levies for each of the five BIDs will be submitted to City Council before the end of April 2016.

**Public Notice**

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

**Attachments**

1. The Partnership – Letter dated January 13, 2016 and 2016 Proposed Budget
2. Broadway BID – Letter dated December 24, 2015 and 2016 Proposed Budget
3. Riversdale BID – Letter dated January 11, 2016 and 2016 Proposed Budget
4. Sutherland BID – Letter dated December 9, 2015 and 2016 Proposed Budget
5. 33<sup>rd</sup> Street BID – Letter dated January 25, 2016 and 2016 Proposed Budget

**Report Approval**

Written by: Jeff Knittig, Manager, Assessment & Tax Administration  
 Reviewed by: Shelley Sutherland, Director of Corporate Revenue  
 Approved by: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management Department



Saskatoon Downtown Business Improvement District

January 13, 2016

His Worship the Mayor and City Councillors  
 c/o Mr. Jeff Knittig  
 A/Manager Assessment & Taxation  
 c/o Corporate Revenue  
 City of Saskatoon  
 222 3<sup>rd</sup> Avenue North  
 Saskatoon, SK S7K 0J5

Dear Mr. Knittig,

Please find enclosed the 2016 Operating Budget for the Downtown Business Improvement District. This budget, with a 3.42% increase over our budgeted 2015 levy amount, was approved by the Board of Management for submission to the City of Saskatoon. The budget reflects the necessary adjustments for the ongoing activities of the organization. This budget accounts for the hiring of an additional outside staff person to help keep downtown clean.

The Downtown BID looks forward to a continued close working relationship with the City of Saskatoon. The past year saw our organization make significant capital investments from reserves to our outside operations with the purchase of a sidewalk snow sweeper, a utility vehicle equipped with a pressure washer for cleaning sidewalks, and new cleaning carts. These three investments (approximately \$85,000) will enhance cleanliness and safety in our district for years to come. We look forward to launching a new brand identity for our organization and Downtown during 2016, our 30<sup>th</sup> year of operation!

Submitted on behalf of the Board of Management,

Brent Penner  
 Executive Director

Attachment: 2016 DBID Operating Budget

cc: Chris Beavis, Board Chair

**The Partnership**  
**Saskatoon Downtown Business Improvement District**  
**2016 Draft Operating Budget**  
**For City Council Approval**

	<u>2015 Actual</u>	<u>2015 Budget</u>	<u>2016 Budget</u>
<b>REVENUES</b>			
	<i>Preaudit</i>		
<b>BID Levy</b>	585,550.78	595,752.00	616,140.00
Parking	35,900.00	35,900.00	35,900.00
Interest	6,409.88	6,300.00	6,300.00
Event Revenue	0.00	0.00	20,000.00
Flower Pot & Tree Maintenance	20,539.00	20,299.00	25,600.00
CSO Expense Recovery	8,000.00	8,000.00	8,000.00
Other	3,862.39	244.00	1,000.00
<b>TOTAL REVENUES</b>	<u><b>660,262.05</b></u>	<u><b>666,495.00</b></u>	<u><b>712,940.00</b></u>
 <b>EXPENSES</b>			
<b>Administration</b>			
Rent	49,700.00	52,000.00	52,900.00
Wage/Benefits	268,887.69	268,900.00	285,160.00
Office Expenses	29,979.30	38,175.00	36,950.00
Accounting/Legal, Professional Services, Payroll	12,285.26	17,500.00	17,000.00
<b>Total</b>	<u><b>360,852.25</b></u>	<u><b>376,575.00</b></u>	<u><b>392,010.00</b></u>
 <b>Market/Research &amp; Education</b>			
Marketing and Advertising	23,568.46	51,000.00	69,650.00
Research & Education	20,130.11	20,000.00	18,800.00
Graffiti Removal	200.88	1,500.00	350.00
Heritage Programming	655.00	2,000.00	2,000.00
<b>Total</b>	<u><b>44,554.45</b></u>	<u><b>74,500.00</b></u>	<u><b>90,800.00</b></u>
 <b>Board</b>			
Meetings & Related	2,513.61	3,500.00	3,500.00
Committees	971.26	1,200.00	1,200.00
Memberships	2,742.60	3,500.00	3,800.00
<b>Total</b>	<u><b>6,227.47</b></u>	<u><b>8,200.00</b></u>	<u><b>8,500.00</b></u>
 <b>Special Projects &amp; Events</b>			
Established Festivals & Events	25,741.85	23,300.00	29,325.00
New Event Opportunities	3,607.93	8,500.00	3,500.00
<b>Total</b>	<u><b>29,349.78</b></u>	<u><b>31,800.00</b></u>	<u><b>32,825.00</b></u>
 <b>Street Enhancement Program</b>			
Tree Lights/Information Directories	4,508.51	5,600.00	4,585.00
Summer/Winter Program-Street Maintenance Program	129,960.33	138,000.00	161,680.00
Equipment/Uniforms & Street Maintenance Supplies	12,336.18	28,400.00	22,540.00
<b>Total</b>	<u><b>146,805.02</b></u>	<u><b>172,000.00</b></u>	<u><b>188,805.00</b></u>
 <b>TOTAL EXPENSES</b>	<u><b>587,788.97</b></u>	<u><b>663,075.00</b></u>	<u><b>712,940.00</b></u>
<b>Revenues Less Expenses</b>	<u><b>72,473.08</b></u>	<u><b>3,420.00</b></u>	<u><b>0.00</b></u>
 <b>Transfer: Partnership Reserves</b>	72,473.08	3,420.00	<u><b>0.00</b></u>
<b>Total</b>			





December 24, 2015

His Worship Mayor Atchison & Members of City Council | City of Saskatoon  
 c/o Jeff Knittig | A/Manager Assessment & Taxation  
 Revenue Branch | 222 3<sup>rd</sup> Avenue North | Saskatoon SK S7K 0J5

**Re: Broadway Business Improvement District 2016 Budget Submission**

Your Worship and Councillors,

Please find enclosed the 2016 proposed budget for the Broadway Business Improvement District (Broadway BID), which has been approved by the Board of Directors for submission to the City of Saskatoon.

2015 has been an exploratory year where the Board of Directors asked generative questions of its stakeholders and self to guide us to the best Broadway community we can be. Reflected in this budget are the following pieces of those conversations:

- The addition of our own granting system is an exciting endeavour to be able to invest in merchant-lead projects we support as valuable animation for the overall district;
- In support of Living Wages and the economic impact they can have for our own business and community, the Broadway BID endeavours to incrementally phase in an increase toward living wage rates of \$1/hour/year for employees who were previously closer to minimum wage;
- With the intention of continued stakeholder engagement, we will move to covering costs of member-based events, as well as more board development opportunities;
- BBID intends to return to creating an annual-type report, a tool to help describe what our community is and should continue to be going forward;
- In anticipation of City of Saskatoon's next Major Project of Broadway Improvements, we are cognizant of a half year of the district under construction, limiting business as usual;
- Without being able to necessarily offer our membership tangible benefits for a tangible increase to their levy, we will remain at an inflationary increase of 4.01%;
- Still showing a deficit, which is then covered by drawing from our own reserves, demonstrates the commitment of this board to spend their own savings to increase our operations with creativity.

We look forward to another successful year for the district, and thank you kindly for your ongoing support.

Respectfully submitted on behalf of the Broadway BID Board of Directors,

Sarah Marchildon  
 Executive Director  
 Broadway Business Improvement District

Enclosures: 2016 BBID Budget & 2016 BBID Board Members

**Get the Goods... on Broadway.**

 **Broadway Business Improvement District**  
**2016 Operating Budget**  
**for Council Approval**

	2015 Budget	2015 Actuals (Estimated)	2016 Budget
<b>REVENUES</b>			
BBID Levy	179,500.00	187,086.00	186,700.00
COS Flex Parking Revenue	35,900.00	35,900.00	35,900.00
COS Grants (Flower Pots & Graffiti)	6,148.00	6,148.00	4,388.00
Staff Grants	6,000.00	6,118.00	6,000.00
New Marketing Initiatives	0.00	1,790.00	0.00
Advertising	3,000.00	0.00	0.00
Special Event Revenue	41,500.00	42,467.90	39,500.00
Interest Earned	1,350.00	796.59	1,350.00
<b>Total Revenues</b>	<b>273,398.00</b>	<b>280,306.49</b>	<b>273,838.00</b>
<b>EXPENDITURES</b>			
<b>Administration</b>			
Salaries & Benefits	179,093.00	160,673.45	179,817.00
Accounting & Legal	7,300.00	9,082.33	13,850.00
Advertising & Promotions	4,590.00	1,690.00	2,670.00
Rent, including Utilities	14,000.00	10,600.54	14,000.00
Office Expenses	14,100.00	13,039.98	14,400.00
<b>Total Administration</b>	<b>219,083.00</b>	<b>195,086.30</b>	<b>224,737.00</b>
<b>Programming</b>			
Business Development Expenses	250.00	100.00	250.00
Employee Professional Development	250.00	353.00	500.00
Member Professional Development	250.00	0.00	3,000.00
Conferences	4,000.00	7,936.09	8,000.00
Memberships & Committees	600.00	1,022.03	600.00
Graffiti Maintenance Program	1,000.00	0.00	1,000.00
New Marketing Initiatives	0.00	0.00	10,000.00
BBID Grant to Members		0.00	10,000.00
BBID Capital Project		0.00	10,000.00
<b>Total Programming</b>	<b>6,350.00</b>	<b>9,411.12</b>	<b>43,350.00</b>
<b>Special Projects and Events</b>			
Snow Day on Broadway	7,000.00	0.00	7,000.00
Annual General Meeting of the Members	1,500.00	0.00	1,500.00
Art Fest	7,000.00	3,357.80	7,000.00
Live@Lunch	1,000.00	494.06	1,000.00
Walk of Stars	1,500.00	0.00	1,500.00
Heritage QR Code & Maps	0.00	0.00	700.00
Street Fair	17,000.00	20,828.18	17,000.00
Jingle Bucks	7,000.00	5,750.00	7,000.00
Wreath of Christmas/Shop the Neighbourhood/ Winterlude	0.00	1,984.87	500.00
Third Thursday	1,000.00	0.00	1,000.00
2016 City Broadway Repaving Animation	0.00	0.00	5,000.00
Broadway 360	365.00	12.00	365.00
Non-BBID Event Sponsorship	1,000.00	200.00	1,000.00
<b>Total Special Projects</b>	<b>44,365.00</b>	<b>32,626.91</b>	<b>50,565.00</b>
<b>Board Expenses</b>			
Board Expenses	500.00	632.40	500.00
Board Development	1,000.00	2,056.53	3,500.00
<b>Total Board Expenses</b>	<b>1,500.00</b>	<b>2,688.93</b>	<b>4,000.00</b>
<b>Reserves</b>			
Transfer to Reserves	4,350.00	4,350.00	4,350.00
<b>Total Expenditures &amp; Reserves</b>	<b>275,648.00</b>	<b>244,163.26</b>	<b>327,002.00</b>
<b>Surplus/(Deficit)</b>	<b>(2,250.00)</b>	<b>36,143.23</b>	<b>(53,164.00)</b>
<b>DRAW FROM RESERVES</b>			
New Marketing Initiatives	0.00	0.00	10,000.00
BBID Grant to Members	0.00	0.00	10,000.00
BBID Capital Project	0.00	0.00	10,000.00
Walk of Stars	1,500.00	0.00	1,500.00
General	0.00	0.00	21,664.00
<b>Total Draw from Reserves</b>	<b>1,500.00</b>	<b>0.00</b>	<b>53,164.00</b>
<b>Surplus/(Deficit) after Draw From Reserves</b>	<b>(750.00)</b>	<b>0.00</b>	<b>0.00</b>



# 2016 Broadway BID Board of Directors

*as at November 18, 2015*

---

Year of Appointment		
2014	Executive Chair & Nutana Community Association Liaison	<b>Alison Whelan</b>   Broadway Theatre, Manager   nominee
2012	Executive Member	<b>Darci Ash</b>   Enigma Salon Studio, Owner
2013	Executive Member	<b>Troy Smith</b>   Group2, Owner
Reappointed Dec 2015		<b>Councillor Charlie Clark</b>   City Councillor - Ward 6
2014		<b>Kyle Jabs</b>   McDougall Gauley, Junior   nominee
2014		<b>Reid Challis</b>   the Bike Doctor, Marketing   nominee
2015		<b>Tania Friesen</b>   Nosh Eatery & Tap, Owner

---



Monday, January 11th, 2016

City Clerk's Office  
City of Saskatoon  
222 3rd Avenue North  
Saskatoon, SK. S7K 0J5

To His Worship and Members of City Council:

**Re: Riversdale Business Improvement District's 2016 Budget**

The Riversdale Business Improvement District (RBID) Board of Management has unanimously approved the 2016 operating budget reflecting annual adjustments, program growth, and increased business activity with the RBID.

Of note is the creation of the Museum of Temporary Art (MOTA) which conceptually started some time ago and is finally becoming a reality this year, in advance of the much anticipated Remail Modern opening that is attracting great interest in our District with our close proximity to this world-class facility.

If there are any questions please contact the office at 306-242-2711

Kind Regards,

A handwritten signature in blue ink, appearing to read 'Randy Pshebylo', is written over a white background.

Randy Pshebylo; BDM  
RBID Executive Director

## Riversdale Business Improvement District

### 2015 Operating Budget

#### For Council Approval

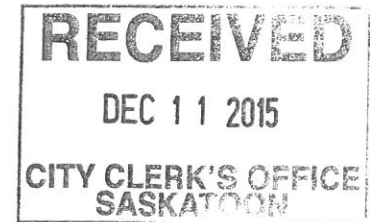
	2015 Budget	2015 Actual (unaudited)	2016 Budget (For Approval)
<b>REVENUES</b>			
BID Levy	\$159,200.00	\$159,131.76	\$167,088.34
Parking Grant	\$35,900.00	\$35,900.00	\$35,900.00
Interest Income	\$500.00	\$500.00	\$500.00
Other Income	\$6,100.00	\$6,100.00	\$6,100.00
Street Maintenance	\$7,950.00	\$7,950.00	\$7,950.00
<b>Total Revenue</b>	<b><u>\$209,650.00</u></b>	<b><u>\$209,581.76</u></b>	<b><u>\$217,538.34</u></b>
<b>EXPENSES</b>			
<b>Administration</b>			
Rent/Utilities	\$8,700.00	\$5,400.00	\$8,700.00
Wages and Benefits	\$155,444.76	\$121,606.00	\$155,444.76
Office Expense	\$11,000.00	\$7,870.30	\$11,000.00
Accounting and Legal	<u>\$10,000.00</u>	\$7,866.24	<u>\$10,000.00</u>
<b>Total Administration</b>	<b><u>\$185,144.76</u></b>	<b><u>\$142,742.54</u></b>	<b><u>\$185,144.76</u></b>
<b>MARKETING AND RESEARCH</b>			
Newsletter/Community Relations	<u>\$12,000.00</u>	<u>\$11,717.53</u>	<u>\$12,000.00</u>
<b>Total Marketing and Research</b>	<b><u>\$12,000.00</u></b>	<b><u>\$11,717.53</u></b>	<b><u>\$12,000.00</u></b>
<b>Programming</b>			
Clean and Safe/Vehicle and Fuel Expense	\$4,500.00	\$2,461.06	\$4,500.00
Heritage Projects/Special Events&Projects	<u>\$38,300.00</u>	\$30,433.13 *	<u>\$8,000.00</u>
<b>Total Programming</b>	<b><u>\$42,800.00</u></b>	<b><u>\$32,894.19</u></b>	<b><u>\$12,500.00</u></b>
<b>BOARD EXPENSE</b>			
<b>Travel and Conference</b>			
Meeting/Board and Staff Education	\$5,000.00	\$4,759.21	\$5,000.00
	<u>\$5,500.00</u>	\$2,656.50	<u>\$5,500.00</u>
<b>Total Board Expenses</b>	<b><u>\$10,500.00</u></b>	<b><u>\$7,415.71</u></b>	<b><u>\$10,500.00</u></b>
<b>Reserves</b>	(\$40,863.00)	\$14,811.79	\$ (2,606.42)
Total Expenditures and Reserves	<u>\$250,444.76</u>	<u>\$194,769.97</u>	<u>\$220,144.76</u>
Total Surplus/Deficit	<b><u>\$0.00</u></b>	<b><u>\$0.00</u></b>	<b><u>\$0.00</u></b>

\* \$15,000.00 Special Events & Project 2015 allocated to MOTA Project- payment to be made in 2016





1000 Central Avenue, Saskatoon, SK S7N2G9  
Telephone: (306) 477-1277 Facsimile: (306) 374-7198  
www.sutherlandbid.ca



December 9, 2015

His Worship Mayor Atchison & Members of City Council  
City of Saskatoon  
c/o Joanne Stevens, CMA, Accounting & Support Services Manager  
City Hall  
222-3<sup>rd</sup> Avenue North  
Saskatoon, SK S7K 0J5

Your Worship and Councillors:

**Re: Sutherland Business Improvement District 2016 Budget Submission**

Enclosed is a copy of the 2016 budget for the Sutherland Business Improvement District (SBID) which has been approved by the Board of Management for submission to the City of Saskatoon.

2015 saw the near completion of Phase2 of our Streetscape Project. We also gave final approval for the introduction of the new FlexParking system on Central Avenue which was activated at the end of September 2015. As this is a brand new venture for Sutherland, several issues needed to be discussed and resolved before activation.

In 2016, our Board of Management will aggressively push to confirm what funding options are available (current and future) for continued streetscape improvements and programs within our BID. Currently, the SBID is the only BID participating in the City Wide program. The SBID is to remain in this Program for the short-term as we continue discussions regarding the next phase(s) of streetscaping on Central Avenue. The City anticipates funding should be available in 2018. The SBID expressed a strong desire to expedite this development and will explore all means available to advance the work into 2017.

As realized in 2015, we were approved for an increase to our revenue through our tax levy. We would like to thank the City of Saskatoon for this consideration. In our budget for 2016, we are asking for an incremental increase.

We have said this in the past and would like to emphasize again that the administrative and project staff of the City of Saskatoon continue to support our BID with their expertise and time. We look forward to their continued support and involvement as we plan for the next phase(s) of our streetscape program.

Respectfully submitted on behalf of the Board of Management,

Sheldon Wasylenko, Chair

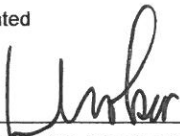
Kós Kosmas, Secretary/Treasurer

Enclosure

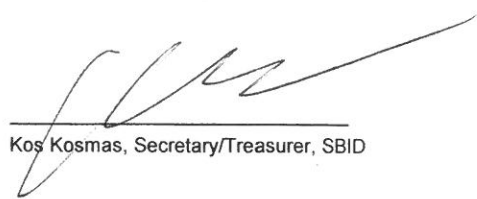
**Sutherland Business Improvement District**  
2016 Operating Budget for Council Approval

	2015 Budget	2015 Forecast YTD	2016 Budget (Proposed)
<b>REVENUE</b>			
Business Levy	\$ 31,000.00	\$ 27,640.00	\$ 30,000.00
Sponsorship/Programs	\$ 1,500.00	\$ 2,500.00	\$ 2,500.00
Surplus Revenue	\$ 9,000.00	\$ 12,060.00	\$ 8,700.00
<b>Total Revenue</b>	<b>\$ 41,500.00</b>	<b>\$ 42,200.00</b>	<b>\$ 41,200.00</b>
<b>EXPENDITURES</b>			
<b>Administration</b>			
Executive Director (Contract)	\$ 23,000.00	\$ 26,000.00	\$ 25,000.00
Administrative Support	\$ 200.00	\$ 200.00	\$ 200.00
Audit Fees	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
<b>Total Administration</b>	<b>\$ 24,700.00</b>	<b>\$ 27,700.00</b>	<b>\$ 26,700.00</b>
<b>Programming</b>			
Welcome Train Sign	\$ 650.00	\$ 500.00	\$ 500.00
Website maintenance	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00
Member development	\$ 2,000.00	\$ -	\$ -
<b>Total Programming</b>	<b>\$ 4,150.00</b>	<b>\$ 2,000.00</b>	<b>\$ 2,000.00</b>
<b>Special Projects</b>			
Urban Camp Project	\$ 750.00		\$ 750.00
Street signs	\$ -	\$ 1,250.00	\$ -
Flower project	\$ 3,500.00	\$ 3,500.00	\$ 3,500.00
Graffiti project	\$ 500.00	\$ -	\$ 500.00
<b>Total Special Projects</b>	<b>\$ 4,750.00</b>	<b>\$ 4,750.00</b>	<b>\$ 4,750.00</b>
<b>Board Expense</b>			
Board Meetings	\$ 1,250.00	\$ 1,250.00	\$ 1,250.00
Strategic Planning	\$ -	\$ -	\$ -
Training, Conferences, Events	\$ 6,000.00	\$ 6,000.00	\$ 6,000.00
Memberships	\$ 500.00	\$ 500.00	\$ 500.00
<b>Total Board Expense</b>	<b>\$ 7,750.00</b>	<b>\$ 7,750.00</b>	<b>\$ 7,750.00</b>
<b>Total Expenditures</b>	<b>\$ 41,350.00</b>	<b>\$ 42,200.00</b>	<b>\$ 41,200.00</b>
Annual Operating Surplus/Deficit	\$ 150.00	\$ -	\$ -
<b>RESERVES</b>			
Start of year	\$ 82,900.00	\$ 82,900.00	\$ 70,840.00
Contribution to reserve	\$ -	\$ -	\$ -
Reserves used	-\$ 9,000.00	-\$ 12,060.00	-\$ 8,700.00
<b>Year End Surplus/Deficit</b>	<b>\$ 73,900.00</b>	<b>\$ 70,840.00</b>	<b>\$ 62,140.00</b>

Signed and dated



Lloyd Moker, Executive Director, SBID



Kos Kosmas, Secretary/Treasurer, SBID

**33<sup>rd</sup> Street**  
**Business Improvement District**

January 25, 2016

His Worship, the Mayor, and City Councillors  
c/o Mr. Jeff Knittig  
A/Manager Assessment & Taxation  
Revenue Branch  
222 3<sup>rd</sup> Avenue North  
Saskatoon, SK S7K 0J5

Dear Mr. Knittig,

Please find enclosed our 2016 Operating Budget for the 33<sup>rd</sup> Street Business Improvement District. This budget was approved by the Board for submission to the City of Saskatoon. 2015 was our first year in operation as a Business Improvement District, which required that our Board focus primarily on establishing the foundations of our organization. We anticipate that we will be able to refine our operations and expect to spend much of 2016 further promoting and enhancing the 33<sup>rd</sup> Street Business Improvement District.

The 33<sup>rd</sup> Street Business Improvement District looks forward to having an ongoing working relationship with the City of Saskatoon and to continuing to enhance our district in 2016.

Respectfully submitted on behalf of the 33<sup>rd</sup> Street Business Improvement District Board of Directors,



Maya Scott  
Co-chair  
33<sup>rd</sup> Street Business Improvement District

Encl: 2016 33<sup>rd</sup> Street BID 2016 Operating Budget

# 33RD BUSINESS IMPROVEMENT DISTRICT

## Saskatoon Business Improvement Districts

### 2016 Draft Operating Budget

#### For Council Approval

	2015 Budget <i>Preaudit</i>	2015 Actual	2016 Budget
<b><u>REVENUES</u></b>			
Bid Levy	\$ 20,000.00	\$ 19,674.00	\$ 20,000.00
33rd Street Fair Revenue	-	\$ 179.00	-
GST Refund	-	-	\$ 500
<b>Total Revenues</b>	<b>\$ 20,000</b>	<b>\$ 19,853</b>	<b>\$ 20,500</b>
<b><u>EXPENDITURES</u></b>			
<b>Administration</b>			
Directors' Insurance	\$ 750	\$ 650	\$ 650
Bank Fees	\$ -	\$ 52	\$ 100
Accounting/Legal, Professional Services	\$ -	\$ -	\$ 2,500
Miscellaneous Office Expenses	\$ 500	\$ 262	\$ 1,000
<b>Total Administration</b>	<b>\$ 1,250</b>	<b>\$ 964</b>	<b>\$ 4,250</b>
<b>Special Projects &amp; Events</b>			
Shop the Neighbourhood	\$ -	\$ 300	\$ -
33rd Street Fair Contribution	\$ -	\$ 447	\$ 4,000
<b>Total Special Projects</b>	<b>\$ -</b>	<b>\$ 747</b>	<b>\$ 4,000</b>
<b>Market/Research &amp; Education</b>			
Marketing & Advertising	\$ -	\$ 49	\$ 5,000
Banner Fabrication & Installation	\$ 8,000	\$ 1,056	\$ 3,000
<b>Total Market/Research</b>	<b>\$ 8,000</b>	<b>\$ 1,105</b>	<b>\$ 8,000</b>
<b>Street Enhancement</b>			
Maintenance	\$ 500	\$ 3,906	\$ 4,000
Street Scaping	\$ 10,000	\$ -	\$ -
<b>Total Street Enhancement</b>	<b>\$ 10,500</b>	<b>\$ 3,906</b>	<b>\$ 4,000</b>
<b><u>RESERVES</u></b>			
Banner Fabrication & Installation	\$ -	\$ 4,000	\$ -
Marketing & Advertising Fund	\$ -	\$ 5,000	\$ -
Street Scaping Fund	\$ 250	\$ 4,000	\$ 250
<b>Total Expenditures &amp; Reserves</b>	<b>\$ 20,000</b>	<b>\$ 19,722</b>	<b>\$ 20,500</b>
<b>Surplus/Deficit</b>	<b>\$ -</b>	<b>\$ 131</b>	<b>\$ -</b>

---

## 25th Street Parking Lot Improvements and Leases along 1st Avenue between 24th and 33rd Street

### Recommendation

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

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

### Topic and Purpose

The purpose of this report is to receive City Council approval for parking lot improvements and leases along 1<sup>st</sup> Avenue N between 24<sup>th</sup> and 33<sup>rd</sup> Street E, as well as to issue an RFP for the lease and management of pay-and-display parking lots at 85 and 88 25<sup>th</sup> Street E. This report also requests City Council approval to enter into leases with various property owners adjacent to the above-noted land.

### Report Highlights

1. Parking lot enhancements would make the sites more functional and user-friendly.
2. The lease of pay-and-display parking lots provides interim revenues for the City of Saskatoon (City).
3. Market value five-year leases provide flexibility and assurance to adjacent landowners between 25<sup>th</sup> Street E and 33<sup>rd</sup> Street E.
4. Public space improvements to 375 1<sup>st</sup> Avenue N would enhance the built environment in the area.



## **Strategic Goal**

This report supports the long-term strategy of increasing revenue sources and reducing reliance on property taxes, as well as the four-year priority of exploring alternate sources of revenue to pay for ongoing operations under the Strategic Goal of Asset and Financial Sustainability.

## **Background**

On August 20, 2015, City Council approved the purchase of a number of abandoned railway spur lines from CN Industrial (CN). The spur line running from 24<sup>th</sup> Street E to 33<sup>rd</sup> Street E was part of this purchase. This land was purchased from CN with the intent that it would eventually be redeveloped as part of the North Downtown Masterplan. For this reason, the City has no immediate plans to sell any portion of these lands.

Over the past couple of decades, unauthorized parking has become prevalent on the portion of lands between 25<sup>th</sup> Street E and King Street. The Administration has undertaken discussions with all the adjacent landowners to communicate the proposed plan to implement formalized parking and storage in spring 2016. Since taking possession of these former CN lands in September 2015, arrangements have been made to remove the rail, ties, and abandoned power poles from the lands.

At the time of purchase, there were two land leases in place that were subsequently assigned to the City. These leases related to two small pieces of the larger parcel between 24<sup>th</sup> and 25<sup>th</sup> Street E (85 25<sup>th</sup> Street E). The leased sites, one with Impark and the other with the Army, Navy & Airforce Veterans were being used for surface parking. Discussions were undertaken with both parties to communicate the plan to improve and add additional parking capacity to the area, thereby providing benefit to the area and a potential opportunity to Impark.

## **Report**

### Parking Lot Enhancements

As the City now owns 85 and 88 25<sup>th</sup> Street E, it would be prudent to complete enhancements to ensure maximum functionality, efficiency, safety, and user friendliness.

A proposed layout of 85 25<sup>th</sup> Street E is shown on Attachment 1. Improvements to the site would include overhead LED lighting, bump rails, grading/gravel, electrification of stalls, wooden screened fencing, and a new curb crossing from 25<sup>th</sup> Street E. These site enhancements are estimated to cost \$195,000.

Over the past couple of decades, 88 25<sup>th</sup> Street E (north of 25<sup>th</sup> Street E) has been used extensively for unauthorized parking. As shown in Attachment 2, a portion of the land between 25<sup>th</sup> Street E and Queen Street would be set up as a pay-and-display parking lot. Site improvements to this area would include grading, gravel, and a new curb crossing from 25<sup>th</sup> Street E. These site enhancements are estimated to cost \$125,000.

Selection of a contractor to complete the proposed parking lot enhancements for these two sites would be completed through a competitive tender process, with construction

occurring in April/May 2016. Consultation with adjacent landowners will be undertaken to ensure construction logistics are fully considered and addressed.

#### RFP and Lease of Pay-and-Display Parking

Real Estate Services has experienced positive results with leasing 120/126 Idylwyld Drive and 25 25<sup>th</sup> Street E for the purpose of pay-and-display parking lots. Given these positive results, the Administration recommends replicating that scenario at 85 and 88 25<sup>th</sup> Street E through issuance of an RFP and lease of the same nature. Details of the proposed RFP and lease are contained in Attachment 3.

#### Adjacent Landowners

The various landowners backing the now owned City land between 25<sup>th</sup> Street E and 33<sup>rd</sup> Street E have expressed interest in purchasing the portion of the lands adjacent to rear of their property. Given the pending North Downtown Master Plan, or alternatively, potential use as a future transportation corridor, it was indicated to the various landowners that the City will not be selling any portion of the lands.

The primary interest from adjacent landowners is for parking. To accommodate the numerous requests, the Administration proposed a lease of a 20-foot wide strip of land immediately adjacent to the rear of their properties. As shown on Attachment 2, this strip could be accessed from a second 20-foot wide vehicle access strip that would be accessible from 25<sup>th</sup> Street E or King Street. A five-year lease term at market rent with an additional five-year renewal option would provide adjacent landowners with a reasonable comfort level for continued access to the rear of their property. All lease agreements would include a one-year termination notice in the event the City requires the land for civic use or development.

#### Public Space Improvements

With the proposed increase of surface parking in the area, the Administration is recommending site improvements be completed on 375 1<sup>st</sup> Avenue N which is situated immediately adjacent to the proposed new parking lot, on the southwest corner of 1<sup>st</sup> Avenue N and 25<sup>th</sup> Street E. This is a small remnant parcel (392 square meters) resulting from the extension of 25<sup>th</sup> Street E through to Idylwyld Drive. The recommended site improvements would serve as a visual buffer to the new surface parking lot and would enhance the visual and physical appearance of the now vacant site, thereby improving the general aesthetics for the area.

Attachment 4 is a preliminary conceptual site design completed by the City's Urban Design group, illustrating the proposed site enhancements. These enhancements, estimated to cost approximately \$150,000, would be tendered to achieve the best possible price.

#### **Options to the Recommendations**

There are several alternate options to move forward with the improvements as follows:

- For parking lot enhancements to 85 and 88 25<sup>th</sup> Street E, City Council could choose not to proceed. In this case, the City would be forgoing the increased revenue opportunities that would be associated with the higher standard of parking that is being proposed.

- City Council could choose to not lease any lands to adjacent landowners between 25<sup>th</sup> Street E and King Street and develop this area as a pay-and-display parking lot. Under this option, adjacent landowners may be dissatisfied as they value the option to have direct control over the parking adjacent to their properties.
- City Council could choose not proceed with the public space improvements to 375 1<sup>st</sup> Avenue N. With this option, the site would remain vacant and need to be maintained as the vegetation grows quite vigorously and has the potential to become unsightly.

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

The following civic departments have been consulted regarding the relevant improvements and recommendations noted in this report:

- Transportation and Utilities Department to ensure access and curb crossings into the parking lots are permitted.
- Urban Design has created the renderings for the public space improvements at 375 – 1<sup>st</sup> Avenue N, this ensures continuity with the existing 25<sup>th</sup> Street E streetscaping improvements.
- The North Downtown Master Plan project lead to ensure the proposed interim parking lots and leases would not create any issues with the longer-term redevelopment plans for the area.
- Public Works to ensure the proposed parking lots and leases would not pose logistical constraints on City Yards operations.
- The Comprehensive Downtown Parking Strategy consultant has been made aware of the proposed plans for the 85 and 88 – 25<sup>th</sup> Street E parking lots.

Discussions have taken place with the following stakeholders:

- Potential lessees and adjacent landowners who may be impacted have been contacted and consulted as depending on requests and needs.
- Third party parking lot management companies have been consulted to gauge the market potential for the parking lots being proposed.
- The Partnership has been consulted regarding the parking lot enhancements and proposed public space improvements to 375 1<sup>st</sup> Avenue N.

### **Communication Plan**

Parking opportunities would be marketed by the successful RFP proponent who would also market the lots for monthly and daily parking.

### **Policy Implications**

There are no policy implications. Leasing the sites allows for third party parking enforcement on the lots.

### **Financial Implications**

The PRR has been identified as the interim funding source for the requested improvements as described in this report.

Estimated expenses:

<b>Onetime Improvement Expense</b>	<b>Amount</b>
85 25 <sup>th</sup> Street E	\$195,000
88 25 <sup>th</sup> Street E	\$125,000
375 1 <sup>st</sup> Avenue N.	\$150,000
<b>Total Estimated Expense</b>	<b>\$470,000</b>

Estimated annual revenue:

<b>Location of Lease</b>	<b>Revenue</b>
85 25 <sup>th</sup> Street E parking lot	\$155,000
88 25 <sup>th</sup> Street E parking lot	\$45,000
25 <sup>th</sup> Street E and 33 <sup>rd</sup> Street E	\$95,000
<b>Total Est. Annual Revenue</b>	<b>\$295,000</b>

Revenues from the parking lots and land leases would pay back the improvement costs to the PRR in approximately 19 months. At the conclusion of this period, a further report will be submitted on options regarding the surplus annual funds.

### **Environmental Implications**

At this time, there are no known environmental implications.

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

CPTED would be given the opportunity to review the improvements being proposed for 88 25<sup>th</sup> Street E and 375 1<sup>st</sup> Avenue N.

### **Other Considerations/Implications**

There are no other implications or privacy implications.

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

A report for the award of the RFP for the lease and management of pay-and-display parking lots at 85 and 88 25<sup>th</sup> Street E would be tabled for approval with City Council in spring 2016.

Any land leases exceeding the City Manager's approval authority would be tabled with the Standing Policy Committee on Finance for approval.

A follow-up report will be tabled after the capital expenditures are repaid to the PRR on options regarding annual surplus funds.

### **Public Notice**

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

**Attachments**

1. 85 25<sup>th</sup> Street Proposed Parking Lot Layout
2. 88 25<sup>th</sup> Street Proposed Parking Lot and Lease Areas
3. Details of Proposed RFP for Lease and Management of Parking Lots
4. 375 1<sup>st</sup> Avenue North Proposed Site Improvements

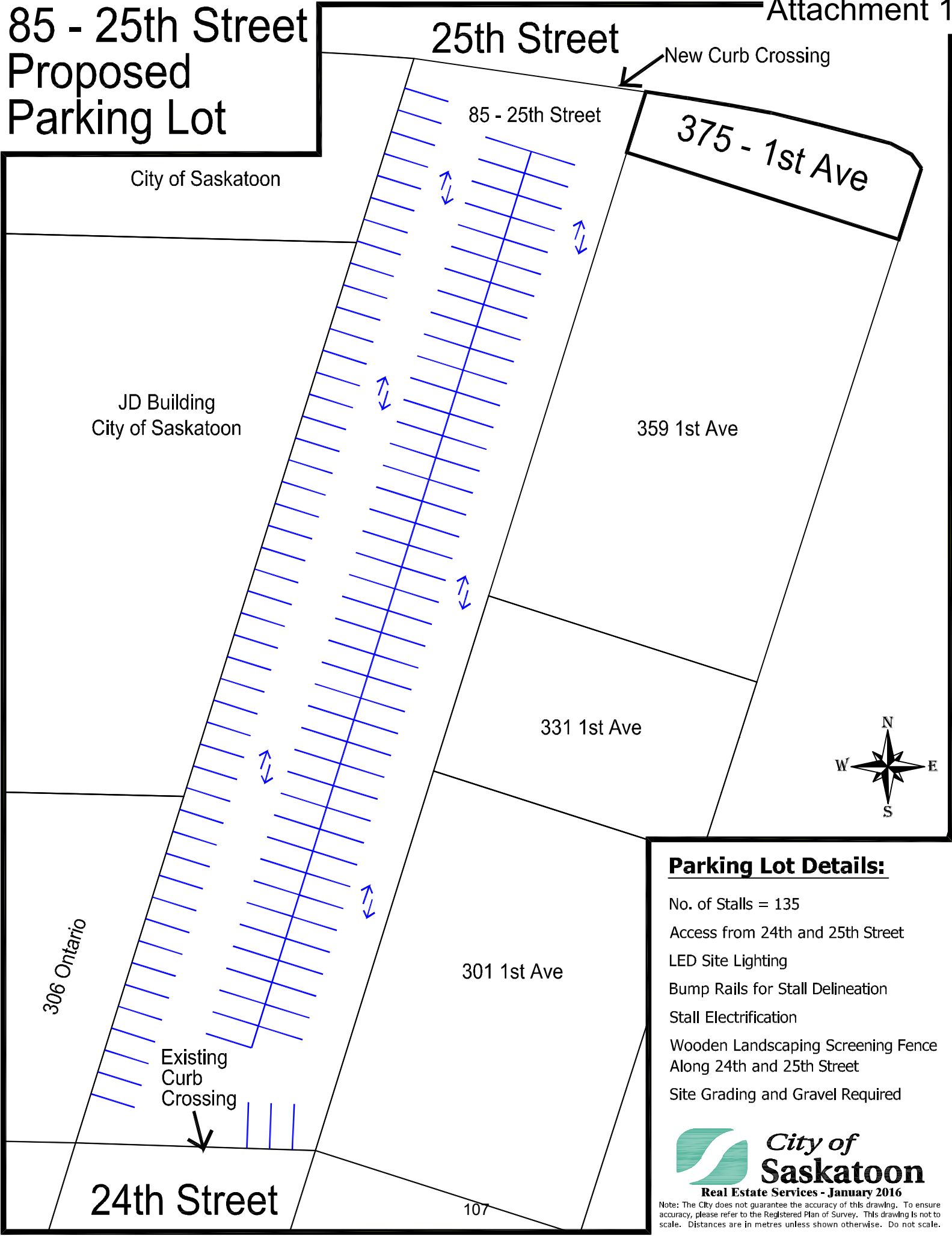
**Report Approvals**

Written by: Scott McCaig, Real Estate Services  
Reviewed by: Keith Pfeil, Manger, Real Estate Services  
Frank Long, Director of Saskatoon Land  
Shelley Sutherland, Acting General Manager, Asset & Financial  
Management Department  
Approved by: Jeff Jorgenson, Acting City Manager

25<sup>th</sup> Street Parking and Lease Report Feb 2016



# 85 - 25th Street Proposed Parking Lot



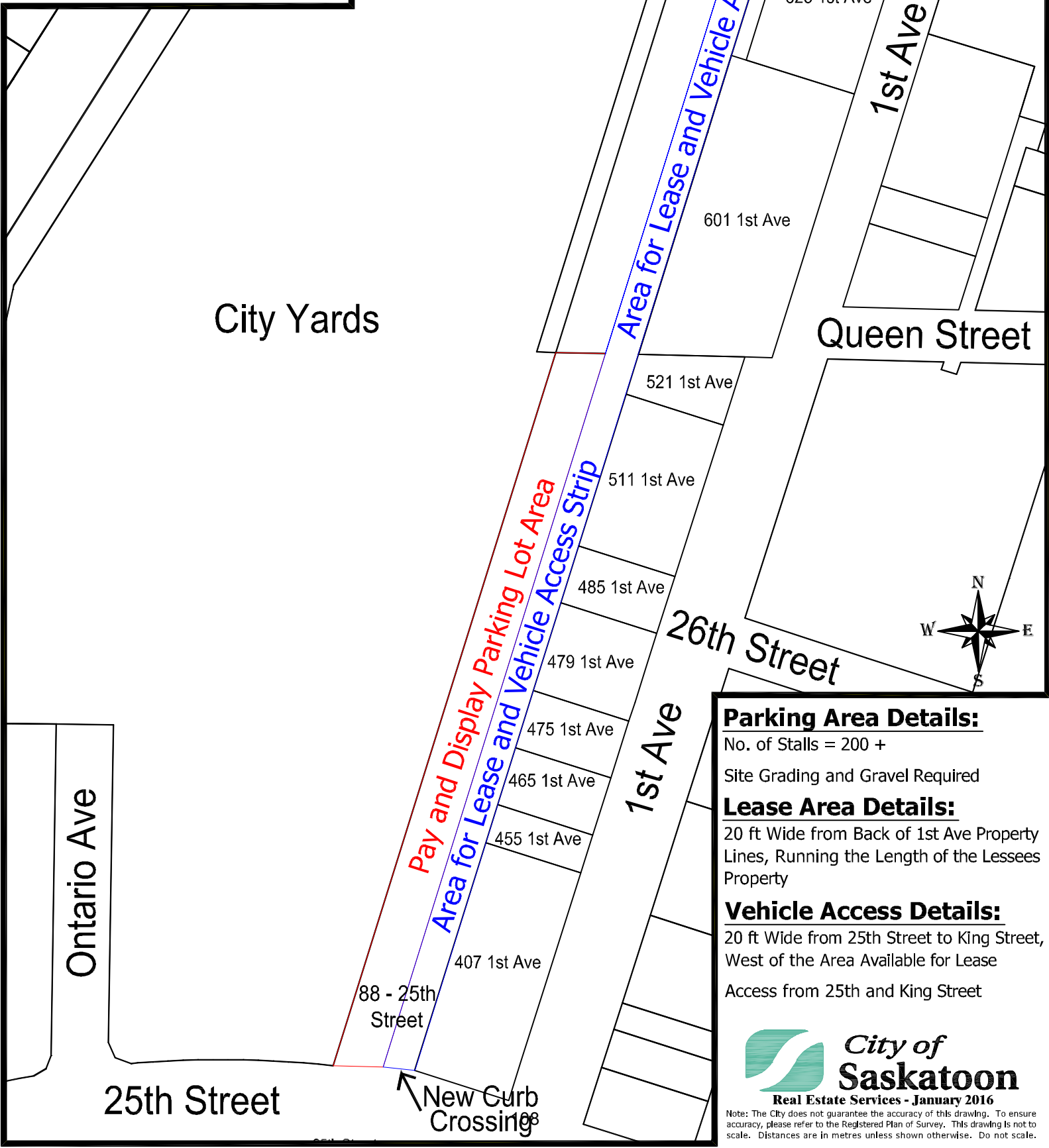
### Parking Lot Details:

- No. of Stalls = 135
- Access from 24th and 25th Street
- LED Site Lighting
- Bump Rails for Stall Delineation
- Stall Electrification
- Wooden Landscaping Screening Fence Along 24th and 25th Street
- Site Grading and Gravel Required



Note: The City does not guarantee the accuracy of this drawing. To ensure accuracy, please refer to the Registered Plan of Survey. This drawing is not to scale. Distances are in metres unless shown otherwise. Do not scale.

# 88 - 25th Street Proposed Parking Lot and Lease Area



**Parking Area Details:**  
 No. of Stalls = 200 +  
 Site Grading and Gravel Required

**Lease Area Details:**  
 20 ft Wide from Back of 1st Ave Property Lines, Running the Length of the Lessees Property

**Vehicle Access Details:**  
 20 ft Wide from 25th Street to King Street, West of the Area Available for Lease  
 Access from 25th and King Street



Note: The City does not guarantee the accuracy of this drawing. To ensure accuracy, please refer to the Registered Plan of Survey. This drawing is not to scale. Distances are in metres unless shown otherwise. Do not scale.

### Details of Proposed RFP for Lease and Management of Parking Lots

An RFP would be issued for the lease of 85 and 88 – 25<sup>th</sup> St. E. listing the following expectations of the successful proponent:

- Comprehensive management and operation of the sites to ensure maximum lease revenue;
- Secure and accurate collection of parking payments from customers, as well as enforcement services and issuance of tickets;
- Maintenance and inspection of the sites to ensure safety and cleanliness to all customers;
- Installation, maintenance and repair of parking machines in a timely manner;
- Demonstration of professionalism, dependability, and good customer service; and
- All other typical parking management duties.

An RFP Selection Committee will be formed to review the submissions. The Committee will consist of five staff members with varying professional backgrounds. Members will independently review and evaluate all submitted proposals based on the following criteria:

- Strategy and scope of parking lot leasing plan, which includes the proposed management and operation of the sites;
- Management fees, minimum monthly rent, and revenue split on rents above minimum monthly rent;
- System reliability and service support;
- Previous parking lot management experience; and
- Other relevant factors.

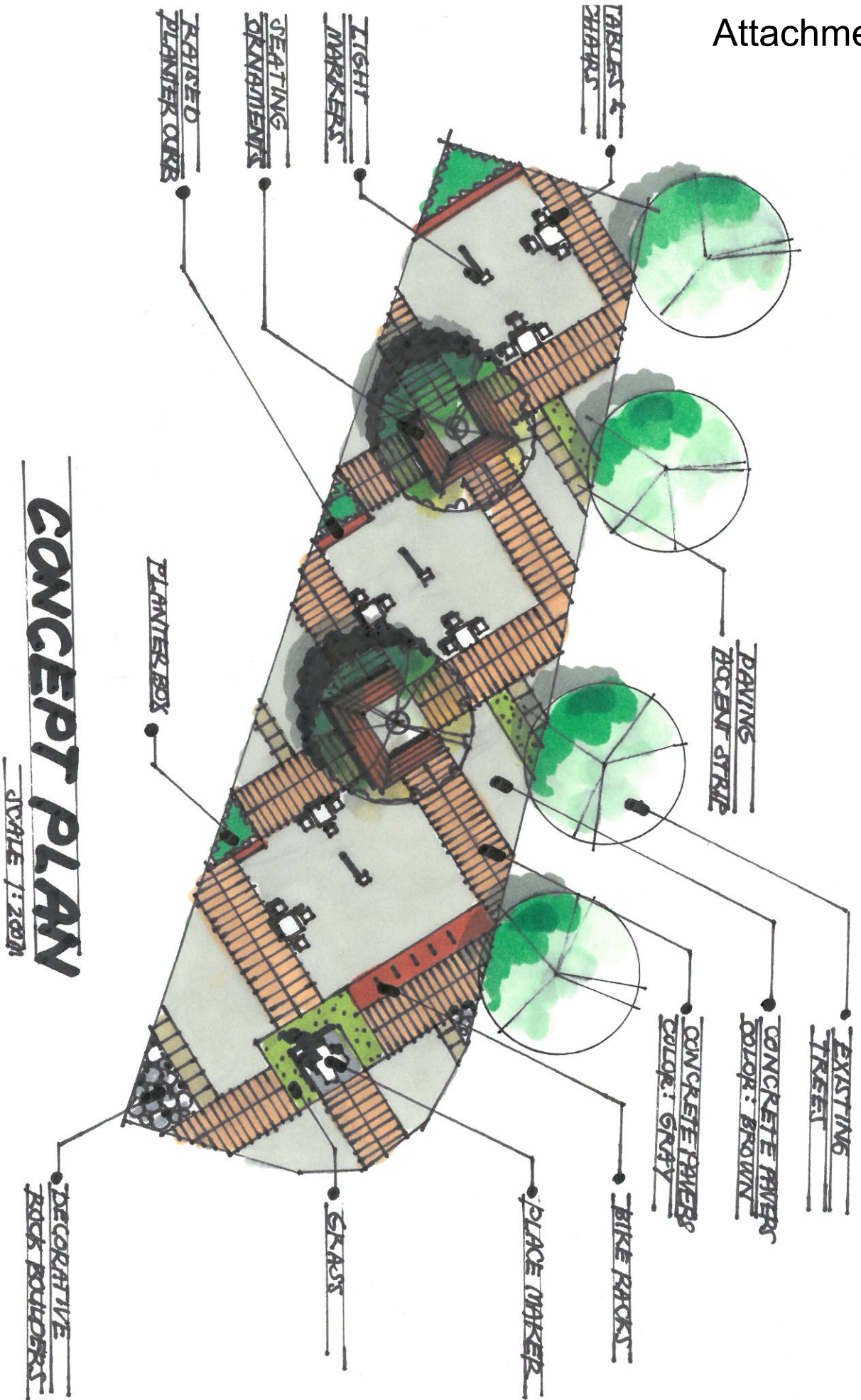
After the independent review, the Committee would convene as a group to review the individual scores, and recommend the successful proponent to City Council.

Upon award of the RFP, a lease would be executed. Notable terms of the agreement would include:

- A three-year lease term (estimated June 1, 2016 to May 31, 2019) with mutually agreed upon renewal options;
- Lessee to provide all required equipment for the lots to be used as a parking lot;
- City may terminate this Agreement by giving 6 months' written notice to the Lessee in the event the City requires the lands for use or development;
- Lessee will operate and maintain the sites at their own cost and expense;
- Lessee responsibilities would include: snow removal, litter removal, parking equipment supply and maintenance, insurance, signage supply and maintenance, onsite management and supervision, marketing, accounting/financial reporting, usage reporting, loss prevention, patrol and enforcement;
- Paid/permit parking hours for the lots would be the same as on street parking - evenings and Sunday would be no-charge parking.

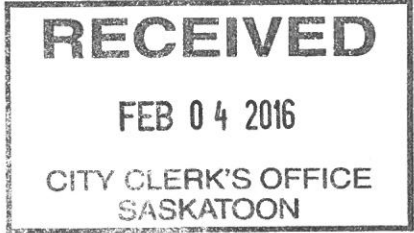
The proposed timeline for the RFP process would be:

- March 2016: issue RFP for parking lot lease
- April 2016: RFP submission date closing
- May 2016: award of parking lot lease to successful proponent upon City Council approval



175-27

REMAI MODERN  
ART GALLERY OF SASKATCHEWAN  
is becoming...



February 4, 2016

To: His Worship the Mayor and City Council,  
 c/o Office of the City Clerk  
 Alain Gaucher, Q.C., Chair  
 Darrell Bell  
 Trent Bester  
 Karen Chad  
 Councillor Charlie Clark  
 Denise Dorfman  
 Danielle Favreau  
 John Gormley, Q.C.  
 Carolyn Knafelc  
 Keitha McClocklin  
 Councillor Tiffany Paulsen, Q.C.  
 Ken Smith  
 Grant Stoneham  
 Scott Verity  
 Gregory Burke, Executive Director & CEO  
 PricewaterhouseCoopers LLP, Corporate Auditors  
 MacPherson Leslie & Tyerman LLP, Corporate Solicitors

From: Jana King-Mayes, Executive Assistant

**NOTICE OF ANNUAL GENERAL MEETING  
 THE SASKATOON GALLERY AND CONSERVATORY CORPORATION**

---

The Annual General Meeting of the Members of The Saskatoon Gallery and Conservatory Corporation will take place on **Tuesday, March 15, 2016, at 7:00 p.m.** The meeting will be held at the Saskatoon Club, 417 - 21<sup>st</sup> Street East, Saskatoon.

The agenda for the meeting is attached.

Please confirm your attendance with Jana King-Mayes by email [jking-mayes@remainmodern.org](mailto:jking-mayes@remainmodern.org) or phone 306-975-7669.

Thank you.

T: 306-975-7610  
 E: [info@remainmodern.org](mailto:info@remainmodern.org)

950 Spadina Crescent East  
 P.O. Box 569  
 Saskatoon SK S7K 3L6 Canada

[remainmodern.org](http://remainmodern.org)

## AGENDA

**ANNUAL GENERAL MEETING OF THE MEMBERS  
THE SASKATOON GALLERY AND CONSERVATORY CORPORATION  
Saskatoon Club, 417 – 21st Street East, Saskatoon, SK**

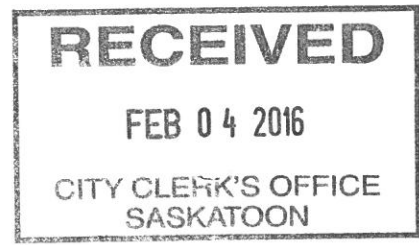
---

**Tuesday, March 15, 2016, at 7:00 p.m.**

- I. ROLL CALL
- II. APPOINTMENT OF SECRETARY
- III. NOTICE OF WAIVER OF IRREGULARITIES
- IV. APPROVAL OF AGENDA
- V. RULES AND PROCEDURES FOR MEETING
- VI. APPROVAL OF MINUTES
  - Annual General Meeting – March 17, 2015
  - Special General Meeting – December 15, 2015
- VII. INSTRUMENT OF PROXY
- VIII. ANNUAL REPORTS
  1. Annual Report of the Chair & President
  2. Annual Report of the Executive Director & CEO
  3. Annual Report of the Treasurer
    - a. Review and approval of financial statements
- IX. APPOINTMENT TO BOARD OF TRUSTEES
- X. APPOINTMENT OF AUDITORS
- XI. VOTE OF THANKS
- XII. ADJOURNMENT



REMAI MODERN  
ART GALLERY OF SASKATCHEWAN  
is becoming...



February 4, 2016

To: His Worship the Mayor and City Council,  
c/o Office of the City Clerk  
Alain Gaucher, Q.C., Chair  
Darrell Bell  
Trent Bester  
Karen Chad  
Councillor Charlie Clark  
Denise Dorfman  
Danielle Favreau  
John Gormley, Q.C.  
Carolyn Knafelc  
Keitha McClocklin  
Councillor Tiffany Paulsen, Q.C.  
Ken Smith  
Grant Stoneham  
Scott Verity  
Gregory Burke, Executive Director & CEO  
PricewaterhouseCoopers LLP, Corporate Auditors  
MacPherson Leslie & Tyerman LLP, Corporate Solicitors

From: Jana King-Mayes, Executive Assistant

**NOTICE OF ANNUAL GENERAL MEETING  
THE ART GALLERY OF SASKATCHEWAN INC.**

The Annual General Meeting of the Member of The Art Gallery of Saskatchewan Inc. will take place on **Tuesday, March 15, 2016, at approximately 7:30 p.m. (immediately following adjournment of the Annual General Meeting of The Saskatoon Gallery and Conservatory Corporation).** The meeting will be held at the Saskatoon Club, 417 - 21<sup>st</sup> Street East, Saskatoon.

The agenda for the meeting is attached.

Please confirm your attendance with Jana King-Mayes by email [jking-mayes@remainmodern.org](mailto:jking-mayes@remainmodern.org) or phone 306-975-7669.

Thank you.

T: 306-975-7610  
E: [info@remainmodern.org](mailto:info@remainmodern.org)

950 Spadina Crescent East  
P.O. Box 569  
Saskatoon SK S7K 3L6 Canada

[remainmodern.org](http://remainmodern.org)

## **AGENDA**

**ANNUAL GENERAL MEETING OF THE MEMBERS  
THE ART GALLERY OF SASKATCHEWAN INC.  
Saskatoon Club, 417 - 21<sup>st</sup> Street East, Saskatoon, SK**

---

**Tuesday, March 15, 2016, at approximately 7:30 p.m.  
(immediately following adjournment of the Annual General Meeting of  
The Saskatoon Gallery and Conservatory Corporation)**

- I. ROLL CALL
  
- II. APPOINTMENT OF SECRETARY
  
- III. NOTICE OF WAIVER OF IRREGULARITIES
  
- IV. APPROVAL OF AGENDA
  
- V. APPROVAL OF MINUTES
  - Annual General Meeting - March 17, 2015
  - Special General Meeting - December 15, 2015
  
- VI. INSTRUMENT OF PROXY
  
- VII. ANNUAL REPORTS
  - 1. Annual Report of the Chair & President
  - 2. Annual Report of the Treasurer
    - a. Review and approval of financial statements
  
- VIII. APPOINTMENT TO BOARD OF TRUSTEES
  
- IX. APPOINTMENT OF AUDITORS
  
- XI. ADJOURNMENT