



**PUBLIC AGENDA
EXECUTIVE COMMITTEE**

Tuesday, December 9, 2014
Council Chamber, City Hall
following Special Meeting of City Council at 1:00 p.m.

Pages

1. CALL TO ORDER
2. CONFIRMATION OF AGENDA
3. ADOPTION OF MINUTES
 - 3.1 Minutes of regular meeting of Executive Committee held on November 17, 2014.
4. UNFINISHED BUSINESS
5. COMMUNICATIONS (requiring the direction of the Committee)
 - 5.1 Delegated Authority Matters
 - 5.2 Matters Requiring Direction
 - 5.2.1 **SREDA - 2015 Annual Plan; 2015 Key Performance Indicators; and 2015 Budget (File No. CK. 1870-10)** 4 - 27
Delegation - Alex Fallon and Jim George, SREDA

Recommendation
That the information be received and that the 2015 Key Performance Indicators and Targets be forwarded to City Council for approval.
 - 5.2.2 **Brent Penner, Executive Director, The Partnership, Saskatoon Downtown BID - Board Resignation and Updated Board Composition (File No. CK. 175-48)** 28 - 28

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

- 5.2.3 **Angela Wallman, Finance and Personnel Officer, Tourism
Saskatoon - 2015 Operating Budget (File No. CK. 1870-10)** 29 - 30

Recommendation

That the information be received and forwarded to City Council.

- 5.2.4 **Raymond Parsley, Chair, Board of Trustees, General
Superannuation Plan - Revised Cost Certificate - Actuarial
Valuation Report as at December 31, 2012 (File No. CK. 4730-6)** 31 - 34

Recommendation

That the information be received and forwarded to City Council.

- 5.2.5 **Raymond Parsley, Chair, Board of Trustees, General
Superannuation Plan - Actuarial Valuation Report as at
December 31, 2013 (File No. CK. 4730-6)** 35 - 91

Recommendation

That the information be received and forwarded to City Council.

6. REPORTS FROM ADMINISTRATION

6.1 Delegated Authority Matters

- 6.1.1 **Update on the Canada European Union Comprehensive
Economic Trade Agreement (File No. CK. 277-1)** 92 - 96

Recommendation

That the information be received.

6.2 Matters Requiring Direction

- 6.2.1 **Aboriginal Engagement (File No CK. 5615-1)** 97 - 133

Recommendation

That the information be received and forwarded to City Council.

7. LEGISLATIVE REPORTS

7.1 Delegated Authority Matters

- 7.1.1 **Council and Inquiry Outstanding Lists (File No. CK. 255-1)** 134 - 148

Recommendation

That the information be received.

7.2 Matters Requiring Direction

8. URGENT BUSINESS

9. ADJOURNMENT

2015

Saskatoon Regional Economic Development Authority Inc.

2015 Annual Plan

Growing, Together

*A Strategic Plan for Creating and Accelerating \$64M of
Economic Growth in the Saskatoon Region*



SUBMITTED TO THE SREDA BOARD OF DIRECTORS
NOVEMBER 2014



SREDA – A NEW CHAPTER OF SUCCESS....

Transformational Change: “A shift in the business culture of an organization resulting from a change in the underlying strategy and processes that the organization has used in the past. A transformational change is designed to be organization-wide and is enacted over a period of time. An example of transformational change is moving from good to great performance”.

During 2015, SREDA will undergo a process of transformational change that will lead to world-class economic development performance. This change will occur by moving away from *activity based performance measures* (a traditional way to measure economic development agencies) to a world-class and best practice approach of *measuring the economic impact of SREDA’s activities* and thereby demonstrating a measurable *Return on Investment* to SREDA’s investors. This is the ultimate performance measure for an economic development agency.

This change will not be easy, but SREDA’s Board of Directors and Staff are fully committed to making this change a reality. This change will be achieved by delivering on the 2015 Annual Plan - and achieving the economic impact goals set out in this strategy. This new and bold strategy requires growth; growth from the organization, the staff and the Board of Directors. By doing so, SREDA will be better placed to have a direct and measurable impact on the economic growth of the Saskatoon Region. It’s a strategy based on the philosophy of *Growing, Together*.



Strategy at a Glance

- **1 Primary Goal: \$45.5M of Financial Impact & a ROI of 35:1**
- **An ROI of 35:1 for every dollar investment in SREDA**
- **Specific Objectives for 6 Core Activities:**
 1. **Business & Investment Attraction**
 2. **Business Retention & Expansion**
 3. **Entrepreneurship**
 4. **Regional Economic Development Planning**
 5. **Marketing the Saskatoon Region**
 6. **Economic Forecasting & Analysis**
- **Values: Excellence, Trust, Partnerships and Success**
- **Internal Goal: To be the Best Economic Development Agency in Canada**

ABOUT SREDA

Started in 1992, the Saskatoon Regional Economic Development Authority (SREDA) Inc. was one of the first independent economic development agencies in Canada. Today, SREDA's aim is to be the most successful economic development agency in Canada. SREDA works with the City of Saskatoon, Regional Communities and Industry to help grow the region's economy – creating jobs and prosperity for residents.

Mission

SREDA grows the Saskatoon Region economy by developing and delivering business retention, expansion and attraction services.

Vision

A growing and resilient economy that provides prosperity to all residents in the Saskatoon Region.

Values

The values that guide SREDA each day when dealing with its stakeholders, clients and colleagues are:

- Excellence
- Trust
- Partnerships
- Success

SREDA is committed to holding ourselves accountable to these values.

OUR STRATEGIC GOALS 2015

Our Primary Strategic Goal is to achieve **\$45.5 of Financial Impact in 2015, with a Return on Investment of 35:1.**

This will be achieved by delivering on our **Yearly Strategic Goals** as set out in the following table:

(See 2015 SREDA Key Performance Indicators table)

	City of Saskatoon Service Goals	Key Projects/Activities & Measurements		Weight
1.Business Attraction	2, 3, 4, & 7	1.1	12 Qualified Business Attraction Leads	10%
		1.2	\$2M of Business Attraction Wins	10%
		1.3	80 Investment Attraction Clients	10%
		1.4	\$12M of Investment Attracted	10%
2.Business Retention & Expansion	2, 3, 4 & 7	2.1	3 Businesses Utilizing the City of Saskatoon Business Development Incentives Policy (\$22.8M)	5%
		2.2	50 new jobs created under the City of Saskatoon Business Development Incentives Policy (\$2.75M)	5%
		2.3	Assist 2 Companies with Expansion Strategies	10%
		2.4	Deliver 2 Breaking Barriers to Growth sessions for SREDA Members to Support Growth and Expansions by Local Companies	3%
3.Economic Forecasting & Analysis	1, 3, & 9	3.1	Deliver 2 Saskatoon Economic Forums (115+ attendees) and Provide Timely Economic Development Information	3%
		3.2	Publish 2 SREDA Insights Reports to Assist Companies to Make Decisions Based on Economic Data/Trends and Opportunities/Challenges in the Saskatoon Market	3%
		3.3	Host 2 Industry Roundtables to Address Barriers to Growth and Make Recommendations to the City of Saskatoon on Areas for Policy Consideration	3%
		3.4	Complete Quarterly and Annual Economic Indicator Reports	3%
4.Marketing, Communications & Investor Relations	1, 5, 6, 7 & 8	4.1	Complete Private Sector Satisfaction Survey and Grow Baseline Results by 10% by End of Year	3%
		4.2	Deliver 15 SREDA Overview Presentations to Key Stakeholders	3%
		4.3	Market Saskatoon & Area to Support an Increase of Population Growth by at Least 2.5% (\$5.8M)	3%
5.Regional Economic Development Planning & Affairs	4	5.1	Coordinate the development of an Economic Impact Study Regarding the Perimeter Highway for Consideration by the Department of Highways & Transportation	4%
		5.2	Chair 3 Regional Economic Development Committees to Ensure Coordination Across Regional Economic Development Committees and Complete Community Approved Projects (eg: Saskatoon Regional Housing Study Phase 2)	3%
6.Entrepreneurship	2, 4, 7, & 9	6.1	Maintain our Contract with Western Economic Diversification to Operate Square One; Providing Support to Entrepreneurs Across Saskatchewan at no cost to the City of Saskatoon (\$566k)	3%
		6.2	Provide 4,000 Entrepreneurs (across SK) With Support to Establish or Grow a Business	3%
7.Organizational Effectiveness	4, 6, 8, & 9	7.1	Implement Cost Control Review of 2015 General & Administration expenses (excluding labour costs) and reduce costs by 5%	3%

A SUCCESSFUL RETURN ON INVESTMENT

Successful implementation and execution of the SREDA 2015 Annual Plan would see the organization providing a Return on Investment of \$35.00 for every \$1.00 invested into SREDA by the City of Saskatoon, Rural Municipalities and Private Sector Investors.

This would position SREDA as a leading Canadian economic development agency.

Demonstrating a successful Return on Investment could lead to additional investment for SREDA - which in turn could lead to even greater resources and results. Demonstrating a successful Return on Investment would position SREDA for long term success as it moves forward with its future Strategic Plan.

STRATEGIC ALIGNMENT WITH KEY PARTNERS

SREDA's 2015 Annual Plan is aligned to the *City of Saskatoon's 2012-2022 Strategic Plan* with regards to supporting the City's targets relating to Achieving Sustainable Growth and Economic Diversity and Prosperity and the *Growing Forward* strategy.

SREDA's 2015 Annual Plan is also aligned to the Government of Saskatchewan's Plan for Growth: *Vision 2020 & Beyond* in terms of focusing on growing the economy through business attraction, retention and expansion.

PRIVATE SECTOR INVESTORS STRATEGY

Private Sector Investors (PSI's) have been an important source of support for SREDA over recent years. For 2015, SREDA will grow its PSI revenue by 15% when compared to 2014 levels. A separate PSI Strategy will be developed in early 2015 to set out this new approach to PSI engagement.

OUR CORE SERVICES: 6 PILLARS TO ECONOMIC GROWTH

SREDA's programs and services are focused on growing the local economy through business attraction, business retention and expansion and promotion of the Saskatoon Region. In order to act as a catalyst for economic growth, SREDA's services are focused around the following 6 areas:

One: Business & Investment Attraction (BIA)

SREDA works with businesses to encourage new investment in the region. Our business attraction services include economic and business development research and analysis, connecting groups for site selection, facilitating business connections, negotiating business incentives and working with governments to provide a competitive environment for new business.

Two: Business Retention & Expansion (BRE)

Our organization understands the inherent economic benefits created by the Saskatoon Region's existing business base. SREDA works with existing business to remain viable, grow and expand through extensive analysis of the business climate and creation of initiatives to support continued growth. Our business retention and expansion services include facilitating business connections/partnerships for expansion, negotiating business incentives, assisting businesses to overcome business development challenges and working with governments to ensure that existing business continues to thrive.

Three: Economic Forecasting & Analysis

Economic forecasting is the process of attempting to predict the future condition of the economy. This involves the use of statistical models and theories utilizing economic indicators such as inflation and interest rates, GDP growth/decline, retail sales and unemployment rates etc. The provision of timely and accurate economic analysis information is a key tool for local businesses as an aid to business decision making and planning. SREDA's objective in this area is to become the "go-to source" for economic data and analysis relating to the Saskatoon Region.

Four: Marketing of the Saskatoon Region / Population Growth

SREDA is actively involved in the promotion of the Saskatoon Region as a place to live, work, invest and prosper. Our organization promotes the Saskatoon Region at regional, provincial, national and international levels. SREDA actively promotes economic and business development opportunities that the Saskatoon Region has to offer at targeted industry trade shows, actively marketing the Saskatoon and provision of information to corporate executives, political dignitaries and other relevant stakeholders.

Through its Foreign Direct Investment (FDI) initiatives, SREDA works with its Private Sector Investors and potential regional partners to facilitate foreign investment opportunities and partnerships to bring new capital to the Saskatoon Region. SREDA's team advises foreign investors on the local market and existing opportunities, assists in clarifying local regulatory requirements and acts as a liaison between government and industry. Our organization participates in targeted trade missions that support Saskatoon Region businesses and maximize investment potential.

Five: Regional Economic Development, Planning & Affairs (RED)

SREDA actively works on initiatives to facilitate growth and prosperity across the entire Saskatoon Region. SREDA works with its member communities on regional economic development projects that range in size and scope, involving various levels of governments, economic development stakeholders and partners to build a stronger regional economy. Our organization works with the Saskatoon Region and key stakeholders on projects that have regional economic implications such as infrastructure; housing; commercial, industrial and residential planning; and needs assessments and community readiness initiatives.

Six: Entrepreneurship

Growing the number of successful entrepreneurs is key to building a sustainable and growing economy in the Saskatoon Region. SREDA receives funding from the Government of Canada to offer the Canada Business Network (branded as Square One in Saskatchewan) to entrepreneurs across the Province.

Our Focus

SREDA uses a focussed approach to maximize its overall effectiveness in the Saskatoon Region. We focus on high impact initiatives that contribute to long-term economic growth. SREDA is focused on helping to grow the following key sectors within the Saskatoon Region:

Key SREDA Industries and Sectors

Key Industry	Key Sector
Manufacturing	Food Processing
	Fabricated metal product manufacturing
	Machinery/equipment/ICT manufacturing
Mining and Energy	Mineral Processing
	Mining and Energy Supply Chain
Construction	Construction of buildings
	Heavy and civil engineering construction
Agriculture	Greenhouse, nursery and floriculture production, Agriculture head offices, food processing
Biosciences	Biotechnology and Life Sciences
Transportation and warehousing	
Wholesale trade	
Retail trade	
Finance and insurance	
Real estate and rental and leasing	
Professional, scientific and technical services	
Information and cultural industries	
Accommodation and food services	

OUR STRATEGY (GOALS, OBJECTIVES, TOOLS, MEASURES & RESOURCES)

One: Business & Investment Attraction

Strategic Goal 1:

\$14,000,000 of Business & Investment Attraction Wins

Where are we going?

Objectives:

- 1.1 12 Qualified Business Attraction Leads
- 1.2 \$2M of Business Attraction Wins
- 1.3 80 Investment Attraction Clients
- 1.4 \$12M of Investment Attracted

What steps are going to get us there?

Tools:

- T1 Develop and Feed a Business Attraction Pipeline
- T2 Manage and Administer the Saskatchewan Immigrant Nominee Program

What tools will be used to take those steps?

Measures:

- M1 Generate at Least 12 Qualified Business Attraction Leads per year
- M2 Serve at Least 200 Clients under the Saskatchewan Immigrant Nominee Program per year and ensure at least 80 of those are focused on making investments in the Saskatoon Region.

How will we know we are on the right track?

Resources:

- R1 Business Attraction Manager
- R2 SINP Program Manager

Resource Allocation

Two: Business Retention & Expansion

Strategic Goal 2:

\$25.55M of Economic Growth from Business Retention and Expansion programs and services by 2015

Where are we going?

Objectives:

- 2.1 3 Businesses Utilizing the City of Saskatoon Business Development Incentives Policy (\$22.8M)
- 2.2 50 new jobs created under the City of Saskatoon Business Development Incentives Policy (\$2.75M)
- 2.3 Assist 2 Companies with Expansion Strategies (“Grown Now” program)
- 2.4 Deliver 2 Breaking Barriers to Growth sessions for SREDA Members to Support Growth and Expansions by Local Companies

What steps are going to get us there?

Tools:

- T1 Utilization of the City of Saskatoon Business Development Incentives Policy
- T2 Deliver a “Grown Now” Program that Provides Expansion Consulting Services to Companies in the Saskatoon Region
- T3 Deliver a “Breaking Barriers to Growth” Program that Assists Companies to Address Barriers to Growth

What tools will be used to take those steps?

Measures:

- M1 At least 3 Companies per year using the City of Saskatoon Business Development Incentives Policy
- M2 Promote the Grow Now program to over 20 Companies per year
- M3 Deliver 3 Breaking Barriers to Growth Sessions per year

How will we know we are on the right track?

Resources:

- R1 Senior Director, Business Retention & Expansion

Resource Allocation

Three: Economic Forecasting and Analysis

Strategic Goal 3 (where are we going?):

Develop SREDA's Reputation as the Go to Source for Economic Information and Analysis Relating to the Saskatoon Region

Objectives (What steps are going to get us there?):

- 3.1 Deliver 2 Saskatoon Economic Forums (115+ attendees) and Provide Timely Economic Development Information
- 3.2 Publish 2 SREDA Insights Reports to Assist Companies to Make Decisions Based on Economic Data /Trends and Opportunities/Challenges in the Saskatoon Market
- 3.3 Host 2 Industry Roundtables to Address Barriers to Growth and Make Recommendations to the City of Saskatoon on Areas for Policy Consideration
- 3.4 Complete Quarterly and Annual Economic Indicator Reports

Tools (what Tools will be used to take those steps?)

- T1 Spring & Fall Economic Forum
- T2 Saskatoon Regional Economic Overview
- T3 SREDA Economic News Bulletin (website)
- T4 SREDA Insights

Measures (How will we know we are on the right track?)

- M1 Attendance at Economic Forums
- M2 At Least 1,000 Hits per year to the SREDA Economic News Bulletin (website)
- M3 At least 2 Industry Roundtables held each year to gather input to SREDA Insights

Resources:

- R1 Economic Forecast & Analysis Manager

Four: Marketing, Communications & Investors Relations

Strategic Goal 4 (where are we going?):

Market Saskatoon & Area to Support on Increase in Population Growth of at least 2.5%

Objectives (What steps are going to get us there?):

- 4.1 Complete Private Sector Satisfaction Survey and Grow Baseline Results by 10% by End of Year
- 4.2 Deliver 15 SREDA Overview Presentations to Key Stakeholders
- 4.3 Market Saskatoon & Area to Support an Increase of Population Growth by at Least 2.5% (\$5.8M)

Tools (what Tools will be used to take those steps?)

- T1 Living Saskatoon Website
- T2 SREDA Website
- T3 Generate Positive Media Coverage about the Saskatoon Region
- T4 Events to Promote the Saskatoon Region to Businesses, Individuals, Students, etc.

Measures (How will we know we are on the right track?)

- M1 At least 70,000 hits to the SREDA and Living Saskatoon Website per year
- M2 At Least 6 Positive Media Stories about the Saskatoon Region per year
- M3 Promote the Saskatoon Region at 3 Events across Canada/Internationally per year

Resources:

- R1 Marketing & Communications Manager

Five: Regional Economic Development, Planning & Affairs

Strategic Goal 5 (where are we going?):

Ensure coordination of regional economic development planning in the Saskatoon Area

Objectives (What steps are going to get us there?):

- 5.1 Coordinate the development of an Economic Impact Study Regarding the Perimeter Highway for Consideration by the Department of Highways & Transportation
- 5.2 Chair 3 Regional Economic Development Committees to Ensure Coordination Across Regional Economic Development Committees and Complete Community Approved Projects (e.g.: Saskatoon Regional Housing Study Phase 2)

Tools (what Tools will be used to take those steps?)

- T1 Chair Regional Oversight Committee as part of The Saskatoon North Partnership for Growth
- T2 Chair the Broader Regional Committee
- T3 Chair the Members Regional Committee
- 74 Develop Regional Profiles to Support Business Attraction Opportunities

Measures (How will we know we are on the right track?)

- M1 Coordinate the production of at Least 1 Economic Impact Study
- M2 Support at least 6 Regional Economic Development Initiatives per year

Resources:

- R1 Regional Affairs Manager
- R2 COO/CEO as Chair for Regional Planning Committee

Six: Entrepreneurship

Strategic Goal 6 (where are we going?):

Provide 4,000 Entrepreneurs across Saskatchewan with Support to Establish or Grow a Business

Objectives (What steps are going to get us there?):

- 6.1 Maintain our Contract with Western Economic Diversification to Operate Square One; Providing Support to Entrepreneurs Across Saskatchewan at no cost to the City of Saskatoon (\$566k)

Tools:

- T1 Square One Advisory Services to Entrepreneurs
T2 Square One Website / Provision of Information

Measures:

- M1 At Least 30,000 hits to the Square One Website per year
M2 At Least 5,000 enquiries to Square One

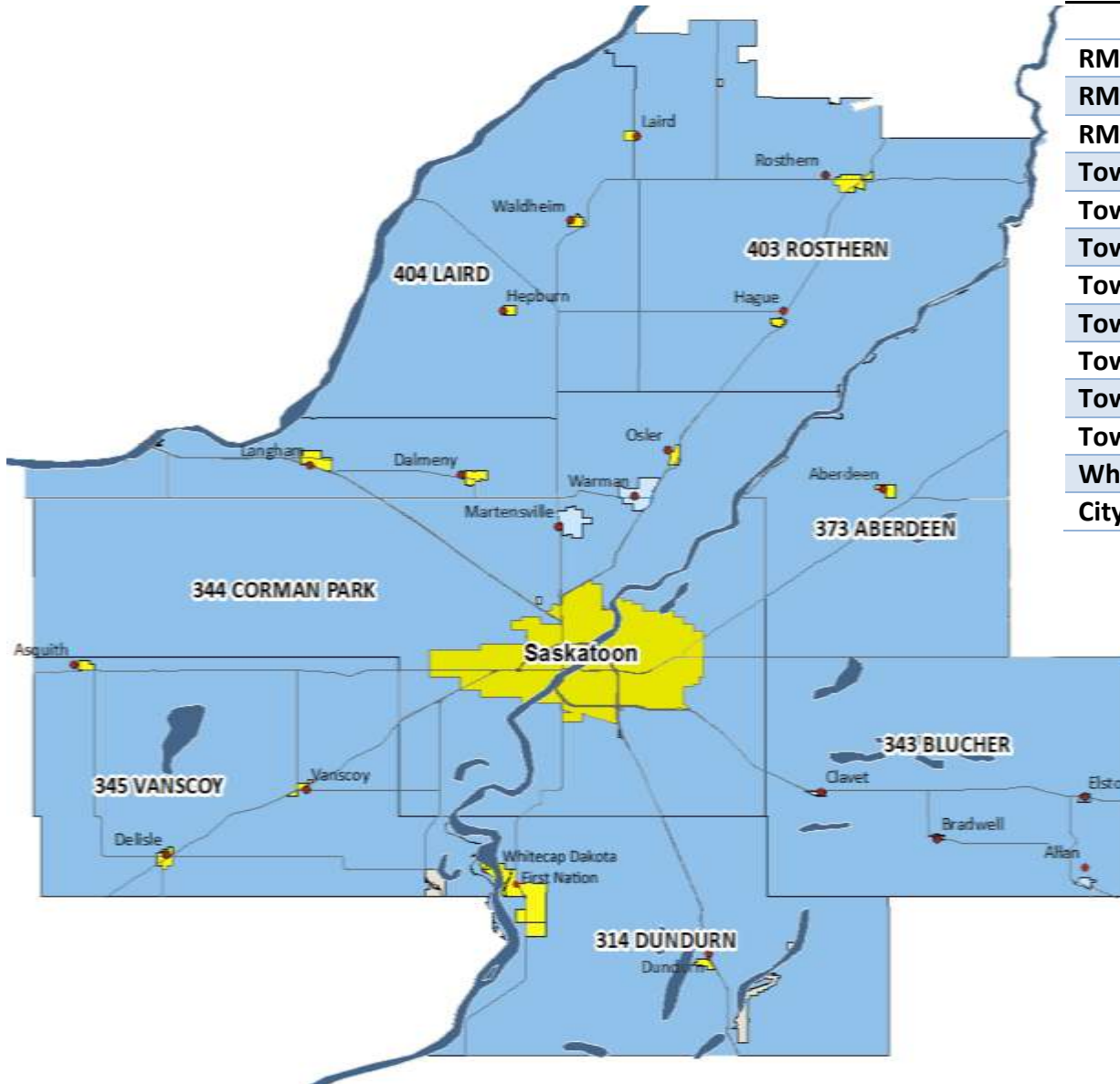
Resources:

- R1 Executive Director, Square One + 4 FTE's
R2 Federal Government Funding from Western Economic Diversification to Deliver the Square One Services.

Saskatoon Regional Economic
Development Authority Inc.
APPENDICES & 2015 BUDGET DOCUMENTS



FIGURE 1. SREDA REGIONAL BOUNDARY MAP



SREDA Regional Members

RM of Aberdeen #373	1016
RM of Blucher #343	1787
RM of Corman Park #344	8354
Town of Aberdeen	599
Town of Dalmeny	1702
Town of Delisle	975
Town of Dundurn	693
Town of Langham	1290
Town of Osler	1088
Town of Rosthern	1572
Town of Waldheim	1035
Whitecap Dakota First Nation	462
City of Saskatoon	222189

*Census 2013 Populations

FIGURE 2. 2015 SREDA ORGANIZATIONAL CHART



	City of Saskatoon Service Goals	Key Projects/Activities & Measurements	Weight
1.Business Attraction	2, 3, 4, & 7	1.1 12 Qualified Business Attraction Leads	10%
		1.2 \$2M of Business Attraction Wins	10%
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		2.3 Assist 2 Companies with Expansion Strategies	10%
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3.Economic Forecasting & Analysis	1, 3, & 9	3.1 Deliver 2 Saskatoon Economic Forums (115+ attendees) and Provide Timely Economic Development Information	3%
		3.2 Publish 2 SREDA Insights Reports to Assist Companies to Make Decisions Based on Economic Data /Trends and Opportunities/Challenges in the Saskatoon Market	3%
		3.3 Host 2 Industry Roundtables to Address Barriers to Growth and Make Recommendations to the City of Saskatoon on Areas for Policy Consideration	3%
		3.4 Complete Quarterly and Annual Economic Indicator Reports	3%
4.Marketing, Communications & Investor Relations	1, 5, 6, 7 & 8	4.1 Complete Private Sector Satisfaction Survey and Grow Baseline Results by 10% by End of Year	3%
		4.2 Deliver 15 SREDA Overview Presentations to Key Stakeholders	3%
		4.3 Market Saskatoon & Area to Support an Increase of Population Growth by at Least 2.5% (\$5.8M)	3%
5.Regional Economic Development Planning & Affairs	4	5.1 Coordinate the development of an Economic Impact Study Regarding the Perimeter Highway for Consideration by the Department of Highways & Transportation	4%
		5.2 Chair 3 Regional Economic Development Committees to Ensure Coordination Across Regional Economic Development Committees and Complete Community Approved Projects (eg: Saskatoon Regional Housing Study Phase 2)	3%
6.Entrepreneurship	2, 4, 7, & 9	6.1 Maintain our Contract with Western Economic Diversification to Operate Square One; Providing Support to Entrepreneurs Across Saskatchewan at no cost to the City of Saskatoon (\$566k)	3%
		6.2 Provide 4,000 Entrepreneurs (across SK) With Support to Establish or Grow a Business	3%
7.Organizational Effectiveness	4, 6, 8, & 9	7.1 Implement Cost Control Review of 2015 General & Administration expenses (excluding labour costs) and reduce costs by 5%	3%

Approved by:

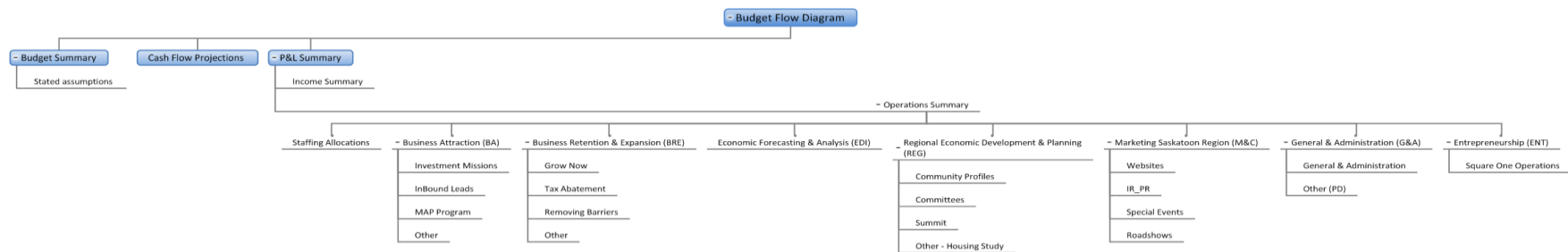
TOTAL: /100

 Alex L. Fallon, President & CEO
SREDA

 Bruce Richet, Chair
SREDA

 Kerry Tarasoff, CFO
City of Saskatoon

2015 Financial Impact: \$45.5M
ROI: 35:1



Summary Discussion

Assumptions/Comments

Cash Flow Projections

- includes 2014 city bonus funding; assuming a 70% score for 2014 (\$87,500); 2015 city bonus funding not included in projections
- includes a bonus rating for staff payouts of 60% for 2014; 2015 staff bonuses not included in projections
- A/P are paid in the month incurred
- projecting approximately \$36,000 in cash to start the year and \$76,000 cash to end the year

P&L Summary

- targeting a surplus of approximately \$69,000
- budget includes Square One operations

Income Summary

- uncertainty around ICICI funding;
- PSI membership fees and regional membership fees assumed to be steady from 2014 levels
- assumes there is a 15% (\$33,000) growth in PSI revenues from 2014 to 2015 - essentially recovering all lost PSI's

Operations Summary

- budget supports 2015 areas of focus (6 buckets or pillars of growth) and aligned to City of Saskatoon 2015 Scorecard metrics
- allocated staff salaries to align with pillars of growth
- labour component includes salary, benefits

Staffing Allocations

- staff restructuring to be aligned to pillars of growth
- 2015 salary increases to level off discrepancies between staff
- removed COO position; added in VP Ops position; filling vacant Snr Director role

Investments Missions

- assume quarterly investment missions (1 person for 5 days each mission)

InBound Leads

- assume 1 return company per investment mission

MAP Program

- assumes 3 companies funded (resulting from investment missions; 50% costs funded by ICICI)

Grow Now

- assumes 2 applicants with Grow Now work done internally; potential for WDP Funding

Tax Abatement

- assumes a modest awareness campaign with 4 information sessions throughout the year

Removing Barriers

- assumes 2 topics covered throughout the year;

EcDev Info

- assumes 2 roundtables throughout the year
- assumes quarterly updates follow the preceding quarter
- assumes 2 special research projects contracted out; 2 additional papers done internally

Regional Community Profiles

- assumes regional content is created and issued on a quarterly basis
- assumes committee work as per 2014 operations (NV to chair BRC in 2015)

Regional Growth Summit

- assumed that this summit is on hold at the moment and therefore has not been included in the 2015 budget

Regional Housing Study

- budget proposal in progress; funded 50% by Sask Housing

Marketing Saskatoon - websites

- assumed that the 3 websites are in need of new imagery and that any design/development work is now underway as part 2014 work

Marketing Saskatoon - IR/PR

- assumed this activity will be undertaken by CEO and VP Ops

Marketing Saskatoon - Special Events

- assumed two econ forums, one early on in 2015 and the other at the end of the year; these would be heavily supported by key sponsorships (\$20K each - see Income summary) and provide SREDA with some profit from these two events

Marketing Saskatoon - Roadshows

- assumed 4 trips to neighboring (out-of-province) cities to promote Saskatoon; assumes 1 per per trip

General & Administration

- similar budget to 2014 with a few new adds: addition of a management consultant to support planning and budgeting effort throughout the year;
- continued service contract with IT person (Sharif); need to look for a new bookkeeper (Linda has been notified that we will not be renewing her services contract in 2015)
- budget does not include any professional development for any staff member in 2015 - this may need to be revisited

Square One Budget

- as per Square One budget revisions from September 2014

	2015												Total
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
Cash In													
City of Saskatoon Funding (incl bc	162,125	87,500	-	162,125	-	-	162,125	-	-	162,125	-	-	736,000
Government Funding (wd-cbn, wr	-	200,983	4,425	5,750	157,534	4,525	12,780	142,284	13,275	280	142,004	25	683,865
Interest	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Miscellaneous (SINP exploratory \	500	8,000	500	500	5,750	500	500	5,750	500	500	5,750	500	29,250
PSI Membership Fees	-	55,000	55,000	55,000	44,000	44,000	-	-	-	-	-	-	253,000
Regional Membership Fees	-	-	-	-	15,000	15,000	15,000	-	-	-	-	-	45,000
Reserve Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-
Sponsorship Funding (Seminars, E	-	20,000	-	-	-	-	-	-	-	-	20,000	-	40,000
Other - Management fees (billed	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Cash In	162,825	371,683	60,125	223,575	222,484	64,225	190,605	148,234	13,975	163,105	167,954	725	1,789,515
Cash Out													
Total Business Attraction	13,091	19,041	13,371	13,091	44,041	13,371	38,091	19,041	38,371	13,091	19,041	13,371	257,010
Total Business Retention & Expans	4,875	14,289	14,289	20,239	14,989	14,289	14,989	18,439	15,789	14,989	14,789	14,289	176,251
Total EcDev Info	-	5,903	16,353	5,903	5,903	8,153	5,903	5,903	16,353	5,903	5,903	8,153	90,337
Total Regional	7,563	38,471	10,263	9,371	7,563	10,371	7,563	9,371	10,263	7,671	7,563	12,071	138,104
Total Marketing & Communicator	5,604	26,929	22,729	25,829	20,514	21,414	12,414	13,164	15,764	12,414	22,564	12,414	211,756
Total General & Administration	26,884	23,939	40,439	29,439	20,439	20,439	20,439	20,439	20,439	20,439	20,439	20,439	284,214
Total Entrepreneurship (Sq. One)	57,121	57,121	57,121	43,795	43,795	43,795	43,795	43,795	43,795	43,795	43,795	43,795	565,517
Total Cash Out	115,139	185,693	174,566	147,667	157,244	131,832	143,194	130,152	160,774	118,302	134,094	124,532	1,723,189
Net Cash	47,686	185,990	(114,441)	75,908	65,240	(67,607)	47,411	18,082	(146,799)	44,803	33,860	(123,807)	66,326
Cash beginning of month	36,000	83,686	243,589	129,148	205,056	270,296	202,690	250,100	268,183	121,384	166,187	200,047	
Changes in working capital	-	(26,087)											
Cash end of month (projected)	83,686	243,589	129,148	205,056	270,296	202,690	250,100	268,183	121,384	166,187	200,047	76,240	

	2015												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Income Summary													
City of Saskatoon Funding (incl bonus)	162,125	87,500	-	162,125	-	-	162,125	-	-	162,125	-	-	736,000
Government Funding (wd-cbn, wd-wdp, dfatd-icci, prov)	-	200,983	4,425	5,750	157,534	4,525	12,780	142,284	13,275	280	142,004	25	683,865
Interest	200	200	200	200	200	200	200	200	200	200	200	200	2,400
Miscellaneous (SINP exploratory visits)	500	500	5,750	500	500	5,750	500	500	5,750	500	500	5,750	27,000
PSI Membership Fees	225,000	11,000	11,000	11,000	-	-	-	-	-	-	-	-	258,000
Regional Membership Fees	-	-	-	45,000	-	-	-	-	-	-	-	-	45,000
Reserve Allocations	-	-	-	-	-	-	-	-	-	-	-	-	-
Sponsorship Funding (Seminars, Events & Conf.)	-	20,000	-	-	-	-	-	-	-	-	20,000	-	40,000
Other - Management fees (billed to Sq. One)	-	-	-	-	-	-	-	-	-	-	-	-	-
Total Income	387,825	320,183	21,375	224,575	158,234	10,475	175,605	142,984	19,225	163,105	162,704	5,975	1,792,265
Operations Summary													
Total Business Attraction	13,091	19,041	13,371	13,091	44,041	13,371	38,091	19,041	38,371	13,091	19,041	13,371	257,010
Total Business Retention & Expansion	4,875	14,289	14,289	20,239	14,989	14,289	14,989	18,439	15,789	14,989	14,789	14,289	176,251
Total EcDev Info	-	5,903	16,353	5,903	5,903	8,153	5,903	5,903	16,353	5,903	5,903	8,153	90,337
Total Regional	7,563	38,471	10,263	9,371	7,563	10,371	7,563	9,371	10,263	7,671	7,563	12,071	138,104
Total Marketing & Communications	5,604	26,929	22,729	25,829	20,514	21,414	12,414	13,164	15,764	12,414	22,564	12,414	211,756
Total General & Administration	26,884	23,939	40,439	29,439	20,439	20,439	20,439	20,439	20,439	20,439	20,439	20,439	284,214
Total Entrepreneurship (Sq. One)	57,121	57,121	57,121	43,795	43,795	43,795	43,795	43,795	43,795	43,795	43,795	43,795	565,517
Total Operations	115,139	185,693	174,566	147,667	157,244	131,832	143,194	130,152	160,774	118,302	134,094	124,532	1,723,189
Net Income (Loss)	272,686	134,490	(153,191)	76,908	990	(121,357)	32,411	12,832	(141,549)	44,803	28,610	(118,557)	69,076

	2015												Total		
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec			
Income															
City of Saskatoon (service agreement funding)	162,125			162,125			162,125			162,125			648,500	36%	
City of Saskatoon (service agreement bonus)		87,500											87,500	5%	
Total City of Saskatoon Funding	162,125	87,500	-	162,125	-	-	162,125	-	-	162,125	-	-	736,000	41%	
Government Funding															
Provincial Program Funding	-	15,000	-	-	-	-	-	-	-	-	-	-	15,000	1%	
DFATD (ICCI) Funding	-	3,725	4,425	5,750	15,625	4,525	12,500	375	13,275	-	375	25	60,600	3%	
WD - CBN Operational Funding		182,258			141,629			141,629			141,629		607,145	34%	
WD - WDP Program Funding	-	-	-	-	280	-	280	280	-	280	-	-	1,120	0%	
Total Government Funding	-	200,983	4,425	5,750	157,534	4,525	12,780	142,284	13,275	280	142,004	25	683,865	38%	
Interest	200	200	200	200	200	200	200	200	200	200	200	200	2,400	0%	
Miscellaneous (SINP exploratory visits)	500	500	5,750	500	500	5,750	500	500	5,750	500	500	5,750	27,000	2%	
PSI Membership fees															
PSI Membership fees - Cash	220,000	11,000	11,000	11,000									253,000	14%	
PSI Membership fees - In kind	5,000												5,000	0%	
Total PSI Membership Fees	225,000	11,000	11,000	11,000	-	-	-	-	-	-	-	-	258,000	14%	
Regional Membership Fees				45,000									45,000	3%	
Reserve Allocations	-												-	0%	
Sponsorship Funding (Seminars, Events & Conf.)		20,000									20,000		40,000	2%	
Other - management fees (billed to Square One)													-	0%	
Total Income	387,825	320,183	21,375	224,575	158,234	10,475	175,605	142,984	19,225	163,105	162,704	5,975	1,792,265	100%	

		2015														
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total		
BA																
Labour																
	Salary Allocation		11,383	11,383	11,383	11,383	11,383	11,383	11,383	11,383	11,383	11,383	11,383	136,600		
	Benefits	15%	1,708	1,708	1,708	1,708	1,708	1,708	1,708	1,708	1,708	1,708	1,708	20,490		
	Sub-total Labour		13,091	13,091	13,091	13,091	13,091	13,091	13,091	13,091	13,091	13,091	13,091	157,090		
Projects																
	Investment Missions		-	5,950	-	-	5,950	-	-	5,950	-	-	5,950	-	23,800	
	In-Bound Leads		-	-	230	-	-	230	-	-	230	-	-	230	920	
	MAP Program		-	-	50	-	25,000	50	25,000	-	25,050	-	-	50	75,200	
	Other															
	Sub-total Projects		-	5,950	280	-	30,950	280	25,000	5,950	25,280	-	5,950	280	99,920	
	Total BA		13,091	19,041	13,371	13,091	44,041	13,371	38,091	19,041	38,371	13,091	19,041	13,371	257,010	15%
BRE																
Labour																
	Salary Allocation		2,500	12,425	12,425	12,425	12,425	12,425	12,425	12,425	12,425	12,425	12,425	139,175		
	Benefits		375	1,864	1,864	1,864	1,864	1,864	1,864	1,864	1,864	1,864	1,864	20,876		
	Sub-total Labour		2,875	14,289	14,289	14,289	14,289	14,289	14,289	14,289	14,289	14,289	14,289	160,051		
Projects																
	Grow Now		-	-	-	3,450	-	-	-	2,950	-	-	-	-	6,400	
	Tax Abatement		2,000	-	-	500	-	-	-	500	-	-	500	-	3,500	
	Removing Barriers		-	-	-	2,000	700	-	700	700	1,500	700	-	-	6,300	
	Other															
	Sub-total Projects		2,000	-	-	5,950	700	-	700	4,150	1,500	700	500	-	16,200	
	Benefits		4,875	14,289	14,289	20,239	14,989	14,289	14,989	18,439	15,789	14,989	14,789	14,289	176,251	10%
EcDev Info																
Labour																
	Salary Allocation		-	5,133	5,133	5,133	5,133	5,133	5,133	5,133	5,133	5,133	5,133	56,467		
	Benefits		-	770	770	770	770	770	770	770	770	770	770	8,470		
	Sub-total Labour		-	5,903	5,903	5,903	5,903	5,903	5,903	5,903	5,903	5,903	5,903	64,937		
Projects																
	Roundtables		-	-	3,200	-	-	-	-	-	3,200	-	-	-	6,400	
	Quarterly updates		-	-	1,000	-	-	1,000	-	-	1,000	-	-	1,000	4,000	
	Dashboard		-	-	1,250	-	-	1,250	-	-	1,250	-	-	1,250	5,000	
	Whitepapers		-	-	5,000	-	-	-	-	-	5,000	-	-	-	10,000	
	Sub-total Projects		-	-	10,450	-	-	2,250	-	-	10,450	-	-	2,250	25,400	
	Total EcDev Info		-	5,903	16,353	5,903	5,903	8,153	5,903	5,903	16,353	5,903	5,903	8,153	90,337	5%
Regional																
Labour																
	Salary Allocation		6,383	6,383	6,383	6,383	6,383	6,383	6,383	6,383	6,383	6,383	6,383	76,600		
	Benefits		958	958	958	958	958	958	958	958	958	958	958	11,490		
	Sub-total Labour		7,341	7,341	7,341	7,341	7,341	7,341	7,341	7,341	7,341	7,341	7,341	88,090		
Projects																
	Community profiles & E-newsletter		150	150	2,850	150	150	2,850	150	150	2,850	150	150	2,850	12,600	
	Committees - Reg, P4G, BRC		72	180	72	180	72	180	72	180	72	180	72	180	1,514	
	Summit		-	-	-	-	-	-	-	-	-	-	-	-		
	Other - Housing Study		-	30,800	-	1,700	-	-	-	1,700	-	-	-	1,700	35,900	
	Sub-total Projects		222	31,130	2,922	2,030	222	3,030	222	2,030	2,922	330	222	4,730	50,014	
	Total Regional		7,563	38,471	10,263	9,371	7,563	10,371	7,563	9,371	10,263	7,671	7,563	12,071	138,104	8%

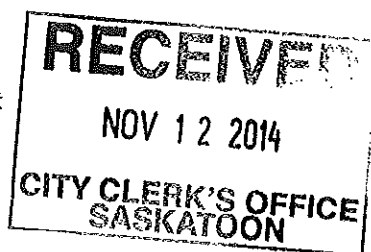
Marketing & Communications													
Labour													
Salary Allocation	1,395	6,895	6,895	6,895	6,895	6,895	6,895	6,895	6,895	6,895	6,895	6,895	77,240
Benefits	209	1,034	1,034	1,034	1,034	1,034	1,034	1,034	1,034	1,034	1,034	1,034	11,586
Sub-total Labour	1,604	7,929	7,929	7,929	7,929	7,929	7,929	7,929	7,929	7,929	7,929	7,929	88,826
Projects													
Websites	500	7,950	9,300	12,000	6,750	9,500	500	1,250	2,000	500	1,250	500	52,000
IR/PR	3,500	3,500	3,500	5,900	3,985	3,985	3,985	3,985	3,985	3,985	3,985	3,985	48,280
Special Events - Econ Forums & spons.	-	7,550	-	-	-	-	-	-	-	-	7,550	-	15,100
Roadshows	-	-	2,000	-	1,850	-	-	-	1,850	-	1,850	-	7,550
Sub-total Projects	4,000	19,000	14,800	17,900	12,585	13,485	4,485	5,235	7,835	4,485	14,635	4,485	122,930
Total Marketing & Communications	5,604	26,929	22,729	25,829	20,514	21,414	12,414	13,164	15,764	12,414	22,564	12,414	211,756
12%													
G&A													
Labour													
Salary Allocation	4,955	5,872	5,872	5,872	5,872	5,872	5,872	5,872	5,872	5,872	5,872	5,872	69,543
Benefits	743	881	881	881	881	881	881	881	881	881	881	881	10,431
Sub-total Labour	5,698	6,752	6,752	6,752	6,752	6,752	6,752	6,752	6,752	6,752	6,752	6,752	79,974
Projects													
General & Admin	21,187	17,187	33,687	22,687	13,687	13,687	13,687	13,687	13,687	13,687	13,687	13,687	204,239
Other - prof. devel.	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-total Projects	21,187	17,187	33,687	22,687	13,687	13,687	13,687	13,687	13,687	13,687	13,687	13,687	204,239
Total G&A	26,884	23,939	40,439	29,439	20,439	20,439	20,439	20,439	20,439	20,439	20,439	20,439	284,214
16%													
Entrepreneurship													
Labour													
Salary & Benefits (for Square One)	22,479	22,479	22,479	22,479	22,479	22,479	22,479	22,479	22,479	22,479	22,479	22,479	269,746
Bonus	1,146	1,146	1,146	1,146	1,146	1,146	1,146	1,146	1,146	1,146	1,146	1,146	13,750
Sub-total Labour (for Square One)	23,625	23,625	23,625	23,625	23,625	23,625	23,625	23,625	23,625	23,625	23,625	23,625	283,496
Operations													
General & Admin	33,497	33,497	33,497	20,170	20,170	20,170	20,170	20,170	20,170	20,170	20,170	20,170	282,021
Other	-	-	-	-	-	-	-	-	-	-	-	-	-
Sub-total Projects	33,497	33,497	33,497	20,170	20,170	20,170	20,170	20,170	20,170	20,170	20,170	20,170	282,021
Total Entrepreneurship	57,121	57,121	57,121	43,795	43,795	43,795	43,795	43,795	43,795	43,795	43,795	43,795	565,517
33%													
Total Operations Expenses	115,139	185,693	174,566	147,667	157,244	131,832	143,194	130,152	160,774	118,302	134,094	124,532	1,723,189
100%													

experience

downtown

THE PARTNERSHIP

Saskatoon Downtown Business Improvement District



November 7, 2014

Ms. Joanne Sproule, City Clerk
City Clerks Office
2nd Floor, City Hall
222 3rd Avenue North
Saskatoon, Sask. S7K 0J5

Dear Ms. Sproule,

Re: Board Resignation

This is to advise that Mr. Shaun Grinde has resigned his position as a member of the Board of Management for The Partnership. Mr. Grinde served on the Board for 8 years.

At this time, there is no replacement for his position. The current composition of the Board of Management includes the following individuals:

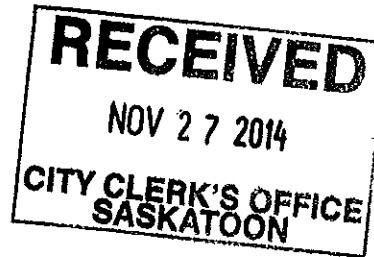
Mr. Dave Denny, Chair
Mr. Christopher Ryder
Ms. Jacqueline Gallagher
Mr. Derrek Fahl
Mr. Shea Ferster
Ms. Roxanne Woodley
Ms. Tamara Bowman
Ms. Della Keen & Mr. Terry Napper (shared position representing Midtown Plaza)
Councillor Charlie Clark
Mr. Chris Beavis

Sincerely,

A handwritten signature in black ink, appearing to be "Brent Penner".

Brent Penner
Executive Director

Mayor Don Atchison & City Council
Mayor's Office
City of Saskatoon
222 – 3rd Avenue North
Saskatoon, SK
S7K 0J5



November 21, 2014

Dear Mayor Atchison:

Re: Tourism Saskatoon 2015 Operating Budget

Please find enclosed our proposed budget recap for the year 2015 as requested by your department.

Please note the Tourism Saskatoon Board of Directors will receive this budget on December 9, 2014. Should there be any significant changes, we will notify you following the meeting.

You may contact Todd Brandt at (306) 931-7574 should you have any questions pertaining to the proposed budget.

Yours truly,



Angela Wallman
Finance and Personnel Officer

Enclosure

cc: Marlys Bilanski

December 1, 2014

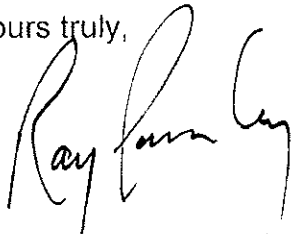
His Worship the Mayor and Members of City Council

**Re: Revised Cost Certificate - Actuarial Valuation Report
as at December 31, 2012
General Superannuation Plan ("the Plan")
(File No. CK. 4730-6)**

The Board of Trustees of the General Superannuation Plan advises City Council that Bylaw No. 9224, *The General Superannuation Plan Amendment Bylaw, 2014* was forwarded to the Saskatchewan FCAA Superintendent of Pensions for registration as an amendment to the General Superannuation Plan. Further the Board of Trustees has also filed with the Superintendent a revised Cost Certificate from the Actuary (attached) for the 2012 Actuarial Valuation that indicates that as at December 31, 2012 the Plan had a surplus of \$617,000 and that the funding provisions contained in Bylaw 9224 are adequate at this time. No special payments into the Plan are recommended.

The Board received confirmation from the Saskatchewan FCAA Superintendent of Pensions that Bylaw No. 9224 was registered pursuant to subsection 17(3) of *The Pension Benefits Act, 2992* on October 29, 2014.

Yours truly,



Raymond Parsley, Chair
Board of Trustees, General Superannuation Plan

Attachment

cc: Plan Sponsor



Section 5: Actuarial Certification

REVISED

Actuarial Opinion, Recommendations and Certification for the General Superannuation Plan for City of Saskatoon Employees Not Covered by the Police and Fire Departments' Superannuation Plans at December 31, 2012

Opinion

This actuarial certification has been revised from our actuarial certification contained in our actuarial valuation report dated June 12, 2014, to reflect the financial impact of the changes made to the Plan's benefits and contributions by Bylaw No. 9224.

I Hereby Recommend That:

1. The employees and the employer should each contribute as follows:
 - a) Prior to January 1, 2014, 7.5% of pensionable earnings up to the YMPE and 9.1% of pensionable earnings in excess of the YMPE;
 - b) Effective January 1, 2014, 7.8% of pensionable earnings up to the YMPE and 9.4% of pensionable earnings in excess of the YMPE;
 - c) Effective January 1, 2015, 8.1% of pensionable earnings up to the YMPE and 9.7% of pensionable earnings in excess of the YMPE; and
 - d) Effective January 1, 2016, 8.4% of pensionable earnings up to the YMPE and 10.0% of pensionable earnings in excess of the YMPE, until the next funding recommendation is certified;

2. The next actuarial valuation for the purpose of developing a funding recommendation be performed no later than December 31, 2015.



Section 5: Actuarial Certification

I Hereby Certify That, In My Opinion:

1. With respect to the purposes of determining the Plan's financial position on a going concern basis as at the valuation date:
 - a) The Plan has a going concern surplus of \$617,000 (i.e. excess of assets over liabilities) as at the valuation date, based on total assets of \$807,672,000 and total liabilities of \$807,055,000.
 - b) There is no excess surplus as defined by Section 147.2(2) of the Income Tax Act in the Plan at valuation date.
2. With respect to the purpose of determining the Plan's financial position on a solvency basis:
 - e) The Plan has a solvency deficiency of \$282,604,000 as at valuation date, determined as solvency assets of \$577,166,000 less solvency liabilities of \$859,770,000.
 - b) The solvency ratio is 0.64 at valuation date.
 - c) The liabilities of the Plan would exceed the Plan's assets by \$305,253,000 if the Plan was terminated and wound-up as at valuation date.
3. With the respect to the purpose of determining the Plan's funding requirements:
 - a) The Plan's going concern current service cost for the Plan year commencing January 1, 2013 is estimated to be 14.0% of pensionable earnings.
 - b) For the Plan year commencing January 1, 2013 and for each Plan year thereafter until the next actuarial valuation is certified, the Plan's going concern current service cost is determined as 14.0% of pensionable earnings for active members.
 - c) The contributions as recommended in this report are expected to be sufficient to satisfy the Plan's funding requirements.
 - d) The employer contributions recommended in this report are eligible contributions under Section 147.2(2) of the Income Tax Act.
4. For the purposes of the valuation:
 - The data on which this valuation is based are sufficient and reliable;
 - The assumptions used are, in aggregate, appropriate; and
 - The actuarial cost methods and the asset valuation methods used are appropriate.
5. This report and its associated work have been prepared, and our opinion given, in accordance with accepted actuarial practice in Canada and in compliance with the requirements outlined in subparagraphs 147.2(2)(a)(iii) and (iv) of the Income Tax Act.



Revised: Summary of Going-Concern Results

The financial position of the Plan on a going concern basis is measured by comparing the actuarial value of assets to the actuarial value of liabilities assuming the Plan continues indefinitely for the existing members. The difference between the actuarial value of assets and liabilities is a funding excess or surplus if positive and an unfunded liability if negative.

The going concern actuarial position of the Plan as at December 31, 2012 using the attained age actuarial cost method is summarized in the following table as revised to reflect the changes made to the Plan's benefits and fixed rate contributions by Bylaw No. 9224. For comparison purposes, the results as at December 31, 2009 are also shown. Further information concerning the asset data and assumptions, membership data, assumptions and methods used to determine the going concern actuarial position, and plan provisions that have been valued, is contained in the Appendices of our actuarial valuation report dated June 12, 2014.

	December 31, 2012	December 31, 2009
Assets		
Market value of invested assets	\$ 555,017,000	\$ 462,407,000
Actuarial smoothing adjustment	(10,437,000)	46,241,000
Present value of future employee contributions	131,546,000	112,949,500
Present value of future employer contributions	<u>131,546,000</u>	<u>112,949,500</u>
Total actuarial value of assets	\$ 807,672,000	\$ 734,547,000
Actuarial Liabilities		
Liability for service accrued to the valuation date for active and disabled members	\$ 295,691,000	\$ 292,614,000
Future liability for active and disabled members	202,563,000	225,899,000
Pensioners and survivors	264,396,000	198,865,000
Deferred pensioners	960,000	1,203,000
Inactive members	7,475,000	6,285,000
Transfer deficiency holdbacks	1,362,000	0
Provision for adverse deviations ¹	<u>34,608,000</u>	<u>0</u>
Total actuarial value of liabilities	\$ 807,055,000	\$ 724,866,000
Assets over Liabilities	\$ 617,000	\$ 9,681,000
Contingency Reserve	<u>(617,000)</u>	<u>(9,681,000)</u>
Surplus/(Unfunded Liability)	\$ 0	\$ 0

¹ An explicit provision for adverse deviation of 5% has been included in the going concern financial position as at December 31, 2012. While there was no explicit provision for adverse deviations in the December 31, 2009 valuation, the assumption basis included an implicit provision for adverse deviations.

December 1, 2014

His Worship the Mayor and Members of City Council

**Re: Actuarial Valuation Report
as at December 31, 2013
General Superannuation Plan ("the Plan")
(File No. CK. 4730-6)**

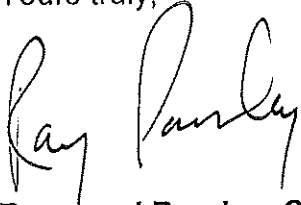
The Board of Trustees of the General Superannuation Plan advises City Council of the filing of the December 31, 2013 Actuarial Valuation Report. Enclosed with this letter is a copy of the Actuarial Valuation Report on the General Superannuation Plan for the City of Saskatoon as at December 31, 2013. The report and the accompanying Actuarial opinion were prepared by Aon Hewitt Inc. and have been filed with the Financial and Consumer Affairs Authority (Superintendent of Pensions).

As seen in the report it is the opinion of the Actuary that the terms of the Pension Plan and the contribution rates, as contained in City Bylaws 8226 and 9224, are expected to be sufficient to satisfy the Plan's funding requirements. In particular please direct your attention to page 2 of the enclosed report where the key assumptions used in the valuation are tabled. Two assumptions that had a negative effect on the Pension Plan in this valuation include a change to the mortality table, projecting greater life expectancy, which increases the total pension liability by approximately 5%; and a slight decrease in the discount rate from 7.0% to 6.9%. While the Pension Plan achieved an exceptional rate of return on its assets in 2013, the valuation process utilized by the Board employs a smoothing methodology which distributes gains or losses greater than expected over a five year period in an effort to more accurately reflect the value of plan assets. The Board recognizes that expectations for the future must be guided by historical return rates and should reflect slower global growth rates.

It should also be noted in the Actuary's opinion (pages 16 and 17 of the enclosed report) that "emerging experience differing from the assumptions will result in gains or losses that will be revealed in subsequent valuations." In order to help absorb the negative impact of any possible losses to the Pension Plan, the margin (provision for adverse deviation) in this valuation has been increased from 5.0% to 6.7%. As advised in last year's report, it is the intention of the Board of Trustees to prepare future valuations to include a minimum margin of 10% as a means to aid in stabilizing contribution rates while insuring benefit security.

December 1, 2014
Page 2

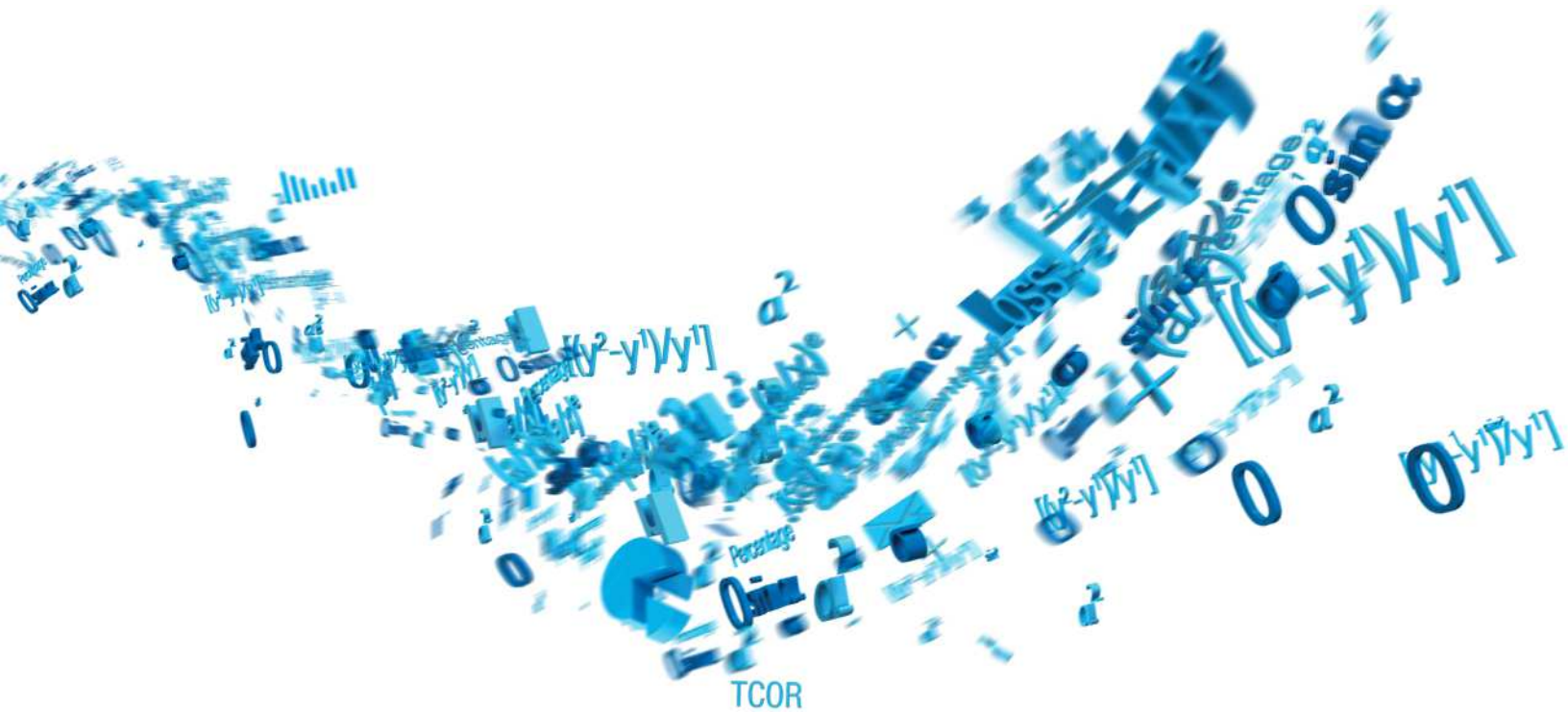
Yours truly,

A handwritten signature in black ink, appearing to read "Ray Parsley". The signature is written in a cursive style with a large initial "R".

Raymond Parsley, Chair
Board of Trustees, General Superannuation Plan

Attachment

cc: Plan Sponsor



Actuarial Valuation Report on the General Superannuation Plan for the City of Saskatoon Employees Not Covered by the Police and Fire Departments' Superannuation Plans as at December 31, 2013

Registration Number: 0234237

October 31, 2014

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Executive Summary

An actuarial valuation has been prepared as at December 31, 2013 for the primary purpose of establishing a funding recommendation for the General Superannuation Plan for City of Saskatoon Employees Not Covered by the Police and Fire Departments' Superannuation Plans (the "Plan") until the next actuarial valuation is performed. This section provides an overview of the important results and the key inputs to the valuation process. The next actuarial valuation for the purpose of developing funding requirements should be performed no later than as at December 31, 2016.

Summary of Valuation Results

	December 31, 2013		December 31, 2012	
	Going Concern	Solvency	Going Concern	Solvency
Assets	\$ 877,610,000	\$ 694,927,000 ¹	\$ 807,672,000	\$ 577,166,000 ²
Liabilities	<u>877,610,000</u>	<u>810,245,000</u>	<u>807,055,000</u>	<u>859,770,000</u>
Surplus/(Deficit)	\$ -	\$ (115,318,000)	\$ 617,000	\$ (282,604,000)
Funded/Solvency ratio	1.00	0.81	1.01	0.64

Contribution Requirements

The annual employer contributions recommended in this report are summarized in the following table. It is noted that, despite the Plan having a solvency deficiency at December 31, 2013, the requirement to make special payments to fund this deficit no longer applies to the Plan following the proclamation of the *Pension Benefits Amendment Regulations, 2013* on June 25, 2013.

	2014	2015	2016 and thereafter
Employer current service cost:	5.40%	5.10%	4.80%
Employer contributions attributed to funding past service benefits ³ :	<u>2.80%</u>	<u>3.40%</u>	<u>4.00%</u>
Total employer contribution:	8.20%	8.50%	8.80%

¹ The solvency assets include \$41,392,000 for the present value of future unfunded liability payments, which are not included in the calculation of the solvency ratio.

² The solvency assets include \$22,649,000 for the present value of future unfunded liability payments, which are not included in the calculation of the solvency ratio.

³ This represents the difference between the average contribution rate for the employer and portion of the current service cost attributed to the employer. The portion of the current service cost attributed to the employer is equal to the total current service cost for the Plan of 13.6% of pensionable earnings less the average employee contribution rate.

Basic Membership Information as at December 31, 2013

	Active and Disabled Members	Inactive Members	Deferred Pensioners	Pensioners	Survivors
Percentage of going concern liabilities ⁴	61.1%	0.7%	0.1%	35.8%	2.1%
Percentage of solvency liabilities ⁵	49.1%	0.7%	0.1%	47.2%	2.6%
Number	2,534	324	24	1,043	206
Average age	44.2	37.1	66.2	69.8	79.4
Average earnings/payout/lifetime pension	\$66,370	\$23,000	\$3,087	\$25,366	\$10,307

Key Assumptions

The principal assumptions to which the valuation results are most sensitive are outlined in the following table.

	December 31, 2013		December 31, 2012	
	Going Concern	Solvency	Going Concern	Solvency
Discount Rate	6.90%	Annuity purchases: 3.9% Transfers: 3.0% for first 10 years, 4.6% thereafter	7.00%	Annuity purchases: 3.0% Transfers: 2.4% for first 10 years, 3.6% thereafter
Inflation Rate	2.5%	Implicit in discount rates	2.5%	Implicit in discount rates
Pensionable Earnings	Contractual and 3.5% per annum thereafter	n/a	3.5% per annum	n/a
Mortality Table	CPM 2014 Private (unadjusted)	UP94 Generational	UP94 Generational	UP94 Generational
Retirement Rates	Same as previous valuation, but grading up 1 year by 2021 and grading up 2 years by 2029	Over age 55 – immediate Under 55 – Age that maximizes value	5% from age 52-59, 50% at age 60, 10% from age 61-64, 100% at age 65+	Over age 55 – immediate Under 55 – Age that maximizes value

⁴ Transfer deficiency holdbacks account for 0.2% of going concern liabilities.

⁵ Transfer deficiency holdbacks account for 0.3% of solvency liabilities.

Summary of Recommended Action

- i) This actuarial valuation report, prepared as at December 31, 2013, be filed with the regulatory authorities.
- ii) The employer should make contributions equal to the contributions made by employees.
- iii) The next actuarial valuation, for the purpose of developing a funding recommendation, be performed no later than as at December 31, 2016.

Respectfully submitted,
Aon Hewitt Inc.



Troy Milnthorp, FSA, FCIA
Associate Partner



Johanan Schmuecker, ASA, ACIA
Consultant

October 31, 2014

Section 1: Introduction

Purpose and Terms of Engagement

We have been engaged by the Board of Trustees (the "Board") for the *General Superannuation Plan for City of Saskatoon Employees Not Covered by the Police and Fire Departments' Superannuation Plans* (the "Plan") to conduct an actuarial valuation of the Plan as at December 31, 2013 for the purposes of:

- determining the financial position of the Plan on a going concern basis as at December 31, 2013;
- determining the financial position of the Plan on a solvency basis as at December 31, 2013;
- determining the going concern current service cost for 2014;
- determining the rule to be used to determine the current service cost for the Plan years after 2013 and prior to the certification of the next actuarial funding recommendation; and
- providing a recommendation on the funding that is necessary to ensure the Plan will have sufficient assets to pay benefits with the understanding that:
 - such funding is to exclude amounts relating to any solvency deficiency as defined by *The Pension Benefits Act, 1992* (Saskatchewan) (the "Act"); and
 - any funding deficits are to be amortized over a period no greater than the maximum period permitted under the Act.

Subsequent to the valuation date, an amendment was made to the Plan (Bylaw No. 9224) with effect from January 1, 2014. As per our engagement, the financial impact of this amendment has been incorporated in our actuarial valuation. We have summarized the results of this actuarial valuation along with the ensuing opinions and recommendations in this report to the Board. The results of this report may not be appropriate for accounting purposes, or any other purpose not listed above.

While we have been engaged by the Board to conduct this actuarial valuation, we note that the users of our work may well extend to parties external to the Board, notably the provincial and federal pension regulators and the Plan members. Out of respect for the Board's confidentiality, however, we shall not undertake to communicate the terms of our engagement or results of our work with such other users unless so directed by the Board.

Summary of Changes since the Last Valuation

The last actuarial valuation report and corresponding funding recommendation that was filed under the Act and the Income Tax Act was prepared as at December 31, 2012. Subsequent to filing the December 31, 2012 valuation, the Plan was amended as per Bylaw 9224 and a revised actuarial opinion and cost certificate was filed to reflect the amendment. The results in this report have been reconciled with the revised actuarial opinion and cost certificate dated September 26, 2014.

Since the time of the last filed valuation and subsequent revised cost certificate, the following changes have been made:

- The going concern and solvency assumptions and methods used to prepare the results as at December 31, 2013 have changed from those used as at December 31, 2012. Details on the assumptions can be found in Appendices C and D. More specifically, the following changes were made to the Best Estimate Basis as at December 31, 2013:
 - The mortality table assumption was changed from the Uninsured Pensioner 1994 mortality table with generational mortality improvements to the unadjusted 2014 Canadian Pensioner Mortality Table (Private Sector) with mortality improvements in accordance with CPM Improvement Scale B;
 - The discount rate was changed from 7.00% per annum to 6.90% per annum; and
 - The retirement rates were changed to start from the same table as the previous valuation, but grade up one year by 2021 and grade up two years by 2029.

Information and Inputs

In order to prepare our valuation, we have relied upon the following information:

- Asset data as at December 31, 2013 extracted from the Plan's audited financial statements, as summarized in Appendix A;
- Membership data as at December 31, 2013 obtained from the City of Saskatoon, as summarized in Appendix B;
- Plan text up to and including Bylaw No. 9224, as summarized in Appendix E; and
- Information concerning events subsequent to the effective date of the valuation and prior to the date of this report as identified below.

Furthermore, our actuarial assumptions and methods have been chosen to reflect our understanding of the funding objectives that have been established for the Plan with due respect to accepted actuarial practice and regulatory constraints.

Subsequent Events

On February 13, 2014, the Canadian Institute of Actuaries (CIA) released its final report on Canadian Pensioners' Mortality experience and trends. This mortality report provides important information about the Plan as it was at the valuation date. More specifically, based on the data from the experience studies conducted by the CIA, a number of base mortality tables and improvement scales were developed to be used for actuarial valuations for funding and/or financial reporting purposes for a broad range of Canadian pension plans.

The mortality assumption as at December 31, 2013 has been modified to reflect the information contained in the CIA report on Canadian Pensioners' Mortality.

On September 22, 2014, the City of Saskatoon passed a bylaw amendment (i.e. Bylaw 9224) enacting certain changes to plan benefits and fixed rate contributions with effect from January 1, 2014. As per the terms of our engagement, the financial impact of Bylaw 9224 was reflected in the revised cost certificate as at December 31, 2012, dated September 26, 2014, and the December 31, 2013 valuation results.

Apart from the above listed events, we have not been made aware of any subsequent events as at the date of this report which would have an effect on the results of this valuation. However, the following points should be noted in this regard:

- Actual experience deviating from expected since December 31, 2013 to the date of this report will result in gains or losses.
- To the best of our knowledge, the results contained in this report are based on the regulatory and legal environment in effect at the date of this report and do not take into consideration any potential changes that are currently the subject of debate, review and/or court appeal. To the extent that actual changes in the regulatory and legal environment transpire, any financial effect on the Plan as a result of such changes will be reflected in future valuations.

Section 2: Going Concern Results

Going Concern Financial Position of the Plan

The financial position of the Plan on a going concern basis is measured by comparing the actuarial value of assets to the actuarial value of liabilities assuming the Plan continues indefinitely for the existing members. The difference between the actuarial value of assets and liabilities is a funding excess or surplus if positive and an unfunded liability if negative.

The going concern actuarial position of the Plan as at December 31, 2013 using the attained age actuarial cost method is summarized in the following table. For comparison purposes, the results as at December 31, 2012⁶ are also shown. Further information concerning the asset data and assumptions, membership data, assumptions and methods used to determine the going concern actuarial position, and plan provisions that have been valued, is contained in the Appendices.

	December 31, 2013	December 31, 2012
Assets		
Market value of invested assets	\$ 654,035,000	\$ 555,017,000
Actuarial smoothing adjustment	(58,261,000)	(10,437,000)
Present value of future employee contributions	140,918,000	131,546,000
Present value of future employer contributions	<u>140,918,000</u>	<u>131,546,000</u>
Total actuarial value of assets	\$ 877,610,000	\$ 807,672,000
Actuarial Liabilities		
Liability for service accrued to the valuation date for active and disabled members	\$ 297,570,000	\$ 295,691,000
Future liability for active and disabled members	209,995,000	202,563,000
Pensioners and survivors	312,051,000	264,396,000
Deferred pensioners	866,000	960,000
Inactive members	5,400,000	7,475,000
Transfer deficiency holdbacks	2,047,000	1,362,000
Provision for adverse deviations ⁷	<u>49,681,000</u>	<u>34,608,000</u>
Total actuarial value of liabilities	\$ 877,610,000	\$ 807,055,000
Assets over Liabilities	\$ 0	\$ 617,000
Contingency Reserve	<u>0</u>	<u>(617,000)</u>
Surplus/(Unfunded Liability)	\$ 0	\$ 0

⁶ Based on revised cost certificate dated September 26, 2014.

⁷ An explicit provision for adverse deviation of 5.0% has been included in the going concern financial position as at December 31, 2012. An explicit provision for adverse deviation of 6.7% has been included in the going concern financial position as at December 31, 2013.

Change in Financial Position

During the period from December 31, 2012 to December 31, 2013, the going concern financial position of the Plan, before contingency reserve, changed from a surplus of \$617,000 to a surplus of nil. The major components of this change are summarized in the following table:

Surplus at Dec. 31, 2012 (before reserve)	\$ 617,000
Removal of explicit provision for adverse deviation	<u>34,608,000</u>
Best Estimate Surplus at Dec. 31, 2012 (before reserve)	\$ 35,225,000
Expected interest on best estimate surplus	<u>2,466,000</u>
Expected Best Estimate Surplus at Dec. 31, 2013 (before reserve)	\$ 37,691,000

Gains and losses in the inter-valuation period:

▪ Investment returns greater than expected	\$ 20,248,000
▪ Gain on new entrants	8,284,000
▪ Salary increases different than expected	2,691,000
▪ Pensioner mortality experience	(1,788,000)
▪ Active retirement experience	(2,255,000)
▪ Active termination experience	(1,587,000)
▪ Change in assumptions	
- Change in retirement rates assumption	10,860,000
- Change in general salary scale increase assumption due to collective agreements	3,941,000
- Change in discount rate assumption	(9,242,000)
- Change in mortality assumption	(19,162,000)
Best Estimate Surplus at Dec. 31, 2013 (before reserve)	\$ 49,681,000
▪ Addition of explicit provision for adverse deviation	<u>(49,681,000)</u>
Surplus at December 31, 2013 (before reserve)	\$ 0

In order to be consistent with the going-concern basis and methodology used as at December 31, 2012, the gain/loss analysis was calculated under the best estimate assumption basis.

Current Service Cost

The annual going-concern cost of benefits in respect of service accruing after the valuation date is known as the normal cost or current service cost. The table below presents the development of the current service cost as a percentage of pensionable earnings

Best estimate current service cost	13.0%
Provision for adverse deviations	<u>0.6%</u>
Total current service cost	13.6%

Going Concern Valuation Sensitivity Results

The table below presents the sensitivity of the going concern liabilities and the total current service cost of using a discount rate 1% lower than that used for the going concern valuation.

	Valuation Basis	Based on Rate of	Effect	
	December 31, 2013	1% Lower	\$	%
Going concern liabilities	\$ 877,610,000	\$ 1,035,683,000	\$ 158,073,000	18.0%
Current service cost	\$ 21,996,000	\$ 28,441,000	\$ 6,445,000	29.3%

Note that using a discount rate 1% higher than that assumed would result in a comparable reduction in the Plan's going concern liabilities and current service cost.

Section 3: Solvency Results

Solvency Financial Position of the Plan

The solvency valuation is a financial assessment of the Plan that is required by the *Act* and is performed in accordance with requirements prescribed by the *Act*. It is intended to provide an assessment of the Plan's financial position at the valuation date on the premise that the obligations of the Plan are settled on the valuation date for all members.

The financial position of the Plan on the solvency basis is measured by comparing the market value of the assets with the actuarial liability for benefits earned for service up to the valuation date assuming the Plan is being terminated on the valuation date. Presented below is a balance sheet showing the financial position of the Plan determined on the solvency basis as at December 31, 2013. For comparison purposes, the results as at December 31, 2012 are also shown. Further information concerning the asset data and assumptions, membership data, assumptions and methods used to determine the solvency position, and plan provisions that have been valued, is contained in the Appendices.

	December 31, 2013	December 31, 2012
Assets		
Market value of fund	\$ 654,035,000	\$ 555,017,000
Present value of 5 years of fixed rate contributions attributed to funding past service benefits	41,392,000	22,649,000
Provision for wind-up expenses	<u>(500,000)</u>	<u>(500,000)</u>
Total	\$ 694,927,000	\$ 577,166,000
Actuarial Liabilities		
Actuarial present value of benefits for:		
▪ Active members	\$ 398,069,000	\$ 459,781,000
▪ Pensioners and survivors	403,635,000	389,755,000
▪ Deferred pensioners	1,094,000	1,397,000
▪ Inactive members	5,400,000	7,475,000
▪ Transfer deficiency holdbacks	<u>2,047,000</u>	<u>1,362,000</u>
Total	\$ 810,245,000	\$ 859,770,000
Excess Assets/(Solvency Deficiency)	\$ (115,318,000)	\$ (282,604,000)
Solvency Ratio	0.81	0.64

It is important to note that the Plan's solvency position is highly sensitive to a number of factors, notably:

- changes in the Government of Canada bond yield curve upon which the prescribed discount rate for computing commuted values is based;
- changes in the basis used by commercial insurers to price annuities;
- increases in pensionable earnings; and
- the rate at which active members fall into the category where they are assumed to have their plan termination obligation settled by way of annuity purchase.

Consequently, the Plan's solvency position can change significantly (both positively and negatively) within any given time frame.

Notional Solvency Contributions

Generally, when a solvency deficiency exists, the Act prescribes that special contributions be made to amortize the solvency deficiency over, at most, five years. However, as the Plan is classified as a "Specified Plan" under the Act, these solvency funding requirements do not apply and consequently no such additional funding is required. Regardless, the Act does require disclosure of the minimum special contributions that would be required if the Plan was not a Specified Plan.

To this end, if the Plan was not a Specified Plan, the minimum special contributions required to amortize the Plan's solvency deficiency in accordance with the Act, and in addition to the going concern past service unfunded liability payments, would be 15.1% of pensionable earnings per month paid at the end of each month from January 2014 through December 2018⁸.

⁸ The special contribution was calculated assuming the special payments would be remitted monthly in arrears and using the weighted average solvency interest rate of 3.75% per annum.

Solvency Ratio

The solvency ratio is the lesser of 1.0 or the ratio of the solvency assets (excluding the present value of special payments) to the solvency liabilities. If the solvency ratio is less than 1.0, certain conditions and restrictions, as prescribed by *the Act*, must be applied to the transfer of the commuted value of benefits from the Plan. Essentially, a transfer equal to the solvency ratio times the total commuted value can be made. The residual amount cannot be transferred out until either:

- a) a special payment in the amount of the residual has been made to the Plan;
- b) a subsequent valuation of the Plan discloses a solvency ratio of 1.0; or
- c) five years have elapsed.

If the residual amount is less than 5% of the YMPE ($\$52,500 \times 5\% = \$2,625$ for 2014), then the above restrictions do not apply.

The solvency ratio is determined as follows:

	Dec. 31, 2013
Market value of fund	\$654,035,000
Wind-up expenses	<u>(500,000)</u>
Total solvency assets	\$653,535,000
Total solvency liabilities	\$810,245,000
 Solvency Ratio	 0.81

Solvency Valuation Sensitivity Results

The table below presents the sensitivity of the solvency liabilities to using a discount rate of 1% lower than that used for the solvency valuation.

	Valuation Basis December 31, 2013	Based on Rate of 1% Lower	\$	Effect %
Solvency liabilities	\$ 810,245,000	\$ 930,166,000	\$ 119,921,000	14.8%

Note that using a discount rate 1% higher than that assumed would result in a comparable reduction in the solvency liabilities.

Incremental Cost on a Solvency Basis

The incremental cost on a solvency basis represents the present value at December 31, 2013 of the expected aggregate change in the solvency liabilities between December 31, 2013 and the next calculation date, which is December 31, 2016. Appendix E gives more details on the calculation methodology and on assumptions.

Based on this methodology and on these assumptions, the incremental cost on a solvency basis, for the period from December 31, 2013 to December 31, 2016, is \$86,801,000.

Section 4: Contribution Requirements

Combined employee and employer contributions must be sufficient to fund the current service costs and to amortize any going concern unfunded liability over a period that does not exceed the maximum permitted under the Act.

The total contributions as a percent of pensionable earnings required to satisfy the Plan's funding needs on a going concern basis are broken down in the following table, along with the required additional employer special payments. Note that these amounts are sufficient to cover both the current service costs and provide the additional contributions necessary so as to eliminate any unfunded liability relating to past service in the going concern balance sheet:

	2014		2015		2016	
	% of Earnings	\$ Per Year	% of Earnings	\$ Per Year	% of Earnings	\$ Per Year
Current Service						
Members	8.20%	\$13,262,000	8.50%	\$14,229,000	8.80%	\$15,246,000
Employer	<u>5.40%</u>	<u>\$8,734,000</u>	<u>5.10%</u>	<u>\$8,537,000</u>	<u>4.80%</u>	<u>\$8,316,000</u>
	13.60%	\$21,996,000	13.60%	\$22,766,000	13.60%	\$23,562,000
Past Service						
Members	0.00%	\$0	0.00%	\$0	0.00%	\$0
Employer	<u>2.80%</u>	<u>\$4,529,000</u>	<u>3.40%</u>	<u>\$5,691,000</u>	<u>4.00%</u>	<u>\$6,930,000</u>
Total	16.40%	\$26,525,000	17.00%	\$28,457,000	17.60%	\$30,492,000
Estimated earnings		\$161,735,000		\$167,396,000		\$173,255,000

The following should be noted in relation to the above going concern contribution rates:

- the present value of the portion of the employer's fixed rate contribution attributed to past service is sufficient to meet the minimum going concern past service contribution requirement prescribed by the Pension Benefits Act;
- in the event that an updated funding recommendation is not prepared before January 1, 2017, the rule for determining the current service cost provided in the above table will continue to be appropriate for 2017; and
- the contributions determined by applying these rates are payable monthly in arrears.

The total going concern current service cost at the previous valuation was 14.0% of pensionable earnings.

As the Act does not require the plan to fund the solvency deficiency and as the purpose of this valuation does not extend to recommending necessary contributions to fund the solvency deficiency, no funding recommendation has been made in this regard. Section 3 does provide information as to the level of additional contributions that would be required if the solvency deficit were to be funded.

Excess Surplus

The *Income Tax Act* prescribes the maximum going concern surplus that may be retained by the Plan while employer contributions continue. In general, this maximum is defined as 25% of the going concern actuarial liability. The nil surplus as at December 31, 2013 is less than the maximum surplus and consequently there is no excess surplus.

Minimum Employer Contributions

Under applicable legislation, the minimum amount that an employer must contribute is equal to:

- the employer's fixed rate contributions; plus
- the employer's share of any special amortization payments required to amortize any going concern unfunded liability over at most 10 years from the valuation date the unfunded liability first arose; less
- where applicable, any portion of the going concern surplus which is used to meet the employer's current service costs.

The employer contributions recommended in this valuation report are at least equal to the legislated minimum requirements.

Maximum Employer Contributions

Under applicable legislation, the maximum amount that an employer is allowed to contribute is equal to:

- the current service cost less the employee required contributions in respect of service accruing after the valuation date; plus
- the lump sum amount to eliminate any deficiencies that exist at the valuation date; less
- any excess surplus as permitted.

The employer contributions recommended in this valuation report do not exceed the legislated maximum requirements.

Section 5: Actuarial Certification

Actuarial Opinion, Recommendations and Certification for the General Superannuation Plan for City of Saskatoon Employees Not Covered by the Police and Fire Departments' Superannuation Plans at December 31, 2013

Opinion

This actuarial certification forms an integral part of the actuarial valuation report as at December 31, 2013. I confirm that I have prepared an actuarial valuation as at December 31, 2013 for the purposes outlined in the Introduction section of this report and consequently:

I Hereby Recommend That:

1. The employer make contributions equal to the contributions made by employees as required by the Plan terms; and
2. The next actuarial valuation for the purpose of developing a funding recommendation be performed no later than December 31, 2016.

I Hereby Certify That, In My Opinion:

1. With respect to the purposes of determining the Plan's financial position on a going concern basis as at the valuation date:
 - a) The Plan has a going concern surplus of nil (i.e. liabilities equal to assets) as at the valuation date, based on total assets of \$877,610,000 and total liabilities of \$877,610,000.
 - b) There is no excess surplus as defined by Section 147.2(2) of the Income Tax Act in the Plan at valuation date.
2. With respect to the purpose of determining the Plan's financial position on a solvency basis:
 - a) The Plan has a solvency deficiency of \$115,318,000 as at valuation date, determined as solvency assets of \$694,927,000 less solvency liabilities of \$810,245,000.
 - b) The solvency ratio is 0.81 at valuation date.
 - c) The liabilities of the Plan would exceed the Plan's assets by \$156,710,000 if the Plan was terminated and wound-up as at valuation date.

3. With the respect to the purpose of determining the Plan's funding requirements:
 - a) The Plan's going concern current service cost for the Plan year commencing January 1, 2014 is estimated to be 13.6% of pensionable earnings.
 - b) For the Plan year commencing January 1, 2014 and for each Plan year thereafter until the next actuarial valuation is certified, the Plan's going concern current service cost is determined as 13.6% of pensionable earnings for active members.
 - c) The contributions as recommended in this report together with employee contributions as required by the Plan's terms are expected to be sufficient to satisfy the Plan's funding requirements.
 - d) The employer contributions recommended in this report are eligible contributions under Section 147.2(2) of the Income Tax Act.

4. For the purposes of the valuation:
 - The data on which this valuation is based are sufficient and reliable;
 - The assumptions used are appropriate; and
 - The actuarial cost methods and the asset valuation methods used are appropriate.

5. This report and its associated work have been prepared, and my opinion given, in accordance with accepted actuarial practice in Canada and in compliance with the requirements outlined in subparagraphs 147.2(2)(a)(iii) and (iv) of the Income Tax Act.

6. Notwithstanding the above certifications, emerging experience differing from the assumptions will result in gains or losses that will be revealed in subsequent valuations.



Troy Milnthorp
Fellow, Society of Actuaries
Fellow, Canadian Institute of Actuaries

October 31, 2014

Appendix A: Assets

Trustee/Investment Manager

Contributions and benefit payments are invested in the General Superannuation Plan Fund. RBC Investor and Treasury Services is the custodian for the fund as at December 31, 2013. The investment of the assets is managed by a number of investment management firms.

This type of arrangement governs only the investment of the assets deposited into the fund and in no way guarantees the benefits provided under the Plan or the costs of providing such benefits. Any excess income or, in fact, any other profit caused by the actual Plan experience varying from the actuarial assumptions will accrue to the fund. It is, of course, equally true that any losses due to variations of actual experience from the actuarial assumptions will emerge as a liability of the Plan, which will either cause a reduction in the surplus generated from other sources or require an increase in contributions to maintain the same benefit level.

Necessary asset data required for the valuation was taken from the Plan's audited financial statements provided by the City of Saskatoon. The valuation included an examination of the asset data to test for general reasonableness, internal consistency, consistency with asset data provided in prior years, a comparison of the contributions and disbursements reported with those expected to be made, as well as a reconciliation with the previous valuation's asset data. These tests demonstrated that the asset data is sufficient and reliable for the purposes of the valuation.

Asset Allocation

Based on the Plan's financial statements received from the City, the composition of the fund, including payments in transit at the valuation date, is as follows:

	December 31, 2013		December 31, 2012	
	Market Value (\$000)	% of Total	Market Value (\$000)	% of Total
Real Estate	56,494	8.64	52,705	9.50
Bonds and GIC's	160,640	24.56	158,070	28.48
Equities *	431,962	66.04	340,618	61.37
Accrued interest	833	0.13	890	0.16
Cash	4,036	0.62	2,458	0.44
Receivables less accounts payable	<u>70</u>	<u>0.01</u>	<u>276</u>	<u>0.05</u>
Total Fund	654,035	100.00%	555,017	100.00%

* Includes foreign equities.

Target Asset Mix

The long-term target asset mix for the Plan's invested assets as in the Plan's Statement of Investment Policies and Goals is as follows:

	% of Total
Canadian Equities	20.0%
U.S. Equities	17.5%
Non – North American Equities	17.5%
Private Equities	5.0%
Canadian Bonds	30.0%
Real Estate	10.0%
Total	100.0%

Actuarial Value of Assets

The calculation of the actuarial value of assets is shown on the following page. A smoothing method is used which amortizes the excess/shortfall of actual net investment income over required net investment income over five years.

A complete description of the method used for this valuation appears in Appendix C. The method used to determine the accrued actuarial asset value is the same method that was used in the previous valuation. The table on the following page outlines the calculation of the accrued actuarial asset value.

	2009	2010	2011	2012	2013
Reported Market value at beginning of year	411,325,000	462,407,000	497,816,000	504,980,000	555,017,000
Employee contributions	9,854,000	10,563,000	11,240,000	11,781,000	12,341,000
Employer contributions	9,712,000	10,302,000	11,024,000	11,506,000	11,969,000
Actual investment income	53,094,000	38,431,000	11,849,000	57,686,000	108,115,000
Pensions	(18,521,000)	(20,242,000)	(22,475,000)	(24,617,000)	(27,578,000)
Termination / death payments	(614,000)	(1,197,000)	(1,074,000)	(2,266,000)	(1,465,000)
Net transfers to and from other plans	(1,507,000)	(1,526,000)	(1,726,000)	(2,250,000)	(2,203,000)
Investment and administration expenses	<u>(936,000)</u>	<u>(922,000)</u>	<u>(1,674,000)</u>	<u>(1,803,000)</u>	<u>(2,161,000)</u>
Reported market value at end of year	462,407,000	497,816,000	504,980,000	555,017,000	654,035,000
Net Rate of Return – Market value	12.7%	8.1%	2.1%	11.1%	19.2%
Expected actuarial return	6.25%	6.75%	6.75%	7.00%	7.00%
Net Investment Income	52,158,000	37,509,000	10,175,000	55,883,000	105,954,000
Expected Actuarial Investment Income	25,668,000	31,142,000	33,501,000	35,144,000	38,608,000
Excess/(Shortfall)	26,490,000	6,367,000	(23,326,000)	20,739,000	67,346,000
20% of current year excess/(shortfall)	5,297,000	1,273,000	(4,665,000)	4,148,000	13,469,000
20% of current year, less 1 excess/(shortfall)	(21,713,000)	5,297,000	1,273,000	(4,665,000)	4,148,000
20% of current year, less 2 excess/(shortfall)	(5,309,000)	(21,713,000)	5,297,000	1,273,000	(4,665,000)
20% of current year, less 3 excess/(shortfall)	6,506,000	(5,309,000)	(21,713,000)	5,297,000	1,273,000
20% of current year, less 4 excess/(shortfall)	<u>2,580,000</u>	<u>6,506,000</u>	<u>(5,309,000)</u>	<u>(21,713,000)</u>	<u>5,297,000</u>
Total adjustment to expected actuarial investment income	(12,639,000)	(13,946,000)	(25,117,000)	(15,660,000)	19,522,000
Actuarial value at beginning of year	498,514,000	510,468,000	525,565,000	530,942,000	544,580,000
Employee contributions	9,854,000	10,563,000	11,240,000	11,781,000	12,341,000
Employer contributions	9,712,000	10,302,000	11,024,000	11,506,000	11,969,000
Net actuarial investment income	13,030,000	17,196,000	8,388,000	19,484,000	58,130,000
Pensions	(18,521,000)	(20,242,000)	(22,475,000)	(24,617,000)	(27,578,000)
Termination\Deaths	(614,000)	(1,197,000)	(1,074,000)	(2,266,000)	(1,465,000)
Net transfers to and from other plans	<u>(1,507,000)</u>	<u>(1,526,000)</u>	<u>(1,726,000)</u>	<u>(2,250,000)</u>	<u>(2,203,000)</u>
Actuarial value at end of year (before corridor)	510,468,000	525,565,000	530,942,000	544,580,000	595,774,000
10% corridor adjustment ⁹	<u>(1,820,000)</u>	-	-	-	-
Actuarial value at end of year (after corridor)	508,648,000	525,565,000	530,942,000	544,580,000	595,774,000
Net Rate of Return – Actuarial value	12.7%	3.8%	1.6%	3.7%	10.7%

⁹ The actuarial value of assets is restricted to be no less than 90% or more than 110% of the market value of assets.

Rates of Return

The net rates of return on the market and accrued actuarial asset value (after the corridor) were as follows:

Year	Market Value	Actuarial Value
	%	%
2003	10.2	5.3
2004	9.6	5.0
2005	9.4	4.9
2006	13.7	7.8
2007	0.9	8.8
2008	(15.9)	(6.4)
2009	12.7	12.7
2010	8.1	3.8
2011	2.1	1.6
2012	11.1	3.7
2013	19.2	10.7
Geometric Average 2003 – 2013	7.0	5.1

Appendix B: Membership Data

Source of Data

Data as to the membership of the Plan was compiled as at December 31, 2013 and provided by the City of Saskatoon. The relevant data required as of December 31, 2013 to carry out this valuation was extracted from these records. The data was checked for consistency with the previous valuation, general reasonableness, internal consistency, and reconciled with the previous valuation's membership data. Data testing did not include an independent audit from source records to test for completeness and accuracy.

Various tests on the membership data were conducted to ensure its validity to the best of our knowledge. Tests performed included the following:

- Membership reconciliation with prior valuation data;
- Comparison of changes in pensionable earnings, credited service, etc.;
- Comparison of pensions in pay, birthdates, spousal status, etc.; and
- Validation with the City of all deviations we observed in information compared to data provided for the previous valuation.

The results of the tests performed demonstrated that the membership data is sufficient and reliable for the purposes of this valuation.

Reconciliation of Membership

	Active and Disabled Members	Deferred Pensioners	Inactive Members	Pensioners	Survivors	Total
Number as at December 31, 2012	2,483	29	331	987	203	4,033
Corrections	1	0	(1)	0	0	0
New Hires	270	0	13	0	0	283
Terminations – paid out	(80)	(3)	(63)	0	0	(146)
Terminations – to Inactive	(46)	0	46	0	0	0
Deaths – no further payments	(4)	0	0	(19)	(16)	(39)
Deaths – new survivors	(3)	0	0	(16)	19	0
Retirements	(89)	(2)	0	91	0	0
To Active	<u>2</u>	<u>0</u>	<u>(2)</u>	<u>0</u>	<u>0</u>	<u>0</u>
Number as at December 31, 2013	2,534	24	324	1,043	206	4,131

Summary of Membership Data

Active Members

	Males	Females	Total 31-Dec-2013	Total 31-Dec-2012
Membership	1,530	1,004	2,534	2,483
Average age	44.3 years	44.0 years	44.2 years	44.3 years
Average pensionable service	9.8 years	10.5 years	10.1 years	10.5 years
Average contributions accumulated with interest	\$42,057	\$32,900	\$38,429	\$38,773
Expected average remaining service lifetime	13.8 years	11.2 years	12.7 years	12.3 years
Average base earnings ¹⁰	\$64,438	\$59,126	\$62,334	\$60,495
Average pensionable earnings ¹¹	\$69,702	\$61,292	\$66,370	\$64,538

Pensioners

	December 31, 2013	December 31, 2012
Number	1,043	987
Average annual pension	\$25,366	\$23,879
Average age	69.8 years	70.1 years
Average period since retirement	10.5 years	10.7 years
Percent female	29%	29%

The oldest pensioner is 100 years old and has been receiving a pension for 38 years.

¹⁰ This is the average base earnings expected for 2014, after annualizing earnings for members with less than one year of service and increasing the 2013 reported earnings by the actual general salary increases granted to members as per the ratified collective agreements. Similar adjustments were made in order to estimate the 2012 earnings using an additional increase of 3.5%.

¹¹ This is the average pensionable earnings expected for 2014, after annualizing earnings for members with less than one year of service and increasing the 2013 reported earnings by the actual general salary increases granted to members as per the ratified collective agreements. Similar adjustments were made in order to estimate the 2012 earnings using an additional increase of 3.5%.

Survivors

	December 31, 2013	December 31, 2012
Number	206	203
Average annual pension	\$10,307	\$9,317
Average Age	79.4 years	79.8 years
Percent female	92%	92%

The oldest survivor is 102 years old.

Inactive Members

	December 31, 2013	December 31, 2012
Number	324	331
Average age	37.1 years	36.5 years
Average lump sum payout	\$17,000	\$23,000
Percent female	39%	40%

Inactive members are members who have terminated employment but who have not been paid out as of the valuation date.

Deferred Pensioners

	December 31, 2013	December 31, 2012
Number	24	29
Average age	66.2 years	66.0 years
Average annual pension	\$3,087	\$2,920
Percent female	63%	59%

Membership Distributions

Active and Disabled Members

The distribution by age and service of the active membership (including disabled members, if any) at December 31, 2013 is as follows:

Age Group		Years of Credited Service							Total (\$)	
		Under 5 (\$)	5-9.99 (\$)	10-14.99 (\$)	15-19.99 (\$)	20-24.99 (\$)	25-29.99 (\$)	30-34.99 (\$)		35 or more
Under 20	Number	14								14
	Average Salary	39,510								39,510
20 to 24	Number	117	4							121
	Average Salary	48,488	56,757							48,761
25 to 29	Number	200	52							252
	Average Salary	58,371	69,025							60,570
30 to 34	Number	176	83	8						267
	Average Salary	62,453	66,597	73,183						64,063
35 to 39	Number	132	110	33	2					277
	Average Salary	64,916	68,002	70,012	75,522					66,825
40 to 44	Number	122	101	52	34	6	1			316
	Average Salary	62,166	66,828	72,171	73,031	62,700	N/A			66,467
45 to 49	Number	94	87	51	45	51	11			339
	Average Salary	61,833	66,710	75,942	72,596	65,891	63,080			67,287
50 to 54	Number	76	91	55	63	58	47	25		415
	Average Salary	63,250	63,215	66,659	69,202	72,403	85,722	84,960		69,730
55 to 59	Number	50	68	48	51	50	41	48	7	363
	Average Salary	64,035	65,196	69,476	69,741	73,173	81,867	93,967	63,986	73,004
60 to 64	Number	24	26	15	24	20	18	21	4	152
	Average Salary	55,313	61,898	66,785	63,333	74,954	84,827	82,243	68,964	68,997
Over 64	Number	2	1	3	5	4	3			18
	Average Salary	54,169	N/A	45,882	68,767	60,157	79,820			61,640
TOTAL	Number	1,007	623	265	224	189	121	94	11	2,534
	Average Salary	59,883	66,152	70,424	70,006	70,552	81,846	88,952	65,796	66,370

The average salary figures represent the expected 2014 pensionable earnings. Note that salary amounts for categories with less than 2 members have been omitted for confidentiality reasons.

Appendix C: Going Concern Assumptions and Cost Methods

Going Concern Actuarial Assumptions

A member's entitlements under a pension plan are generally funded during the period over which service is accrued by the member. In other words, the cost of a pension plan's benefits is allocated in some fashion over the member's service. An actuarial valuation provides an assessment of the extent to which allocations relating to periods prior to a valuation date (often referred to as the actuarial liabilities) are covered by the Plan's assets.

The going concern valuation provides an assessment of a pension plan on the premise that the Plan continues on into the future indefinitely. In order to prepare a going concern valuation, two important elements need to be established:

- going concern assumptions in respect of future events upon which the Plan's benefits are contingent; and
- going concern methods which effectively determine the way in which the Plan's costs will be allocated over the members' service.

Together, the going concern assumptions and methods provide a basis from which a plan's cost can be estimated and also help establish an orderly program for meeting the ultimate cost of the Plan. The true cost of a plan, however, will emerge only as experience develops, investment earnings are received, and benefit payments are made.

This appendix summarizes the going concern assumptions and methods that have been adopted for the going concern valuation of the Plan at December 31, 2013. It is important to note that these assumptions and methods should be reviewed periodically to ensure that they adequately reflect the experience of the Plan and continue to satisfy the Plan's funding objectives.

Provision for Adverse Deviation

The provision for adverse deviation has been addressed by establishing an explicit dollar reserve rather than building conservatism into the going concern assumptions. Consequently, for this valuation:

- the going concern assumptions used for this valuation represent best estimate assumptions (i.e. they contain no provision for adverse deviation);
- the going concern liabilities determined using the best estimate assumptions (known as best estimate liabilities) contain no provision for adverse deviation;
- the provision for adverse deviation is shown explicitly in the going concern balance sheet;
- the provision for adverse deviation to be included in the going concern liabilities has been determined as 6.7% of the best estimate liabilities¹²; and
- the provision for adverse deviation to be included in the current service cost has been determined as 6.7% of the best estimate current service cost rate.

The provision for adverse deviation for this valuation has been chosen based on discussions with the Trustees regarding the preferred level of margins in relation to the need for financial security for existing plan members against overly conservative contribution requirements that potentially results in both intergenerational inequities among members and unnecessary financial strain on the employer. To this end, the Plan's funding objectives have been referred to for guidance and only adverse events that are plausible in usual operations have been contemplated.

The provision for adverse deviation for the previous valuation was addressed by establishing an explicit dollar reserve of 5.0% of best estimate liabilities.

Going Concern Assumptions

The actuarial assumptions and methods used in the December 31, 2012 valuation were reviewed for appropriateness, and based on this review a number of assumptions have changed. The following table summarizes the assumptions used for this valuation, along with the assumptions used as at December 31, 2012.

¹² If the provision for adverse deviation of 6.7% of best estimate liabilities established for this valuation was reflected in the form of a reduced going concern discount rate assumption, the going concern discount rate assumption would reduce from 6.90% per annum to approximately 6.50% per annum.

	December 31, 2013	December 31, 2012																																				
Demographic																																						
Mortality	CPM Private (unadjusted)	UP94 Generational																																				
Termination of employment	<table border="1"> <thead> <tr> <th>Age</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>20</td> <td>7.5%</td> <td>12.6%</td> </tr> <tr> <td>30</td> <td>4.2%</td> <td>9.4%</td> </tr> <tr> <td>40</td> <td>1.5%</td> <td>5.0%</td> </tr> <tr> <td>50</td> <td>0.5%</td> <td>1.2%</td> </tr> <tr> <td>60</td> <td>0.1%</td> <td>0.2%</td> </tr> </tbody> </table>	Age	Male	Female	20	7.5%	12.6%	30	4.2%	9.4%	40	1.5%	5.0%	50	0.5%	1.2%	60	0.1%	0.2%	<table border="1"> <thead> <tr> <th>Age</th> <th>Male</th> <th>Female</th> </tr> </thead> <tbody> <tr> <td>20</td> <td>7.5%</td> <td>12.6%</td> </tr> <tr> <td>30</td> <td>4.2%</td> <td>9.4%</td> </tr> <tr> <td>40</td> <td>1.5%</td> <td>5.0%</td> </tr> <tr> <td>50</td> <td>0.5%</td> <td>1.2%</td> </tr> <tr> <td>60</td> <td>0.1%</td> <td>0.2%</td> </tr> </tbody> </table>	Age	Male	Female	20	7.5%	12.6%	30	4.2%	9.4%	40	1.5%	5.0%	50	0.5%	1.2%	60	0.1%	0.2%
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Retirement (active members)	Table based on age	Table based on age																																				
Retirement (deferred members)	100% at age 55	100% at age 55																																				
Disability	Nil	Nil																																				
Economic																																						
Discount rate	6.90% per annum net of all expenses	7.00% per annum net of all expenses																																				
Inflation rate	2.50% per annum	2.50% per annum																																				
Salary increase	Contractual and 3.50% per annum thereafter	3.50% per annum																																				
Seniority, merit, and promotion increases	Table based on age (see below)	Table based on age (see below)																																				
Overtime adjustment	Table based on union (see below)	Table based on union (see below)																																				
YMPE increase	3.50% per annum	3.50% per annum																																				
ITA maximum pension limit	\$2,770 in 2014, and 3.50% increase per annum thereafter	\$2,697 in 2013, and 3.50% increase per annum thereafter																																				
Other																																						
Expenses	Included in discount rate (35 bps)	Included in discount rate (30 bps)																																				
Interest rate credited on employee contributions	Inflation plus 2.0%	Inflation plus 2.0%																																				
Proportion with spouses of opposite gender	80%	80%																																				
Age of female spouse	3 years younger than male spouse	3 years younger than male spouse																																				

Demographic Assumptions

Mortality

Benefits paid from the Plan in respect of a particular member are contingent on the survival of the member and/or the member's spouse. For example:

- If an active member dies prior to retirement, pre-retirement death benefits are triggered;
- A pension is paid to a pensioner only while the pensioner is alive;
- Where a member has elected a joint and survivor form of benefit, a pension is paid to the pensioner's spouse in the event the pensioner predeceases the spouse.

Consequently, an assumption regarding the survival of members and, where applicable, spouses to each age into the future has been made.

For this valuation, the gender-distinct mortality rates have been assumed to be in accordance with the 2014 Canadian Pensioner Mortality Table (Private Sector), unadjusted with mortality improvements in accordance with CPM Improvement Scale B. The previous valuation used the Uninsured Pensioner 1994 mortality table with generational mortality improvements.

The CPM 2014 Private table is derived from the mortality experience of Canadian pensioners who have retired from public sector plans with a large representation from retired teachers. This table is considered a best estimate representation of the mortality of such pensioners. Applying the CPM-B projection scale generationally provides allowance for improvements in mortality after 2014 and is expected to represent the rate of improvement for Canadian pensioners.

Generational improvement in mortality as per CPM Improvement Scale B was implemented to reflect projected improved mortality. Generational mortality rates depend on the year of birth of a member and vary by age. For example, at the valuation date, the mortality rate at age 80 for a member age 70 at the valuation date (i.e. 36.76 expected deaths per 1,000 lives for males in the table below) will be higher than the mortality rate at age 80 for a member age 60 at the valuation date (i.e. 33.34 expected deaths per 1,000 lives for males in the table below). The mortality rates decline due to projected mortality improvements over time.

Mortality rates per 1,000 lives at selected ages are shown on the following page.

Mortality per 1,000 lives – Male

Current age	Mortality per 1,000 lives at each future age				
	80	85	90	95	100
60	33.34	63.96	122.16	226.47	332.68
70	36.76	68.47	128.18	234.31	342.83
80	45.07	76.19	135.05	242.43	353.29
90	n/a	n/a	145.87	248.36	363.20

Mortality per 1,000 lives – Female

Current age	Mortality per 1,000 lives at each future age				
	80	85	90	95	100
60	23.86	45.98	91.78	177.10	287.21
70	26.08	49.22	96.31	183.24	295.97
80	30.00	54.56	101.47	189.58	304.99
90	n/a	n/a	109.60	194.23	313.55

Termination of Employment

A member's benefit entitlement under the Plan is affected by whether the member terminates employment prior to retirement for reasons other than death. In order to account for this in the calculation of the actuarial liability, an assumption regarding the probability that a member will terminate employment for reasons other than death has been made.

The termination rates were developed based on a review of Plan experience. Subsequent actuarial valuations indicate that these rates remain appropriate as the resulting actuarial gains and losses have been relatively small. Consequently, the termination rates are considered to be best estimate. The rates used in this valuation are unchanged from the previous valuation and are shown in the following table:

Age	Annual Termination Rate	
	Male	Female
20	7.5%	12.6%
25	7.5%	12.6%
30	4.2%	9.4%
35	2.6%	7.0%
40	1.5%	5.0%
45	1.0%	3.0%
50	0.5%	1.2%
55	0.3%	0.7%
60	0.1%	0.2%

If a member is vested on termination, the member is assumed to commence the deferred pension at the age that maximizes the value of the deferred pension.

Retirement Ages

A member's benefit entitlement under the Plan is dependent on when the member decides to commence, or is deemed to commence to receive, a pension from the Plan (referred to as "retirement from the Plan"). The terms of the Plan determine the pension that is payable to a member on retirement from the Plan and is dependent on whether the member retires, dies or terminates from active employment. Accordingly, an assumption with respect to when a member is expected to retire from the Plan has been made. The rates were developed from actual Plan experience.

In accordance with Bylaw 9224, changes were made to the early retirement subsidies provided to members. More specifically, the age at which a member is entitled for an unreduced pension has been increased by two (2) years for service earned on or after January 1, 2015. It is anticipated that this change in the early retirement subsidies will result in members gradually delaying their retirement in the future. In order to capture this anticipated change in retirement behavior of members, retirement rates for the December 31, 2013 valuation have been assumed to be in accordance with the same rates as the previous valuation, but gradually increasing by two (2) years by 2029.

The following table summarizes sample retirement rates for the December 31, 2013 valuation based on age and year of retirement:

Year	Age	Retirement Rate
2014 - 2021	52 to 59	5%
	60	50%
	61 to 64	20%
	65	100%
2022 - 2028	53 to 60	5%
	61	50%
	62 to 64	20%
	65	100%
2029 and thereafter	54 to 61	5%
	62	50%
	63 to 64	20%
	65	100%

Deferred members are assumed to retire at age 55, which is unchanged from the previous valuation.

Disability

For this valuation, the probability of future disability of current active members was assumed to be nil. Members who become disabled continue to accrue benefits based on earnings in effect from time to time for the member's regular employment classification, and therefore are included in the active data.

Proportion with Spouses and Age of Spouse

The Plan provides for certain survivor benefits to be paid to the surviving spouse of a member. Specifically, for pre-2015 service, if a member has a spouse at the time the member commences to receive a pension and if the spouse survives the member, a lifetime pension will continue to the surviving spouse at the rate of 60% of that payable to the member at the time of the member's death. If, however, a member does not have a surviving spouse at retirement, the member's pension will cease on the member's death. If the member had not received at least 60 monthly payments, any remaining balance of the 60 monthly payments will be paid to the member's beneficiary.

As a member's benefit is dependent on whether there is a spouse at the time of pension commencement, an assumption has been made in this regard. Specifically, 80% of members are assumed to have a spouse of the opposite sex at their assumed retirement age. The remaining 20% of members are assumed to not have a spouse. Spouses are assumed to be three years older than members if the member is female, and three years younger if the member is male. These assumptions have been based on an analysis of retirements over the last several years and are considered best estimate. They are unchanged from the previous valuation.

Economic Assumptions

Discount Rate

The actuarial present value of a future stream of benefit payments represents an estimate of the assets required at the valuation date that, together with future investment income, will be sufficient to provide for the future benefit stream. Therefore, in calculating actuarial present values, it is necessary to make an assumption with respect to the future expected investment returns that will be earned by the assets. This future investment rate of return is called the discount rate.

In selecting the going concern discount rate assumption, the following factors are typically taken into consideration:

- The Plan's investment policy;
- Long-term historical trends;
- The expected return on the invested assets; and
- The pattern of future expected benefit payments.

The discount rate for this valuation has been established as the long-term rate of investment return that the Plan is expected to earn, net of all expenses paid from the plan. More specifically, the discount rate has been established based on:

- the current asset mix of the plan's invested assets;
- an underlying long-term inflation rate of 2.5% per annum;
- expected long-term passively managed asset class returns which are represented by the mean return over a 30 year period resulting from a Monte Carlo simulation applied to Aon's proprietary multi-variable asset model;
- an expense rate of 0.35% being charged to the plan in the future which is consistent with historical experience; and
- an additional net return expectation of 0.20% per annum that is expected from employing an actively managed investment strategy and is consistent with the historical investment management expenses charged to the plan less estimated passively managed costs.

The following table illustrates the development of the discount rate assumption:

Expected long-term passively managed asset class return	7.05% per annum
Expenses paid from plan	(0.35%) per annum
Additional net return from active management	<u>0.20%</u> per annum
Discount rate assumption	6.90% per annum

As described previously, the going concern assumptions represent best estimate assumptions and, therefore, the discount rate assumption has been set equal to the best estimate rate of return on assets of 6.90% per annum. If the investment policy should target less equity exposure in the future, the discount rate assumption would need to be lowered. Furthermore, it is noted that the actual rate of return over the lifetime of the plan could vary significantly from the assumed rate of 6.90% per annum. The previous valuation used an assumed discount rate of 7.00% per annum net of all expenses.

Underlying Inflation Rates

Long-term inflation is expected to be 2.50% per annum. This reflects our best estimate of future inflation considering current economic and financial market conditions. This is unchanged from the previous valuation.

Increases in Pensionable Earnings

As the benefits paid to a member from the Plan are dependent on the member's future pensionable earnings, it is necessary for a going concern valuation to make an assumption regarding the future increases in such earnings.

As per the Plan's terms, pensionable earnings for the purpose of determining a member's pension at retirement and the required employee and City contributions includes all remuneration received by a member, including overtime earnings. The following table summarizes the unions who had members participating in the Plan as at December 31, 2013, along with a code indicating whether or not members within a specific union are allowed to earn overtime earnings:

Union	Overtime Earnings Allowed?
47	Yes
59	Yes
222	No
230	No
292	No
300	Yes
319	Yes
615	Yes
701	No
705	No
710	No
715	No
720	No
859	Yes
2669	Yes

In order to determine a member's future pensionable earnings, the following methodology was used:

1. Each active member's 2014 base earnings (i.e. excluding overtime earnings) are assumed to increase up until the time the member retires, dies or terminates from active employment, first with contractual increases, and then at the rate of 3.5% per annum (which consists of 2.5% for inflation and 1.0% for productivity). The contractual increases are shown in the following table.

Year	Contractual Increase in Year
2014	2.20%
2015	2.65%
2016	2.65%

In addition, a merit and promotional increase is provided based on age, in accordance with the following table.

Age	Expected Increase in Year Following Age
Under age 28	2.28%
28 to 32	1.83%
33 to 37	1.50%
38 to 42	1.25%
43 to 47	0.87%
48 to 52	0.29%
53 to 57	(0.22%)
58 to 62	(0.69%)
Over age 62	(1.00%)

This is unchanged from the previous valuation.

- To account for overtime earnings, the base earnings as determined in 1) above are adjusted as follows:

- For active members under the age of 48 as at valuation date, base earnings are increased by the following one-time increases:

Union	% Increase in Base Earnings On Valuation Date to Account for Overtime Earnings	% Increase in Base Earnings At Age 48 to Account for Overtime Earnings
47	10%	5%
59	2.5%	2%
222	0%	0%
230	0%	0%
292	0%	0%
300	20%	0%
319	13%	7%
615	10%	10%
701	0%	0%
705	0%	0%
710	0%	0%
715	0%	0%
720	0%	0%
859	10%	10%
2669	2%	0%

- For active members age 48 and over as at valuation date, base earnings are increased by the following one-time increase on the valuation date:

Union	% Increase in Base Earnings On Valuation Date to Account for Overtime Earnings
47	15%
59	4%
222	0%
230	0%
292	0%
300	20%
319	20%
615	20%
701	0%
705	0%
710	0%
715	0%
720	0%
859	20%
2669	2%

The above adjustments for overtime earnings were the same in the previous valuation.

The 2013 annualized base earnings provided were increased by the actual amount agreed to in the applicable collective agreement to estimate each member's expected annualized base earnings for 2014. Note that the percentage increases above were based on historical earnings information.

Year's Maximum Pensionable Earnings (YMPE) Levels

As the benefits paid to a member from the Plan are dependent on the future YMPE, it is necessary for a going concern valuation to make an assumption regarding the future increases in the YMPE.

The 2014 YMPE of \$52,500 is assumed to increase at 3.50% per annum, which consists of 2.50% for inflation and 1.0% for productivity. This is unchanged from the previous valuation.

Maximum Pension Limit

The *Income Tax Act* maximum annual pension of \$2,770.00 per year of pensionable service for 2014 is assumed to increase by 3.50% per annum thereafter. This is unchanged from the previous valuation.

Interest on Member Contributions

As the Plan's benefits are dependent to some degree on the member contribution account balances (for example, the Plan must refund the portion of the member's accumulated contribution account balance that exceeds 50% of the value of the pension on termination, pre-retirement death or retirement), it is necessary

to make an assumption regarding the interest rate that will be credited to member contribution account balances in the future.

It has been assumed that member contribution account balances will be credited with interest at the assumed inflation rate plus 2.0% per annum. This is based on our expected long-term rates of return for 5-year term deposits. This is unchanged from the previous valuation.

Other Assumptions

Expenses

Expenses relating to investment management fees and certain administration and consulting fees incurred in relation to the Plan are paid from the Plan's assets. Consequently, it is appropriate that an assumption regarding such expenses be made.

Expenses expected to be paid from the Plan are assumed to be 35 basis points. Investment management expenses are expected to be 25 basis points, of which 5 basis points relates to passive management expenses. Administrative expenses are expected to be 10 basis points. It is also assumed that the active investment management expenses will be offset by the value added by active management in the total return on invested assets. These expenses are taken into account in the discount rate assumption and are considered best estimate. The previous valuation assumed total expenses to be 30 basis points.

Going Concern Actuarial Cost Method

An actuarial cost method is a technique used to allocate in a systematic and consistent manner the expected cost of a pension plan over the years of service during which plan members earn benefits under the Plan. By funding the cost of a pension plan in an orderly and rational manner, the security of benefits provided under the terms of the Plan in respect of service that has already been rendered is significantly enhanced.

The Attained Age Actuarial Cost Method has been used for this valuation. Under this method, the actuarial present value of benefits in respect of past and future service is compared with the actuarial asset value (which includes the present value of future fixed rate contributions), revealing either a surplus or an unfunded liability. The surplus or unfunded liability includes a reserve for future service deficiency costs that results from the Plan's fixed rate contributions being less than the current service cost.

The actuarial present value at the valuation date of benefits for all future service accruing after the valuation date is expressed as a level percentage of the actuarial present value at the valuation date of the pensionable earnings for these future years. This level percentage is then applied to the estimated pensionable earnings in the year following the valuation date to determine the current service cost for that year.

When calculating the actuarial present value of benefits at the valuation date, the present value of all retirement, termination and pre-retirement death benefits are included. For each member, the retirement, termination and pre-retirement death benefits for a particular period of service are first projected each year into the future taking into account future vesting, early retirement entitlements and minimum pension/value entitlements. These projected benefits for each future year are then capitalized, multiplied by the probability of the member leaving the Plan in that year and discounted with interest and survivorship to the valuation date. The actuarial present value of benefits for the particular period of service is then determined by summing the present values of these projected benefits.

The pattern of future contributions necessary to fund future benefit accruals is a level percentage of pensionable earnings.

In the event of future adverse experience, contributions in addition to the current service cost calculated under the Attained Age Method may be required to ensure that the Plan's assets are adequate to provide the benefits. Conversely, favorable experience may generate surplus, which may serve to reduce future contribution requirements and/or improve benefits. The previous valuation also used the Attained Age Actuarial Cost Method.

Going Concern Actuarial Asset Value Method

The actuarial asset value consists of two components: an asset value for invested assets, calculated based on the invested assets in the trust fund, and the present value of future fixed rate contributions.

To determine the actuarial value of the invested assets, a smoothing methodology is applied to the market value of the Plan's invested assets at the valuation date.

Under this method, the actuarial value of the investment income for each year, net of all expenses, is determined as the sum of the actuarially required net investment income on the market value of assets and an amortization adjustment. The actuarially required net investment income is determined as the amount of net investment income that results in a net rate of return on the market value of assets equal to the assumed valuation discount rate for the year.

The amortization adjustment is determined by amortizing over a five-year period, the difference between the actual net investment income over the actuarially required net investment income for that year.

Following determination of the smoothed value of assets as described above, a further constraint is applied. The actuarial value of assets is restricted to be no less than 90% or more than 110% of the market value of assets.

The previous valuation used the same methodology to determine the actuarial value of assets.

Contingency Reserve

The Plan requires the establishment of a reserve for contingencies. The amount of the contingency reserve is calculated as the lesser of:

- a) 5% of the actuarial value of the invested assets plus 5% of the total of the accrued liabilities and the future service deficiency;
- b) the maximum surplus as contemplated in Section 147.2(2) of the *Income Tax Act*; and
- c) the actual amount of surplus, or nil if there is no surplus.

Appendix D: Solvency Assumptions and Methods

The Act requires that the Plan's financial position at the valuation date be assessed under the premise that the Plan is terminated and wound up on the valuation date. The Plan's liabilities calculated under this premise (known as the solvency basis) are determined using assumptions and methods prescribed by the *Act*. If the Plan's liabilities under the solvency basis exceed the assets of the Plan then additional funding contributions may be required.

The following summarizes the prescribed assumptions and methods that make up the solvency basis for the Plan at the valuation date. It is important to note that while the solvency valuation has been performed using assumptions prescribed by the *Act*, such legislation requires judgement to be exercised in setting certain assumptions, especially as it relates to determining:

- the proportion of the Plan's benefits expected to be settled by way of annuity purchase and by way of lump sum settlement; and
- the hypothetical annuity purchase rates at the valuation date.

Consequently, if the Plan was terminated on the valuation date, the solvency liabilities may be different than the actual Plan liabilities. Such differences may be attributed to:

- differences between the actual and assumed proportion of benefits being settled by annuity purchase and lump sum benefits; and
- an actual annuity purchase rate that is different than the rates assumed to be representative of the annuity market on the valuation date.

Solvency Assumptions

Proportion of benefits settled by lump sum settlement and annuity purchase	<p>The following members are assumed to have their benefit entitlement settled by way of annuity purchase on plan termination:</p> <ul style="list-style-type: none"> ▪ all members receiving a monthly pension at the valuation date; and ▪ all other members who are entitled to retire and commence an immediate unreduced pension on the valuation date. <p>All other members are assumed to have their benefit entitlement settled by way of a lump sum settlement</p>
Discount rate – annuity purchase	<p>The discount rate assumed to apply to benefits that are settled by way of annuity purchase is 3.9% per annum. This discount rate assumption is representative of the rate that, together with the UP94 Generational Mortality Table, approximates annuity purchase rates at the valuation date, in accordance with guidance on solvency valuations provided by the Canadian Institute of Actuaries.</p>
Discount rate – lump sum settlements	<p>The discount rate assumed to apply to benefits that are settled by way of lump sum settlement is 3.0% per annum for 10 years and 4.6% per annum thereafter in accordance with accepted actuarial practice as at the valuation date.</p>
Salary, YMPE and Maximum Pension Limits	<p>No future increase is assumed since no future salary, YMPE or maximum pension limit increases are taken into account in the Plan termination benefits.</p>
Expenses	<p>It was assumed that wind-up expenses, if the Plan were terminated, would be \$500,000.</p>

Mortality – annuity purchases	For benefits that are settled by way of annuity purchase, mortality is assumed to be in accordance with the gender-distinct rates of the UP94 Generational Mortality Table. This mortality assumption is representative of the mortality rates that, together with the discount rate assumption of 3.9%, approximate annuity purchase rates at the valuation date, in accordance with guidance on solvency valuations provided by the Canadian Institute of Actuaries.
Mortality – lump sum settlement	For benefits that are settled by way of lump sum settlement, mortality is assumed to be in accordance with the unisex rates generated from the UP94 Generational Mortality Table in accordance with the accepted actuarial practice as at the valuation date.
Termination rates	All members who are actively employed by the City on the valuation date are assumed to terminate their employment on this date and subsequently retire from the Plan in accordance with the retirement age assumption summarized below.
Retirement Age	<p>The age at which members are assumed to retire from the Plan varies depending on the specifics of each member as follows:</p> <ul style="list-style-type: none"> ▪ Members entitled to retire from the Plan and commence an immediate unreduced pension on the valuation date are assumed to do so (age 60, rule of 80 or 35 years of service); ▪ Members entitled to retire from the Plan and commence an immediate reduced pension on the valuation date (at least age 55) are assumed to do so; ▪ Members who are not entitled to retire and receive an immediate pension are assumed to retire from the Plan at age 65.

Proportion with a spouse upon retirement from the Plan and spousal age	80% of the members who have not retired from the Plan on the valuation date are assumed to have a spouse of the opposite gender upon retirement from the Plan. The remaining 20% of members are assumed not to have a spouse. Such spouses are assumed to be three years older than the member if the member is female and three years younger if the member is male.
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Solvency Valuation Methods

The solvency liabilities have been calculated as the actuarial present value of the benefits prescribed to be valued under the *Act*. These prescribed benefits are those benefits to which a Member would be entitled if the Plan was terminated on the valuation date.

It is further noted that the solvency liabilities do not take into consideration any benefit reductions that may be required in the event of Plan termination on the valuation date.

For purposes of the solvency valuation, assets have been valued at market value.

Appendix E: Summary of Plan Provisions

The following is a summary of the provisions of the Plan that materially affect the valuation. This summary reflects all plan amendments up to and including Bylaw 9224.

Eligibility

Eligible employees include employees of the City of Saskatoon not covered by the Saskatoon Police Pension Plan, the Saskatoon Firefighters Pension Plan and the Defined Contribution Pension Plan for Seasonal and Non-Permanent part-time Employees. Eligible employees join the Plan on the date they become an employee.

Members' Contributions

All active members are required to contribute in accordance with the following table.

	Earnings up to YMPE	Earnings above YMPE
Prior to January 1, 2014	7.5%	9.1%
Effective January 1, 2014	7.8%	9.4%
Effective January 1, 2015	8.1%	9.7%
Effective January 1, 2016	8.4%	10.0%

Employer's Contributions

The Plan provides that the City is obligated to contribute the following amounts:

1. an amount equal to the employee required contributions; and
2. any additional amounts necessary, as determined by the Actuary, to maintain the fund at a level to meet the minimum funding requirements prescribed by applicable legislation.

Retirement Date

The normal retirement date is the first day of the month immediately following the attainment of age 65.

A member can retire with an immediate pension on the first day of the month on or after the earlier of:

1. age 55;
2. 35 years of contributory service; or
3. the date on which the sum of the member's age and years of contributory service equals at least 80.

A member may elect to retire without reduction at any time after the earlier of:

- For service prior to January 1, 2015, age 60, 35 years of contributory service, or the date on which the sum of the member's age and years of contributory service equals at least 80; and
- For service after December 31, 2014, age 62, 35 years of contributory service, or the date on which the sum of the member's age and years of contributory service equals at least 85.

If a member is not eligible for an unreduced pension, the member may retire and receive a pension that is reduced by 0.3% for each month that the early retirement date precedes the date when the member would have been entitled to an unreduced pension. Employment is assumed to continue for the 35 rule for the purposes of determining this reduction while employment is not assumed to continue for the 80 rule or the 85 rule.

In the case of early retirement on grounds of ill health, the retirement benefit is payable without reduction.

A member may work beyond the normal retirement date while continuing to accrue future service and making required contributions to the Plan. Retirement cannot be deferred beyond the latest age permitted by the *Income Tax Act* for a pension to commence from the Plan.

Retirement Income

Upon retirement, a member will receive a retirement benefit based on contributory service, Best Average Earnings (BAE), and the final three-year average YMPE in the year of retirement and the previous two years as follows:

1. Amount payable prior to age 65:

2% of BAE multiplied by the number of years of contributory service;
2. Amount payable after age 65:
 - (a) For years of contributory service prior to 1966, January 1, 1990 to December 31, 1993, and after December 31, 2013:
 - (i) 1.4% of the portion of the BAE up to the final three-year average YMPE, multiplied by the number of years of contributory service;
 - PLUS
 - (ii) 2% of the portion of the BAE in excess of the final three-year average YMPE, if any, multiplied by the number of years of contributory service.
 - (b) For years of contributory service from January 1, 1966 to December 31, 1989, and from January 1, 1994 to December 31, 2013, 2% of BAE multiplied by the number of years of contributory service.

Best Average Earnings (BAE) for members is defined as follows:

- i. For service prior to January 1, 2015, the average earnings, including overtime earnings, for the 48 consecutive months of employment with the City during which the member's earnings (including overtime earnings) were the highest.
- ii. For service after December 31, 2014, the lesser of:
 - (i) above, and
 - The sum of:
 - (a) The average earnings, excluding overtime, for the 60 consecutive months of employment with the City during which the member's earnings (excluding overtime) were the highest; and
 - (b) the average overtime earnings received by a member on or after January 1, 2015, for the 84 consecutive months of employment with the City during which the member's overtime earnings were the highest. For greater clarity, overtime earnings prior to January 1, 2015 shall not be included in determining the BAE for service on or after January 1, 2015.

A test is done at retirement to determine whether the member's accumulated contributions with interest provide more than 50% of the value of the pension benefit. In the event that there are excess contributions these may be used to provide additional pension benefits to the member on a defined contribution basis or be payable in cash.

Indexing

Members who were active in the Plan as at December 31, 2000, and who retire from employment on or after January 1, 2001, shall receive annual indexing commencing the January 1 on or after having been retired for at least one full year. Indexing for a given year shall be at 100% of the increase in the Consumer Price Index (CPI) for the year immediately preceding the given year until such time as the annual increase in CPI is greater than the following:

A – B

where A is equal to 7.2% multiplied by the ratio of the Member's contributory service accrued prior to January 1, 2001, to the Member's total contributory service at the retirement date, accumulated with interest from the date of retirement to the January 1 of the given year at the going concern interest rate used in the actuarial valuation; and

B is equal to the aggregate of the percentage increases of CPI granted each prior January 1 accumulated with interest at the same going concern interest rate to the January 1 of the given year.

At the time the annual increase in the CPI is greater than A – B above, an increase equal to a percentage of such annual increase in the CPI shall be provided such that the resulting increase equals A – B above. Thereafter, no further indexing shall be provided.

Indexing is also provided for pensions in pay at December 31, 2000, using the same basis as used for active members described in the above paragraph except that A and B are determined as follows:

A is equal to 7.2% multiplied by the ratio of the Member's Contributory Service accrued prior to January 1, 1998, to the Member's total Contributory Service at the retirement date, accumulated with interest from the later of January 1, 1998, and the Member's retirement date to the January 1 of the given year at the going concern interest rate used in the actuarial valuation, and A is further increased by 1.35% at January 1, 2001; and

B is equal to the aggregate of the percentage increases of CPI granted each prior January 1 since January 1, 1999, accumulated with interest at the same going concern interest rate.

The table on the following page shows the maximum percentage increases granted under this indexing provision.

Date	Percentage
January 1, 2003	4.3%
January 1, 2004	1.6%
January 1, 2005	2.4%
January 1, 2006	2.0%
January 1, 2007	1.4%
January 1, 2008	2.5%
January 1, 2009	2.0%
January 1, 2010	1.0%
January 1, 2011	2.0%
January 1, 2012	2.9%
January 1, 2013	0.8%
January 1, 2014	0.9%

Disability Provisions

Periods during which a member is in receipt of long-term disability benefits provided by the City count as contributory service. A disabled member is not required to contribute to the Plan, and deemed earnings are used in applying the pension formula.

Death Benefits before Retirement

Upon the death prior to retirement of an active or disabled member, or a terminated member who is vested, an amount equal to the greater of:

- 1) two times the member's required contributions with interest plus the member's transfer-in account with interest at the date of death shall be paid to the member's spouse or beneficiary, as the case may be; and
- 2) the commuted value of the pension benefits plus any excess contributions (where the commuted value calculation excludes the 7.2% indexing provision).

Upon the death of a terminated member who is not vested, an amount equal to the member's required contributions with interest plus the member's transfer-in account with interest shall be paid to the member's spouse or beneficiary.

Normal Form of Pension

The normal form of pension for a member who does not have a spouse and who retires on or after January 1, 1998, is a lifetime pension with a 10 year guarantee. For retirements before January 1, 1998 the normal form was a lifetime pension with a five year guarantee.

The normal form of pension for a member who has a spouse is equal to:

- a) For service prior to January 1, 2015, a joint and survivor pension which provides that benefits will be made for the lifetime of the member with 60% of the member's pension continuing to the member's surviving spouse upon the member's death, with the member's pension guaranteed for 60 months from the date of retirement.
- b) For service after December 31, 2014, a joint and survivor pension which provides that benefits will be made for the lifetime of the member with 60% of the member's pension continuing to the member's surviving spouse upon the member's death, with the member's pension guaranteed for 60 months from the date of retirement. The normal form of pension for a member who has a spouse shall be actuarial equivalent to the normal form of pension for a member without a spouse for service accrued after December 31, 2014.

Optional forms of pension are available to all members on an actuarial equivalent basis.

Termination of Employment

A member is vested the earlier of:

1. completion of two years of continuous employment with the City; or
2. attaining age 65.

In the event of termination of employment before the member is vested, an amount equal to the member's accumulated required contributions with interest and the member's transfer-in account with interest will be refunded.

In the event of termination of employment after the member has become vested, the value of the benefit shall be the greater of:

- 1) the commuted value of the accrued deferred pension benefit plus any excess contributions where the commuted value excludes the 7.2% indexing provision; and
- 2) a multiple of the member's accumulated required contributions with interest as determined in the following table:

<u>Years of Contributory Service</u>	<u>Multiple of Required Contributions</u>
25 years or more	2.0
24 years (<25)	1.9
23 years (<24)	1.8
22 years (<23)	1.7
21 years (<22)	1.6
20 years (<21)	1.5
< 20 years	1.0

In addition, the member will receive the member's transfer-in account with interest.

Appendix F: Plan Administrator's Certification

With respect to the *General Superannuation Plan for City of Saskatoon Employees Not Covered by the Police and Fire Departments' Superannuation Plans* and forming part of an actuarial report on an valuation of this plan as at December 31, 2013:

I hereby certify that to the best of my knowledge and belief,

- a) the summary of the Plan provisions contained in this report is a complete and accurate summary of the terms of the Plan;
- b) the membership data supplied to the actuary provides a complete and accurate description of all persons who are entitled to benefits under the terms of the Plan in respect of service up to the date of the valuation;
- c) the asset data supplied to the actuary provides a complete and accurate description of the market value of the pension fund assets as of the valuation date; and
- d) all events subsequent to the valuation date that may have an impact on the results of the valuation have been communicated to the actuary.

Date September 26, 2014

Signed Richard Heusdens

Name Richard Heusdens

Authorized signature for the General Superannuation Plan for City of Saskatoon Employees Not Covered by the Police and Fire Departments' Superannuation Plans

Contact Information

Troy Milnthorp

Associate Partner

Aon Hewitt

Retirement

+1.306.934.8698

troy.milnthorp@aonhewitt.com

Joe Schmuecker

Consultant

Aon Hewitt

Retirement

+1.306.934.8684

johanan.schmuecker@aonhewitt.com

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Update on the Canada-European Union Comprehensive Economic Trade Agreement

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to provide an update on recent developments relating to the Canada and European Union Comprehensive Economic Trade Agreement (CETA).

Report Highlights

1. The final negotiated text of the CETA was released on September 26, 2014.
2. The CETA contains provisions that will apply to municipalities, most notably, procurement practices.
3. The Federation of Canadian Municipalities (FCM) has conducted an extensive analysis of the CETA and believes that the agreement generally supports the seven principles of free and fair international trade that protects municipal interests.

Strategic Goal

The information contained in this report aligns with the Strategic Goal of Economic Diversity and Prosperity.

Background

- At its February 6, 2012, meeting City Council considered and received an information report from the Administration on International and Interprovincial Trade Agreements, which provided an overview of the CETA, based on factual information that was known at that time.
- At its November 17, 2014, Executive Committee meeting, the Committee received, for information, a letter from Member of Parliament Don Davies, International Trade Critic for Canada's Official Opposition, regarding the CETA.
- At this same meeting, Executive Committee resolved that the Administration report back to the Committee, providing an update on the CETA.

Report

On September 26, 2014, the Government of Canada released the final negotiated text of the CETA. This release was the result of five years of negotiations between Canadian and the European Union trade officials over the contents of the agreement. Although the text of the agreement has been released, the CETA has yet to be ratified by either the Parliament of Canada or the E.U. It is expected that full ratification will occur in the next 18-24 months, and not later than 2016.

CETA contains provisions that will apply to municipalities, most notably, government procurement. The primary objectives of the CETA's procurement provisions are to:

- (1) provide access to both Canadian and European firms in bidding on government contracts for goods, services, and construction projects, subject to procurement thresholds; and
- (2) ensure an open and fair procurement process.

During the negotiation process, some municipalities raised concerns about being included in the agreement. The main concern related to the fact that many of these municipalities have existing local preference procurement policies. Similar to other trade agreements (e.g. the New West Partnership Trade Agreement) such a practice would be forbidden under CETA, particularly for the procurement of goods, services, and construction projects that exceed the thresholds established by the agreement.

The City of Saskatoon did not view this to be a concern because:

- (a) the City does not have a local preference procurement policy; and
- (b) the City is already subject to the terms of the New West Partnership Trade Agreement (NWPTA) - a trade agreement between the provinces of British Columbia, Alberta, and Saskatchewan - which establishes municipal procurement thresholds of:
 - \$75,000 for goods;
 - \$75,000 for services; and
 - \$200,000 for construction.

Nevertheless, because of this and other concerns, the Federation of Canadian Municipalities (FCM) on behalf of its members, worked with the federal government to ensure the final agreement would be consistent with FCM's seven principles on free and fair international trade aimed at protecting municipal interests.

Attachment 1 provides an overview of FCM's analysis on the CETA and how it measures up against those seven principles. FCM believes that those principles are generally reflected in the CETA chapter on procurement. However, as noted in the attachment, there are some outstanding issues that require further clarification from the Government of Canada; primarily, those related to Investor-State Dispute Settlement provisions.

To address those issues and concerns, FCM will continue to work with the federal government through the joint working group it has established with the Department of Foreign Affairs, Trade and Development. This joint working group was recently renewed on November 19, 2014.

Policy Implications

Because the City of Saskatoon is already subject to the NWPTA, there are no significant policy implications to the City at this time. That said, further clarification with respect to the outstanding issues will be monitored and any implications will be reported to Executive Committee.

Due Date for Follow-up and/or Project Completion

Administration will provide regular updates on CETA, as required, prior to the agreement coming into force.

Public Notice

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

Attachment

1. FCM Analysis of the Canada-European Union Comprehensive Economic and Trade Agreement (CETA).

Report Approval

Written by: Mike Jordan, Director of Government Relations

Reviewed and

Approved by: Murray Totland, City Manager

FCM Analysis of the Canada-European Union Comprehensive Economic and Trade Agreement (CETA)

The analysis below is intended to address the key issues and questions about CETA that are likely to be of interest to Canadian municipal governments.

1. Reasonable procurement thresholds:

- The municipal procurement thresholds in CETA are much higher than those in the domestic Agreement on Internal Trade (AIT) and similar interprovincial agreements, and are consistent with those that exist for sub-national government entities in the World Trade Organization (WTO) Agreement on Government Procurement.
- In CETA, procurement thresholds are addressed in the International Monetary Fund's (IMF) Special Drawing Rights (SDRs)¹. The federal government calculates the Canadian dollar equivalent of SDR thresholds on a bi-annual basis.
- The municipal procurement thresholds in CETA are set at 200,000 Special Drawing Rights (SDRs) for goods and services and 5,000,000 SDRs for construction services.
- Currently, these thresholds convert to \$309,100 CAD for goods and services and \$7.7 million CAD for construction services.
- Once CETA comes into force, the federal government will provide Canadian dollar values for these thresholds that will apply to all covered entities including municipalities. These values will be updated every two years.
- Members should be aware that a higher threshold of 400,000 SDRs (\$618,200) applies to procurement of goods and services by municipally-owned utilities covered by CETA.
- Any municipal procurement below the thresholds is fully exempt from CETA.

2. Other Considerations:

- CETA does not limit municipalities' ability to give preferences to local companies through the use of non-contractual agreements (i.e. grants, loans, or fiscal incentives).
- Municipalities retain the ability to use selection criteria (i.e. quality, price, technical requirements, relevant prior expertise, etc.) to meet local needs, as long as the criteria are applied in a non-discriminatory manner.
- CETA does not apply to P3s for construction related to airports, public transit, water and wastewater, electricity and gas (but does apply to P3s for construction

¹ Special Drawing Rights is an international reserve asset, created by the IMF in 1969 to supplement its member countries' official reserves. Its value is based on a basket of four key international currencies (the euro, Japanese yen, pound sterling, and U.S. dollar) and SDRs can be exchanged for freely usable currencies.

of other transportation projects, i.e. highways). CETA does not obligate municipalities to pursue P3s over other forms of procurement.

- CETA does not apply to procurement that is subject to general exclusions for agricultural support programs, food aid programs, and cultural industries.
- CETA does not apply to services not specifically listed in the agreement, such as legal and accounting services, financial services, research and development, public administration, education, or health care.

3. Progressive Enforcement:

- The Government of Canada has committed to work closely with FCM on implementation details, in particular the need for progressive enforcement so that municipalities are not inappropriately penalized in cases of inadvertent non-compliance.

4. Canadian content for strategic industries or sensitive projects:

- CETA will in no way force municipalities to privatize water or otherwise deregulate the provision of water or wastewater services.
- CETA includes a general exception dealing with the procurement of agricultural goods made in relation to 'human feeding programs,' which will allow for local procurement in school nutrition programs, institutional food purchasing, and food assistance programs for vulnerable populations.

5. Dispute Resolution:

- Each province and territory will be responsible for developing the domestic review procedure, consistent with CETA, for municipalities within their jurisdiction.
- The federal government has provided assurances that the State-to-State dispute settlement process under CETA will be progressive (gradual), beginning with discussions between officials.
- FCM has not been provided the same assurances regarding the Investor-State Dispute Settlement provisions in CETA. This is a significant concern and FCM has sought additional clarity from the federal government on the potential application of the provisions to local governments.
- FCM intends to continue working with the federal government on these implementation issues as CETA moves through the ratification process.

6. Consultation and Communication:

- FCM was regularly consulted throughout the CETA negotiations, and Minister Fast met with FCM's senior leadership on many occasions to communicate the government's commitment to respect FCM's principles.
- There is a mutual interest in continuing this level of intergovernmental partnership throughout the implementation process.

7. Reciprocity:

- The same municipal procurement thresholds apply to both Canada and the European Union.

Aboriginal Engagement

Recommendation

That the Executive Committee recommend to City Council:
That the information be received.

Topic and Purpose

This report provides an overview of 2014 Aboriginal engagement initiatives held in collaboration with Aboriginal stakeholders and community members, and identifies key initiatives for continued collaboration and for moving forward.

Report Highlights

1. Two significant Aboriginal engagement initiatives in 2014 include:
 - Kitaskinaw Project – An environmental scan of programs and services serving Aboriginal people in Saskatoon
 - Urban Aboriginal Community Gathering
2. Key findings include:
 - The City of Saskatoon (the City) provides positive experiences for Aboriginal people in the areas of physical activity, sport and recreation programs.
 - Additional effort is needed to address Aboriginal employment levels and to build cultural competencies within organizations.
 - Racism continues to be prevalent in Saskatoon.
 - Aboriginal people are disproportionately affected by homelessness in Saskatoon
3. The results will assist the City and other organizations to enhance policies and programs and services for Aboriginal people.

Strategic Goal

The report supports “Quality of Life” by identifying priorities for enhancing Aboriginal employment, safe affordable housing, culture, and anti-racism education programs.

Report

- A) Kitaskinaw Project.** Conducted to discover the “lay of the land” for programs and services for Saskatoon’s First Nations, Métis, and Inuit people. See Attachment 1 for the full report. Kitaskinaw means “*our land*” in Plains Cree. The report includes:
- A demographic snapshot of Saskatoon’s Aboriginal community.
 - A comprehensive inventory of programs and services for Aboriginal people.
 - Preferences of Aboriginal programs/service users in terms of accessibility and quality of service.
 - Information for human service providers to help avoid duplication of services and identify gaps.

The Kitaskinaw Project, the first of its kind for Saskatoon, takes a holistic approach to better understand Saskatoon’s Aboriginal community in relation to programs and services. The project is a collaborative effort led by a technical committee with representation from the Saskatoon Tribal Council, the United Way of Saskatoon and Area, the City of Saskatoon, and Gabriel Dumont Institute (GDI).

B) Urban Aboriginal Community Gathering: Organized by the City in partnership with the Saskatoon Tribal Council (STC) and the Central Urban Métis Federation Inc. (CUMFI). See Attachment 2 for the summary of the results. The City has a long-standing collaboration with these organizations to improve quality of life for Saskatoon Aboriginal people. The gathering on June 12, 2014 had 132 people in attendance with a good cross-section of Saskatoon's Aboriginal community. The desired outcomes of the gathering include:

- To better inform Aboriginal people living in Saskatoon about City programs, services and partnerships.
- To obtain input from Aboriginal residents about City programs and services to inform future policy, program and service delivery.

Key Findings from the two Initiatives:

- Positive comments were received regarding sport, culture and recreation programs which typically had an Aboriginal focus such as Little Sisters in Action, Me Ta We Tan program and programs held at White Buffalo Youth Lodge. It was also noted that additional programs for youth and elders/seniors, recognizing financial barriers to participation, need to be developed in cooperation with community partners.
- Aboriginal unemployment rates are twice as high as general population rates. Enhanced initiatives are needed in the areas of Aboriginal recruitment and retention.
- Racism in Saskatoon needs to be addressed through cultural and anti-racism education, enabling City staff and the community to increase their understanding, creating a positive interaction with Aboriginal people.
- Housing and homelessness: in 2012 the United Way reported 66% of participants in the *Saskatoon Homelessness Study* were Aboriginal. There is a need for increased safe affordable housing in Saskatoon to address various types of housing needs – homeless teens, large families, single adults.

Next Steps

Directly connected to addressing a number of key findings, the City has already identified the following major initiatives in the 2015 Corporate Business Plan:

- Enhance and develop new partnerships and programs for the Urban Aboriginal Leadership Program to enhance economic, employment and training opportunities.
- Promote existing cultural education and awareness programs.
- Establish an anti-racism, anti-discrimination education strategy aimed at increasing inter-cultural competencies.
- Enhance activities for youth to increase positive race relations and civic engagement among the young adult community.
- Undertake initiatives to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services on identified gaps.
- Address the issue of housing for large families. An allocation of \$250,000 will support the creation of ten affordable 3- or 4-bedroom units for large low-income families under the Mortgage Flexibilities Support Program (MFSP). The City will

Aboriginal Engagement

be receiving proposals in 2015 aimed at home ownership for the last three development sites in Pleasant Hill Village with larger family units being an evaluation criteria.

The City is also currently developing an Aboriginal Employment Strategy to enhance the recruitment and retention of Aboriginal employees in the corporation. Potential strategies identified in the Urban Aboriginal Gathering include:

- Enhanced partnerships with the City and educational institutions including GDI, Saskatchewan Indian Institute of Technologies, and University of Saskatchewan.
- Presentation to high school students about City jobs and youth internships.
- A partnership with Social Services to create pathways from social assistance to employment.
- Creating a welcoming environment for Aboriginal workers by hiring more Aboriginal frontline workers so the community sees Aboriginal faces at City Hall.
- Utilizing Aboriginal models in City ads and recruiting posters and featuring First Nation and Metis protocols at City events.

The findings from these reports will continue to inform future policy and the provision of programs and services as it pertains to the Aboriginal community. Administration will continue to work with our community partners to address the needs and gaps identified.

Communication Plan

The summary of the Urban Aboriginal Gathering and Kitsakinaw reports will be posted on the City's webpage and on our partner webpages.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Administration will provide an update in late 2015 on the programs and services that were enhanced and/or developed as a result of this input.

Public Notice

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

Attachments

1. Kitaskinaw Project: An Environmental scan of programs and services serving Aboriginal People in Saskatchewan 2013-2014
2. Urban Aboriginal Community Gathering Summary

Report Approval

Written by: Gilles Dorval, Director of Aboriginal Relations
Shannon Hanson, Community Development

Reviewed by: Catherine Gryba, General Manager, Corporate Performance
Department
Lynne Lacroix, Community Development

Approved by: Murray Totland, City Manager



KITASKINAW

An Environmental Scan of Programs and Services
serving Aboriginal People in Saskatoon

2013-2014



GABRIEL DUMONT INSTITUTE
of Native Studies and Applied Research

 **City of
Saskatoon**

100



United Way
Saskatoon & Area





OPENING MESSAGE

Along with our project partners, we are very pleased to present the Kitaskinaw Project report. Thank you to all of the Elders, partners, and community participants that helped make this report possible.

Through this report, we have provided a comprehensive inventory of programs and services valued by the Aboriginal community and captured the preferences of Aboriginal service consumers through a survey. This report will influence policy as it pertains to Aboriginal service delivery as part of our commitment to Aboriginal engagement. By working with our partners, we hope to build a community that is great for everyone.

*Saskatoon Tribal Council
City of Saskatoon*

*Gabriel Dumont Institute
United Way of Saskatoon and Area*

INTRODUCTION

KITASKINAW MEANS “OUR LAND”, IN THE PLAINS CREE LANGUAGE.

The Kitaskinaw project was conducted to discover the “lay of the land” for programs and services that serve Aboriginal people (First Nations, Métis, and Inuit) in Saskatoon in 2013-2014.

Specifically, the project will help us:

- » Provide a demographic snapshot of the Aboriginal community in Saskatoon.
- » Provide a comprehensive inventory of programs and services used by Saskatoon’s Aboriginal community.
- » Capture the preferences of Aboriginal human service consumers in terms of accessibility and quality of service.
- » Provide human service providers with information to avoid the duplication of services and identify gaps in services
- » Influence policy as it pertains to the Aboriginal community and the provision of programs and services through community based organizations and government.

This project is the first of its kind for Saskatoon. It takes a holistic approach, grounded in an Aboriginal framework called the Aboriginal Life Promotion Framework (ALPF®), to better understand Saskatoon’s Aboriginal community in relation to programs and services. Through the intersection of the community voice, an inventory of programs and services, and the gathering of existing community information, the links between program and service delivery across Saskatoon may be better understood.

The Kitaskinaw Project has been a collaborative project led by the Saskatoon Tribal Council, United Way of Saskatoon and Area, the City of Saskatoon and Gabriel Dumont Institute forming the Technical Committee. An Advisory Committee comprised of Aboriginal Affairs and Northern Development Canada, Central Urban Métis Federation Inc., Saskatoon Indian and Métis Friendship Centre, University of Saskatchewan, Saskatoon Health Region, Greater Saskatoon Catholic School Division, Saskatoon Public School Division and the YMCA provided additional support. Prairie Wild Consulting performed the research for the Kitaskinaw Project.

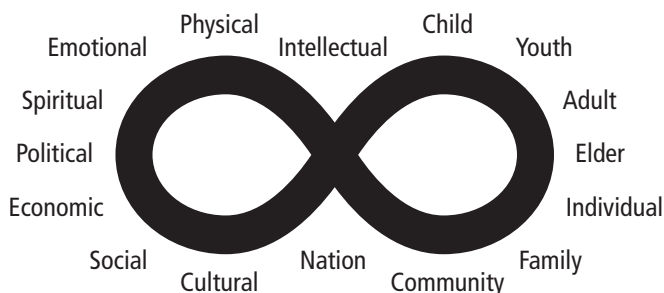
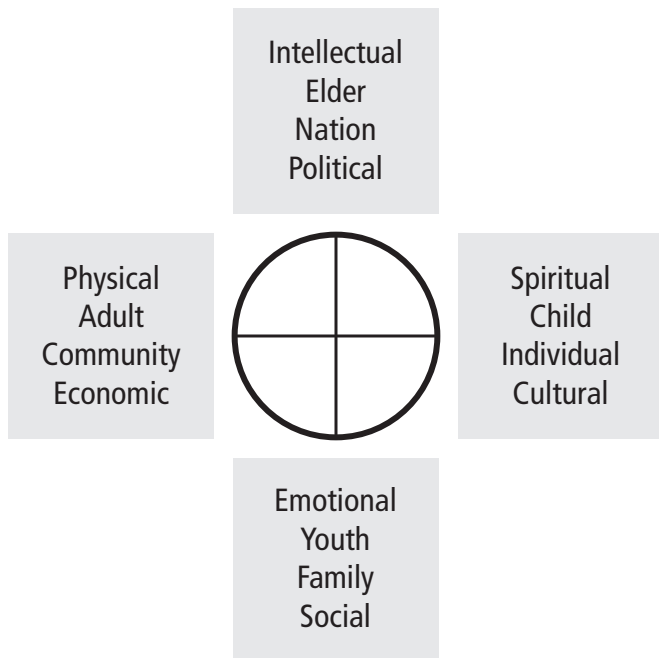
By working with our partners, we hope to build a community that is great for everyone.



PROJECT FRAMEWORK

Members of the Technical Committee felt it was important this report be presented from an indigenous perspective utilizing an indigenous framework: The Aboriginal Life Promotion Framework® (ALPF®) developed by Dr. Judith Bartlett, a Métis physician from Manitoba.

The ALPF® is a holistic tool used for organizing and thinking about life, health, and wellness. Based on medicine wheel teachings, the framework uses sixteen important areas of life to organize thoughts, ideas, and information. Health and wellness occur when there is balance between the different elements. The framework can be presented as a medicine wheel, an infinity symbol or even a grid.



The tool was used by the Kitaskinaw Team to help identify and organize information about Saskatoon’s Aboriginal community, to sort information collected which describes Aboriginal and non-Aboriginal community members, to identify opportunities for further information gathering, and to guide the presentation of the findings.

Health is a balance of the **spiritual, emotional, physical and intellectual** aspects of a **child, youth, adult, or Elder** who live as **individuals, families, communities** and **nations** within various **cultural, social, economic and political** environments.

Dr. Judith Bartlett, ALPF® Workshop, 2012

PROJECT METHODOLOGY

In order to develop a unique, “homegrown” Saskatoon understanding for each of the 16 determinants of life, as identified in the ALPF® framework, the Kitaskinaw Project used input obtained from a variety of sources.

1. Community Overview

Demographic information collected for the community profile came from sources including:

- » Census data provided by Statistics Canada.
- » Current opinion-based findings of Aboriginal community members from Saskatoon and Saskatchewan.
- » Relevant statistics from community and government agencies in Saskatoon and Saskatchewan (e.g. Saskatoon Health Region, Community University Institute for Social Research-CUISR, and Greater Saskatoon Catholic and Public School Boards).
- » Relevant statistics from academic research in Saskatoon (e.g. University health researchers).



2. Program and Service Inventory 2013-2014

An inventory of over 1,000 programs and services intended for, or accessed by, Saskatoon's Aboriginal community in 2013-2014, was gathered from sources including:

- » The City of Saskatoon MeTaWeTan Directory
- » United Way of Saskatoon and Area
211Saskatchewan service directory - sk.211.ca
- » University of Saskatchewan Aboriginal Engagement Directory
- » Saskatchewan Ministry of the Economy Aboriginal Business Directory
- » Clarence Campeau Métis Economic Development Sector Métis Business Directory
- » Advice from the Technical and Advisory Committee members
- » An internet search
- » Literature search
- » Media articles
- » Scan of the Saskatoon environment (events, poster boards, pamphlets, and word of mouth)

The inventory provided key program and service information including the resource name, description, provider, physical location, and contact information.

3. Program and Service User Survey

Members of the local Aboriginal community (people who self-identified as Aboriginal including First Nations, Métis, and Inuit people) were surveyed to gather information on types of programs and services Aboriginal people used in Saskatoon in 2013-2014, what they value about the programs and services they are using, how they find out about programs and services, and how these local resources can better support Aboriginal voter participation and engagement.

The survey was administered online, in-person by a team of volunteers who self-identified as Aboriginal community members and was available at various locations throughout Saskatoon. Posters and cards were used to advertise the web survey link.

A total of 526 surveys were completed by Aboriginal individuals living in almost every neighbourhood in Saskatoon. The table on page 6 depicts survey participation by Saskatoon neighbourhood.

Based on Statistics Canada's (2013) estimated population of 21,335 Aboriginal people in Saskatoon, this response rate is considered to be within general statistically valid parameters with a 95% confidence level, and with a confidence interval of 4.2%.

4. Old People's Gathering

A focus group was held to ensure insight was obtained from seniors and Elders in Saskatoon's Aboriginal community regarding their experience accessing programs and services in Saskatoon. The focus group was facilitated by a Technical Committee member which led participants through the Kitaskinaw user survey. Nineteen Elders participated in the focus group.

5. Aboriginal Life Promotion Framework® Community Workshop

To give meaning and a unique context to the ALPF® for Kitaskinaw, Dr. Bartlett led a workshop on October 10-11, 2013, the goals of which were to:

- » Help people develop personal meanings for the sixteen elements of the ALPF®.
- » Allow the community to create collective (not singular) understandings of the sixteen elements for Saskatoon.
- » Show the community a method for holistic health and social planning.
- » Explain Wellness Area creation for future work in thinking about health and social information.

Participants were asked to define the meanings of each determinant for themselves, and to use the framework to examine the balance between the areas both in their own lives, and collectively as a community. The meanings were then used to guide thinking about programs and services as part of the Kitaskinaw project.

The sixteen ALPF® determinants of life can be grouped into eight wellness areas. When grouped, these wellness areas

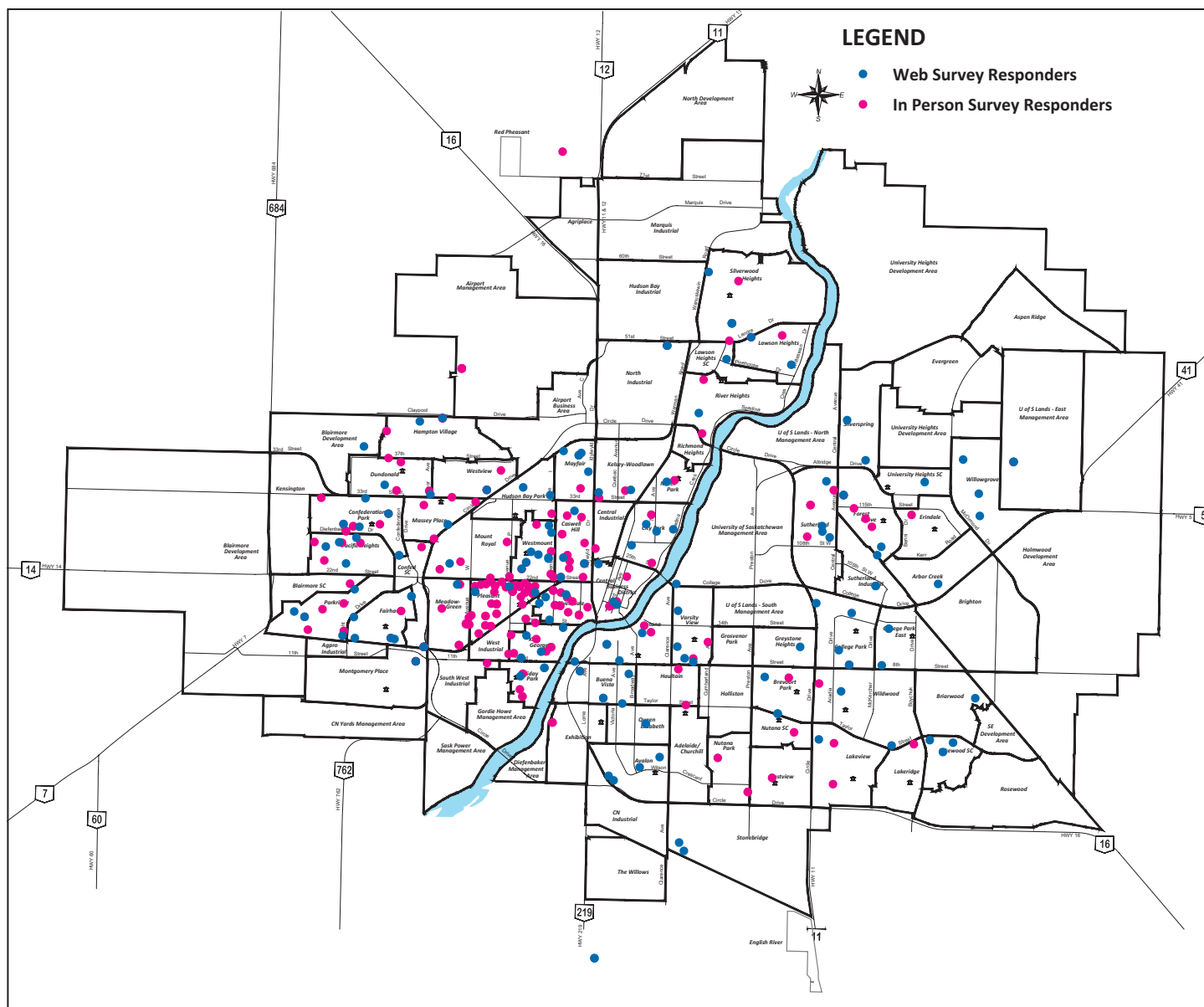


provide a way to think about what the determinants of life mean together. They are viewed reading left to right. For example, Spiritual, Emotional, Physical and Intellectual form one wellness area that encompasses 'Holistic Wellbeing' for the Saskatoon community. They can also be viewed top to bottom. For example, Intellectual, Elder, Nation and Political form a wellness area that the Saskatoon community defined

as 'Direction'.

Based on the community-generated definitions of the sixteen determinants of life, the Advisory Committee met in November 2013 to sort the programs and services identified in the inventory. The results were the used to categorize programs and services.

Distribution of Aboriginal Responders to Kitaskinaw Survey in Saskatoon



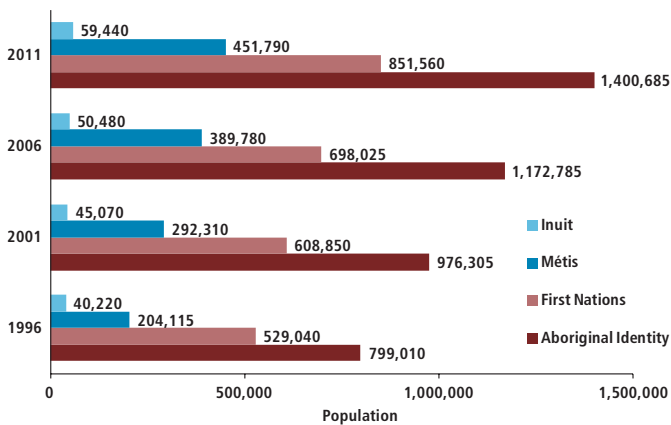


KEY FINDINGS

1. The programs and services most often accessed by the Aboriginal community in each of the determinants of life in 2013 are outlined on the following page.
2. Saskatoon's Aboriginal population continues to grow and is much younger in comparison to the general population. This trend has public policy implications for Aboriginal program and service delivery.

The chart below shows how First Nations, Métis, and Inuit populations in Canada increased between 1996 and 2011.

Aboriginal Identity in Canada

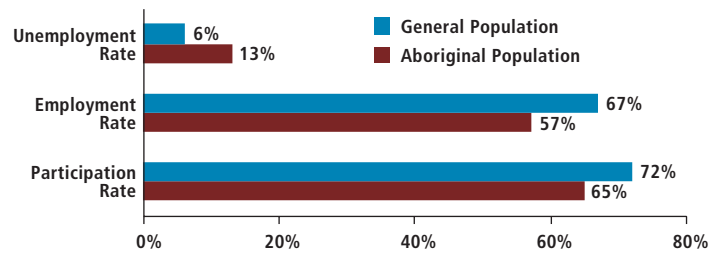


Source: Statistics Canada 1996-2011

Saskatchewan Learning (2004) expects that by 2016 close to 45% of students entering kindergarten will be of Aboriginal ancestry.

3. Aboriginal organizations are an important component of the program and service delivery landscape in Saskatoon, and Aboriginal people want to see themselves within the organizations that serve them.
73% of those you participated in the Kitaskinaw survey said they prefer to use Aboriginal organizations when looking for programs and services.
4. The unemployment rate among the Aboriginal population is much higher than that of the general population.
The Aboriginal community experiences 13% unemployment as compared to 6% seen in the general population. Opportunities exist to narrow employment gaps between Aboriginal and general populations in Saskatoon.

**Participation in the Labour Market Saskatoon
General and Aboriginal Communities**



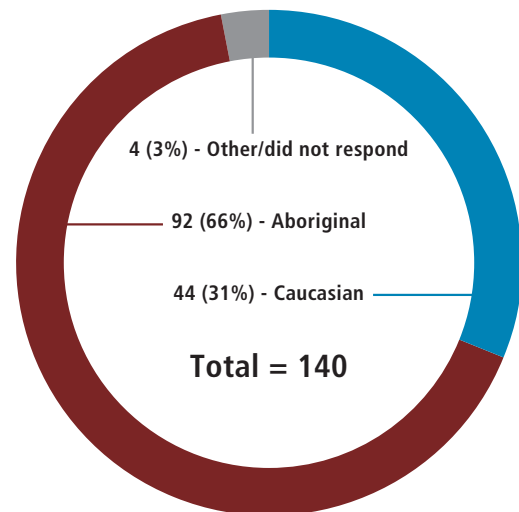
Source: Statistics Canada 2013b; 2013c

5. Aboriginal people are disproportionately affected by homelessness in Saskatoon.

In 2012 the United Way reported that 66% of participants in a Saskatoon homeless study were Aboriginal.

When asked to name, in their own words, programs and services Aboriginal individuals would like to see in Saskatoon, Aboriginal focused programs, housing initiatives and cultural activities were among the top three programs and services mentioned.

Identity of Homeless Study Participants



Source: United Way of Saskatoon & Area 2012

6. While voter engagement among the Aboriginal community is encouraging, individuals would like more information on candidates and political platforms in ways they can access and understand it. Voting access and options for transportation to get to polling stations also need to be improved.
7. There are few programs and services available for Elders and Aboriginal Seniors in Saskatoon.



Kitaskinaw Survey: Top 5 Programs, Services, or Resources Mentioned by ALPF® Category

<p>Spiritual</p> <ul style="list-style-type: none"> Round Dances Sweats Elders White Buffalo Youth Lodge Church 	<p>Emotional</p> <ul style="list-style-type: none"> Counselling Services Addictions Counselling Elders Mental Health Services Saskatchewan Indian Institute of Technologies (SIIT) 	<p>Physical</p> <ul style="list-style-type: none"> Gyms City of Saskatoon Leisure Facilities City of Saskatoon Leisure Facilities (Swimming) Boot Camp Doctor 	<p>Intellectual</p> <ul style="list-style-type: none"> Saskatchewan Indian Institute of Technologies (SIIT) Saskatchewan Institute of Applied Science and Technology (SIASST) University of Saskatchewan Gabriel Dumont Institute Schools K-12
<p>Child</p> <ul style="list-style-type: none"> White Buffalo Youth Lodge Day Care Schools K-12 Community Associations Saskatoon Indian and Métis Friendship Center 	<p>Youth</p> <ul style="list-style-type: none"> White Buffalo Youth Lodge Saskatoon Indian and Métis Friendship Center Sports Youth Care Program Saskatoon Community Youth Arts Programming (SCYAP) 	<p>Adult</p> <ul style="list-style-type: none"> Alcoholics Anonymous Central Urban Métis Federation Inc. Métis Addictions Council of Saskatchewan Inc. Quint Development Corporation Saskatoon Food Bank and Learning Center 	<p>Elder</p> <ul style="list-style-type: none"> Saskatoon Tribal Council Saskatoon Indian and Métis Friendship Center Family and Friends (Elder Care) Home Care Saskatchewan Indian Institute of Technologies (SIIT)
<p>Individual</p> <ul style="list-style-type: none"> Saskatoon Indian and Métis Friendship Center University of Saskatchewan (Aboriginal Student's Center) Schools K-12 Central Urban Métis Federation Inc. (CUMFI) Station 20 West 	<p>Family</p> <ul style="list-style-type: none"> Parenting Programs Central Urban Métis Federation Inc. (CUMFI) Student Wellness Initiative Toward Community Health (SWITCH) Schools K-12 (Family Fun Nights) Saskatoon Indian and Métis Friendship Center 	<p>Community</p> <ul style="list-style-type: none"> Saskatoon Indian and Métis Friendship Center University of Saskatchewan (Aboriginal Student's Center) Schools K-12 Central Urban Métis Federation Inc. (CUMFI) Station 20 West 	<p>Nation</p> <ul style="list-style-type: none"> Saskatoon Tribal Council Federation of Saskatchewan Indian Nations (FSIN) Saskatoon Indian and Métis Friendship Center Back to Batoche Days Central Urban Métis Federation Inc. (CUMFI)
<p>Cultural</p> <ul style="list-style-type: none"> Saskatoon Indian and Métis Friendship Center Round Dances White Buffalo Youth Lodge Pow Wow Saskatchewan Indian Cultural Centre (SICC) 	<p>Social</p> <ul style="list-style-type: none"> White Buffalo Youth Lodge Saskatoon Indian and Métis Friendship Center Central Urban Métis Federation Inc. (CUMFI) Church Internet 	<p>Economic</p> <ul style="list-style-type: none"> Quint Development Corporation Saskatchewan Career and Employment Services (CanSask) Saskatoon Tribal Council Saskatoon Tribal Council (Labour Force Development) Gabriel Dumont Institute 	<p>Political</p> <ul style="list-style-type: none"> Métis Nation - Saskatchewan Idle No More Federation of Saskatchewan Indian Nations (FSIN), Connecting With MP or MLA Central Urban Métis Federation Inc. (CUMFI)



OTHER FINDINGS

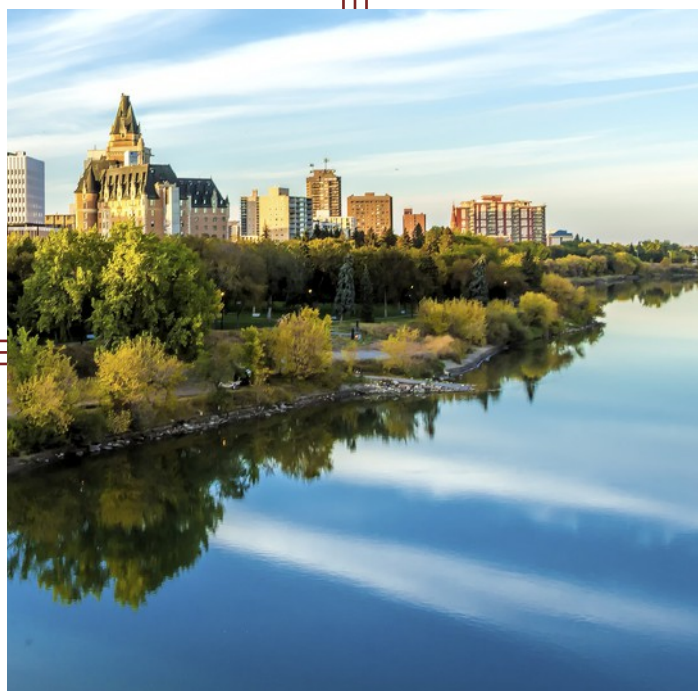
- » Saskatoon has many programs and services that focus on helping people learn (Intellectual). This finding was shown in both the survey and the inventory of programs and services. It is also reflected in community statistics, which show that education levels, particularly in youth, are going up.
 - » Saskatoon has many programs to help people stay healthy physically fit (Physical). This finding was shown in both the survey and the inventory. For fitness, Gyms and City of Saskatoon Leisure Centers were the two service providers most often mentioned when people were asked what programs and services they use for physical health. Family swimming at City Leisure Centers and Boot Camps were popular as well.
 - » Saskatoon has many programs and services in Saskatoon to develop economic and employment skills (Economic), and these are accessed often. This finding was shown in both the survey and the inventory.
 - » Cultural and spiritual activities are important and people participate in them often, through both formal and informal programs and services. This finding was shown in both the survey and the inventory.
 - » Supports for families and parents are important. Parenting programs were mentioned often in the survey, and statistics tell us that 49% of children in the Saskatoon Aboriginal community are being raised in a single-parent family. Grandparents play an important role in supporting their adult children and their families.
 - » Saskatoon has few programs and services to support older persons (Elders). Though the community relies heavily on Elders in many ways, in the survey very few people reported accessing programs that directly support older persons, and few programs were found in the inventory search.
- » Saskatoon has few programs and services in the areas of Adult and Individual. This finding was shown in both the survey and the inventory. This may be because people tend to think of individual needs within the holistic context of all elements of life - programs and services for Adults and Individuals are found throughout all the other determinants, rather than isolated in their own areas. Though the Adult category was small, the most often mentioned programs tended to be for counselling and addictions. This may speak to the healing process that is ongoing within the Aboriginal population from the effects of residential schools, as shared by some survey participants and Elders.
 - » Both the survey and inventory found few programs and services related to the Political and Nation determinants of life. Despite this, voter engagement results from the survey are encouraging.
 - » When asked if they typically vote in municipal, provincial, and federal elections, people reported voting levels that were better than those of the general population for municipal elections and very similar to those of the general population for provincial and federal elections.
 - » When asked what program and service providers could do to make voting easier, the answers for almost all types of elections were most often increased information on candidates, political platforms, and where and when to vote, and improved access to polling stations, including transportation and Aboriginal-friendly polling stations. In First Nation home community elections, transportation and having urban polling stations were the top priorities.



RECOMMENDATIONS FROM THE TECHNICAL COMMITTEE

Based on the Project findings, the Kitaskawin Technical Committee identified four main recommendations that, if implemented, would enhance the well-being of the Aboriginal community in Saskatoon:

- » More effort must be made to address Aboriginal employment levels and to building cultural competencies within organizations.
- » An Aboriginal-led housing initiative must be developed to address the housing needs of Saskatoon's Aboriginal population.
- » Organizations must tailor information regarding voting to the Aboriginal community.
- » Organizations must offer more programs and services for Aboriginal Elders and seniors.



Saskatoon

Urban Aboriginal Community Gathering

June 12, 2014

A Summary



City of Saskatoon

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Prepared by:

Loraine Thompson

#509 – 2305 Victoria Avenue, Regina, Saskatchewan S4P 0S7

Phone/Fax: (306) 757-3206 Text/Cell: (306) 535-7157 E-mail: LTISL@sasktel.net

1.0 Introduction

1.1 – Overview of This Report

This report provides a summary of the Urban Aboriginal Community Gathering held at the Saskatoon Inn on June 12, 2014 from 5:30 p.m. to 8:30 p.m. It describes the activities that took place, identifies the main themes that emerged during discussions at the Gathering, and presents possible recommendations for future action. A description of the process used to plan and organize the Gathering is provided in Appendix A.

1.2 – Sponsorship of the Gathering

The Urban Aboriginal Community Gathering was organized by the City of Saskatoon in partnership with the Saskatoon Tribal Council (STC) and the Central Urban Métis Federation Inc. (CUMFI). The City of Saskatoon has long-standing partnerships with both these organizations and has worked with them in the past to improve quality of life for urban Aboriginal people.

1.3 – Purpose of the Urban Aboriginal Community Gathering

The purpose of the Gathering was:

- To provide participants with an overview of City of Saskatoon Aboriginal programs and services.
- To give Aboriginal residents an opportunity for input on City policy, program and service delivery.
- To profile City of Saskatoon staff who support Aboriginal initiatives to the Aboriginal community.
- To give City staff an opportunity to connect with members of the Aboriginal community.
- To profile the partnership between the City of Saskatoon, STC and CUMFI.

1.4 – Desired Outcomes of the Gathering

The desired outcomes of the gathering were:

- That Aboriginal people living in Saskatoon will be better informed about City programs, services and partnerships.
- That the City will receive input from Aboriginal residents about City programs and services and about what is working and what is not, in order to inform future policy, program and service delivery.

1.5 – Attendance at the Saskatoon Urban Aboriginal Community Gathering

About 132 people attended the Gathering. This was a very good turnout. The City and its partners had expected an attendance of about 80 people. Those attending represented a good cross-section of Saskatoon's Aboriginal community – male and female, people of all ages, and people of all economic situations. Some young parents brought their children so there was a lively group of babies, preschoolers and school age children in attendance.

2.0 Activities at the Gathering

The agenda for the Gathering appears below. Information about the activities that took place starts on the next page, after the agenda.

2.1 – Agenda for the Gathering

Agenda

Saskatoon Urban Aboriginal Community Gathering

June 12th, 2014 – 5:30 p.m. to 8:30 p.m. – Saskatoon Inn

- 5:30 Welcome – MC – Milt Tootoosis – Director of Livelihood and Economic Independence, Office of the Treaty Commissioner
Opening Prayer – Elder Mike Maurice
- 5:35 – 5:40 Greetings – His Worship, Mayor Don Atchison, City of Saskatoon
- 5:40 – 5:45 Greetings – Tribal Chief Felix Thomas, Saskatoon Tribal Council
- 5:45 – 5:50 Greetings – President Shirley Isbister, CUMFI
- 5:50 – 5:55 Overview of process – Milt Tootoosis
- 5:55 – 6:05 Attainable housing, economic development, urban reserves – Laura Hartney and Leslie Anderson – Neighbourhood Planning Branch, City of Saskatoon
- 6:05 – 6:15 Saskatoon Police Services – Police Chief Clive Weighill
- 6:15 – 6:45 Small group discussion. Participants will have a choice of one of the above two topics to discuss.
- 6:45 – 6:55 Sport, culture and recreation, youth leadership initiatives, racism education – Lynne Lacroix – Manager, Community Development City of Saskatoon
- 6:55 – 7:05 Aboriginal employment recruitment and retention, Aboriginal relations, intergovernmental affairs – Gilles Dorval – Director of Aboriginal Relations, City of Saskatoon
- 7:05– 7:35 Small group discussion. Participants will have a choice of one of the above two topics
- 7:35 – 7:55 Growing Forward – transit, core bridges, major corridors development – Don Cook – Transportation Planning Engineer, City of Saskatoon
- 7:55 – 8:15 Small group discussion
- 8:15 – 8:30 Closing remarks and next steps – Gilles Dorval



2.2 – Program for the Gathering

The master of ceremonies for the Gathering was Milt Tootoosis, Director of Livelihood and Economic Independence, Office of the Treaty Commissioner. Mr. Tootoosis' participation was the OTC's contribution to the Gathering.

The Gathering began with a blessing of the food and a prayer by Elder Mike Maurice; then there was a series of welcomes and greetings from representatives of the three partners that participated in organizing and presenting the Gathering.

The information/discussion portion of the meeting consisted of a series of presentations by City of Saskatoon staff followed by group conversations. This is consistent with the format used for Saskatoon Speaks, a community visioning process where citizens told the City what matters to them, what they value about Saskatoon, what they want to improve, and what they aspire to achieve in the future.

The first two presentations were:

- Attainable housing, economic development and urban reserves – Laura Hartney and Leslie Anderson – Neighbourhood Planning Branch, City of Saskatoon
- Saskatoon Police Services – Police Chief Clive Weighill

Participants had 25 minutes to discuss the two presentations and provide feedback. They could discuss one presentation or both, as each table group wished. Discussion leaders sat at each table to guide the conversation and to record comments.

Participants were asked to respond to three questions:

1. What did you like about what you heard?
2. How could programs and services in this area be improved?
3. Who else could we be working with to provide these programs and services?

The third and fourth presentations were:

- Sport, culture and recreation; youth leadership initiatives, racism education – Lynne Lacroix – Manager Community Development, City of Saskatoon
- Aboriginal/employment recruitment and retention; Aboriginal relations, intergovernmental affairs – Gilles Dorval – Director of Aboriginal Relations, City of Saskatoon

The discussion process was repeated after the second set of presentations. Participants responded to the same three questions, and a discussion leader/recorder wrote down the comments.

The fifth and last presentation was:

- Growing Forward – Transit, core bridges, major corridors development – Don Cook – Transportation Planning Engineer, City of Saskatoon

After the last presentation, participants again had an opportunity to discuss what they heard and their comments were recorded on comment sheets.

As well as listening to the five presentations, participants were able to review written notes that emphasized the main points made during the presentations. A copy of the presentation notes appears in Appendix B.

During the table discussions, discussion leaders recorded the comments made. There were also comment sheets on each table, so that participants could provide comments on any topic important to them.

As well, participants completed an evaluation form giving their perceptions of the Gathering itself. The evaluation form addressed four topics.

1. How did you hear about this event?
2. Was the information that was displayed and/or presented easy to understand?
3. Did you feel that you had an opportunity to share your opinions, thoughts and concerns?
4. Please comment on the facility chosen for the event.

A summary of the evaluations is provided in Appendix C.

3.0 Important Themes From the Gathering

During the discussions participants were asked to respond to three questions.

1. What did you like about what you heard?
2. How could programs and services in this area be improved?
3. Who else could we be working with to provide these programs and services?

In actual practice, however, participants sometimes responded to all three questions in the same sentence or the same comment. Therefore the important themes listed below are organized according to topic.

3.1 – General Themes

The themes below were not specific to any group or any topic. They arose during all discussions and were mentioned by most groups.

- **Racism** – Some (perhaps many) of the participants have experienced racism in the Saskatoon community. This was a comment about society in general, not about City of Saskatoon staff or programs in particular. The examples given include medical personnel who diagnose based on stereotypes, discrimination in housing, and racism by police.
- **Need for racism education**—Participants used various terms: “racism education,” “anti-racist education,” “anti-oppressive education,” “learning about white privilege.” They talked about the need for “cultural competency.” In all discussions the message was clear – City staff, including the police, need training so they have a better understanding of Aboriginal people and Aboriginal culture and so they interact with Aboriginal people more respectfully.
- **Increased hiring of Aboriginal people** – Most of the groups talked about the need for the City to hire more Aboriginal people in all capacities including police officers, recreation and youth workers, frontline workers and managers. The purpose of this hiring would be two-fold: to create more job opportunities for Aboriginal people, and to make City services more welcoming to Aboriginal people.

3.2 – Affordable Housing, Economic Development, Urban Reserves

Nearly all the comments during this discussion focussed on housing. There were only a few comments about economic development and urban reserves and some of the comments on these topics were within the context of housing.

- **More affordable housing needed** – The strongest and most predominant theme emerging from this discussion was the need for more affordable housing. This concern referred to both rental housing and home ownership. Overall, there simply isn't enough affordable housing for all the people who need it. Sometimes lack of housing forces people into unsafe, unhealthy or dangerous situations, for example, seriously overcrowded homes, couch surfing, or women who want to leave a dangerous situation but have nowhere to go.

There are many dimensions to this issue:

- Support is needed for the transition from shelters to housing and from rental housing to home ownership.
 - People who need housing are diverse – large families, single moms, homeless youth, single men, individuals or families who need support with aspects of daily life – and different housing options are needed. Housing isn't one-size fits all.
 - Bureaucracy is a problem. Waiting lists for housing are too long, application processes are too complicated and rules are too inflexible.
 - Low income housing should be distributed throughout the city, not centralized in one or two areas.
- **Existing housing initiatives not enough** – Participants liked the five percent down payment grant available through the Mortgage Flexibilities Program and mentioned positive housing initiatives by groups such as Quint, CUMFI, STC and others, but also emphasized that these programs are not enough to provide all the affordable housing needed.
 - **Innovative approaches to housing needed** – Innovative approaches mentioned include rent-to-own, lower rents for people who are saving for a down payment, housing on urban reserves, co-op housing, assistance from Band or government to raise down payments, and sweat equity.

3.3 – Saskatoon Police Service

- **Appreciation for Police Chief** – Participants expressed appreciation for the Police Chief as an individual, said that he is honest, understands the issues and is trying to change the profile of the police. They appreciated that he acknowledged the problems of the past.
- **Police Service now more engaged in community than in the past** – Participants recognized that the police service is more engaged in the community than it used to be. Police officers participate in cultural activities and community gatherings, the police service has established community partnerships and officers have more cultural awareness than in the past.
- **More Aboriginal police officers needed** – It was noted repeatedly that 11 percent of Saskatoon police officers are Aboriginal. Some participants said that the percentage should be higher and that the process used to recruit Aboriginal police officers should be expanded or improved.
- **Areas for improvement** – Some areas for improvement were also noted. Some participants said that the police practice racial profiling and that Aboriginal people experience racism, prejudice and discrimination daily at the hands of the police. Some participants said that police need more cultural, anti-racism, anti-oppression training and need to truly engage with this training.
- **Specific issues** – Specific issues or problems that participants want the police to address more fully included support for women who experience domestic violence, a range of other types of women's programs, gangs, missing and murdered women, and a more extensive repertoire of strategies for dealing with youth.

3.4 – Sport, Culture, Recreation, Youth Leadership Initiatives, Racism Education

Most of the comments during this session were about sports, culture and recreation programming and about racism education. There were few comments specifically about youth leadership. However, it is important to note that youth can develop leadership skills through participation in sports and cultural activities.

- **More recreation programs needed** – Participants noted some positive initiatives relating to sports, culture and recreation such as the Leisure Guide, the Shaw Centre, the Little Sisters in Action program and programs at White Buffalo Youth Lodge. There were positive comments about the Mē Ta Wē Tān program. However, the great majority of comments were about the need for additional youth recreation programs, an expanded range of programs, and more funding for programs. The range of programs suggested was very broad and included all types of sports, culture and recreation activities, indoor and outdoor activities, and programs for adults and children.
- **Barriers to participation** – Most of the barriers to participation identified were financial. Participants said there should be more free programs and were concerned about people who are not eligible for leisure pass discounts or KidSport support because their income is slightly above the cut-off.
- **Reducing racism** – Comments about racism and racism education fell into two broad categories:
 - Promote pride, among all Saskatoon citizens, in the city’s Aboriginal heritage. There were many suggestions for doing this ranging from street names in Cree/Michif/Dakota, to featuring Aboriginal art in City facilities, to regularly highlighting Aboriginal events in City communications.
 - Strengthen racism education, anti-racism education, anti-oppression education for City staff and the community in general.
- **Potential partners** – Participants recognized that sports, culture and recreation programs and racism education will reach more people if offered in cooperation with other organizations. Suggestions for partners included schools, KidSport, SaskSport (particularly the Dreambroker program), SIAST, SIIT, CUMFI, STC, Friendship Centres, CLASSIC, Boys and Girls Clubs, U of S, reserves around Saskatoon, and White Buffalo Youth Lodge. It was noted that programs that serve youth should have Aboriginal mentors for Aboriginal children.

3.5 – Aboriginal Employment, Recruitment and Retention

Participants mentioned a few employment initiatives that are going well such as the Potash Corporation’s commitment to hire Aboriginal people and Radius Employment Programs. However, most of the comments were about improvements they would like to see in the future.

- **Potential partnerships** – Participants at the Gathering offered many suggestions for enhancing Aboriginal employment and there was recognition that the City needs to work with other organizations to achieve this goal. Educational organizations were mentioned including Gabriel Dumont Institute, Saskatchewan Indian Institute of Technologies and the University of Saskatchewan. New or innovative partnerships were mentioned as well. For example, participants said that City staff could be talking with Aboriginal high school students about jobs with the City, there could be more youth internships with the City, and the City could be partnering with Social Services to create pathways from social assistance to employment.
- **Welcoming environment for Aboriginal workers**—Participants said that the City of Saskatoon can be more welcoming to potential Aboriginal employees by hiring more Aboriginal frontline workers so the community sees Aboriginal faces at City Hall, using Aboriginal models in City ads and recruiting posters and featuring First Nation and Metis protocols at City events.
- **Preparation for the workforce** – Supports that would enable Aboriginal people to participate more fully in the workforce include educational upgrading of all types including help getting Grade 12 and missing credits, driver training to get a driver’s license, help with resume preparation and interview skills, and clothes for interviews.
- **Barriers to employment** – Barriers to employment that some Aboriginal people experience include lack of child care, lack of transportation and struggles with addiction. Removing some of these barriers by, for example, locating a daycare at the workplace would facilitate employment.

3.6 – Growing Forward

Growing Forward is a City of Saskatoon public planning initiative to manage City of Saskatoon infrastructure so the City is ready for a population of half a million people 30 – 40 years from now. Transit is just one dimension of Growing Forward, but transit was the main focus of both the presentation and the discussions at the Gathering.

- **Travel time** – The majority of comments were about travel time and frequency of buses. Participants wanted reduced travel times, waits that do not exceed 10 -15 minutes, more express buses, more direct routes and better adherence to the posted bus schedule.
- **Other issues** – Many other issues were mentioned less frequently including a desire for heated bus shelters, concerns about safety on buses especially at night, the high price of transit (\$3.10 per trip), rude bus drivers, more respect for seniors on buses, shuttle buses specially for seniors, and crowded buses (or alternately, buses that run empty).

4.0 Possible Recommendations for the Future

Below are six possible recommendations arising out of discussions at the Saskatoon Urban Aboriginal Community Gathering held on June 12, 2014. A rationale is provided for each possible recommendation.

It is recommended that the City of Saskatoon:

1. **Recommendation**—Continue to provide cultural and anti-racism education to City staff and police officers.

Strategic Alignment – Quality of Life

Rationale – Cultural and anti-racism education will enable City staff to interact more respectfully with Aboriginal citizens. City staff members' increased understanding and more respectful behaviour will carry over into their personal lives and so the community will be enhanced. Also, City staff will be role models for other adults and youth and the City itself will be an example for other cities.

2. **Recommendation** –Expand its hiring of Aboriginal people, particularly in highly visible roles such as police officers, frontline staff and managers and, when necessary, partner with education and social service agencies to support Aboriginal people in getting the qualifications they need for employment and movement up the career ladder.

Strategic Alignment – Continuous Improvement

Long term strategy to offer an inclusive workplace that embraces diverse backgrounds

Rationale – The goal is a representative workforce in which Aboriginal people are represented in the same proportion as in Saskatoon as a whole. A representative workforce means that Aboriginal people are employed at all levels (management, administration, police, frontline, labourer) in the same proportions as in the general population. This is a matter of basic fairness. It is also a way of making City services and facilities more welcoming to Aboriginal citizens and of providing role models for Aboriginal youth, so they will aspire to a career with the City someday.

3. **Recommendation** – Ensure that Aboriginal people, culture and history are represented in the City of Saskatoon. Many other actions can be taken in addition to hiring more Aboriginal staff. These include using Aboriginal names for streets and subdivisions, placing Aboriginal art in public locations, including information about Aboriginal events in City ads and publications, and increasing the Aboriginal content in public library collections.

Strategic Alignment - Quality of Life

Rationale – Aboriginal people make up a significant and growing percentage of the Saskatoon's population. It is important to recognize the contributions of Aboriginal citizens and the value of Aboriginal culture and history.

- 4. Recommendation** – Find ways to provide more free or low-cost sports, culture and recreation programs for low or low-middle income citizens.

Strategic Alignment - Quality of Life

Long term strategy to ensure existing and future leisure centres, and other recreational facilities, are accessible physically and financially and meet community needs.

Rationale – Children and youth learn leadership skills through participation in sports programs and valuable cultural and personal skills through participation in all types of cultural and recreation programs. Young people enjoy these programs and want to participate. They are in a constructive environment having positive experiences that enhance their life now and increase their potential for success as adults. Many sports and recreation program include physical activity and opportunities to learn new skills, and thus contribute to healthy lifestyles and improved quality of life.

- 5. Recommendation** – Reduce travel times and wait times for City transit and ensure closer adherence to the transit schedule.

Strategic Alignment - Moving Around

Short term priority of increasing transit ridership by changing attitudes around public transit, and provide service that is safe, convenient, reliable and affordable.

Rationale – Quicker trips and shorter wait times make transit more convenient and user-friendly which, in turn, makes people’s lives easier and serves as an incentive for people to use transit.

- 6. Recommendation** – Increase the amount of safe affordable housing in Saskatoon and ensure that various types of housing needs are recognized, for example, the housing needs of homeless teens, big families and single adults are all quite different.

Strategic Alignment - Quality of Life

Long Term strategy of increase the supply and range of affordable housing options.

Rationale – Safe adequate housing is a basic human need. When individuals and families have a secure place to live, they have a foundation that enables them to move forward and focus on other aspects of life such as education and employment.

5.0 Moving Forward

This summary of the Saskatoon Urban Aboriginal Community Gathering held June 12, 2014 will be shared with STC and CUMFI (the City’s partners in the event), people who attended the event and the broader community. The information in this summary will be used by the City of Saskatoon and its partners to set direction for future policy, program and service delivery and to inform decision making in these areas.

Appendix A – Planning and Organizing the Gathering

Responsibilities

The City of Saskatoon was financial host for the Gathering and assumed responsibility for most aspects of planning and organization. City staff sought advice from STC and CUMFI on organization of the Gathering and on the program for the event.

City of Saskatoon staff:

- booked space at the Saskatoon Inn and worked with Inn staff to plan the meal that preceded the Gathering
- worked with STC and CUMFI to plan the program
- sought advice from STC and CUMFI on appropriate ways of inviting the Aboriginal community to the event and organized all publicity for the event
- collaborated with STC and CUMFI to organize information displays about each of the three partners – staff from the partners were available at their organization’s display to answer questions from Gathering participants
- arranged for follow-up to the Gathering including a thank you to those attending on the City of Saskatoon website and preparation of this summary of the event.

Promotion of the Event

The Saskatoon Urban Aboriginal Community Gathering was widely publicized in order to reach as many people as possible. Publicity included:

- ad on the website of *Eagle Feather News*
- ad in the *Indigenous Times* newspaper
- notice on the City of Saskatoon’s page in the *Star Phoenix* newspaper
- notice on the City of Saskatoon’s website
- announcements on CBC radio
- posters at the three partners’ facilities and other locations around the city
- e-mails to individuals on various e-mail lists including those of the three partners and some community associations
- flyers provided in specific areas of the city
- Facebook and Twitter announcements with staff assigned to respond to questions and comments about location, time purpose, etc. of the Gathering
- news releases to all news media in Saskatoon and area.

In addition to the promotional methods listed above, staff of the three partner organizations played a very active role in informing the public about the Gathering. They talked about when they gave presentations and attended meetings. They also invited people they talked to during their daily work.

Removing Barriers to Participation

The three partners in the Gathering tried to remove or reduce some of the barriers that may prevent people from participating in community meetings. Actions taken to remove barriers included the following:

- A meal was provided immediately before the Gathering, so that people who came directly from work did not have to worry about getting supper.
- A shuttle bus from Cosmo Civic Centre to the Saskatoon Inn (and back) was organized, because people without cars might find it difficult to get to the Saskatoon Inn.
- CUMFI facilitated the attendance of people who live in nine of the rental buildings they administer by providing daycare at one of these buildings and organizing transportation from the buildings to the Saskatoon Inn.

Follow Up

This summary provides detailed information about the Gathering. In addition there were other shorter follow-ups.

- The City of Saskatoon posted a note of thanks on its website expressing appreciation to everyone who attended and to STC and CUMFI for their partnerships.
- The *Eagle Feather News* posted an article about the event on its website.

Appendix B – Presentation Notes for Table Discussion

Urban Aboriginal Community Meeting Presentation Notes for Table Discussions

1. What did you like about what you heard?
2. How could programs and services in this area be improved?
3. Who else could we be working with to provide these programs and services?

Presentation #1: Attainable Housing, Economic Development, Urban Reserves

Mortgage Flexibilities Program

- 5% down payment grant
- Contact builder if interested
- Projects are listed at www.saskatoon.ca/go/housing

Equity Building Program

- Borrowed down payment
- May choose any home in Saskatoon
- Partner: Affinity Credit Union 306-934-4000

Housing Handbook

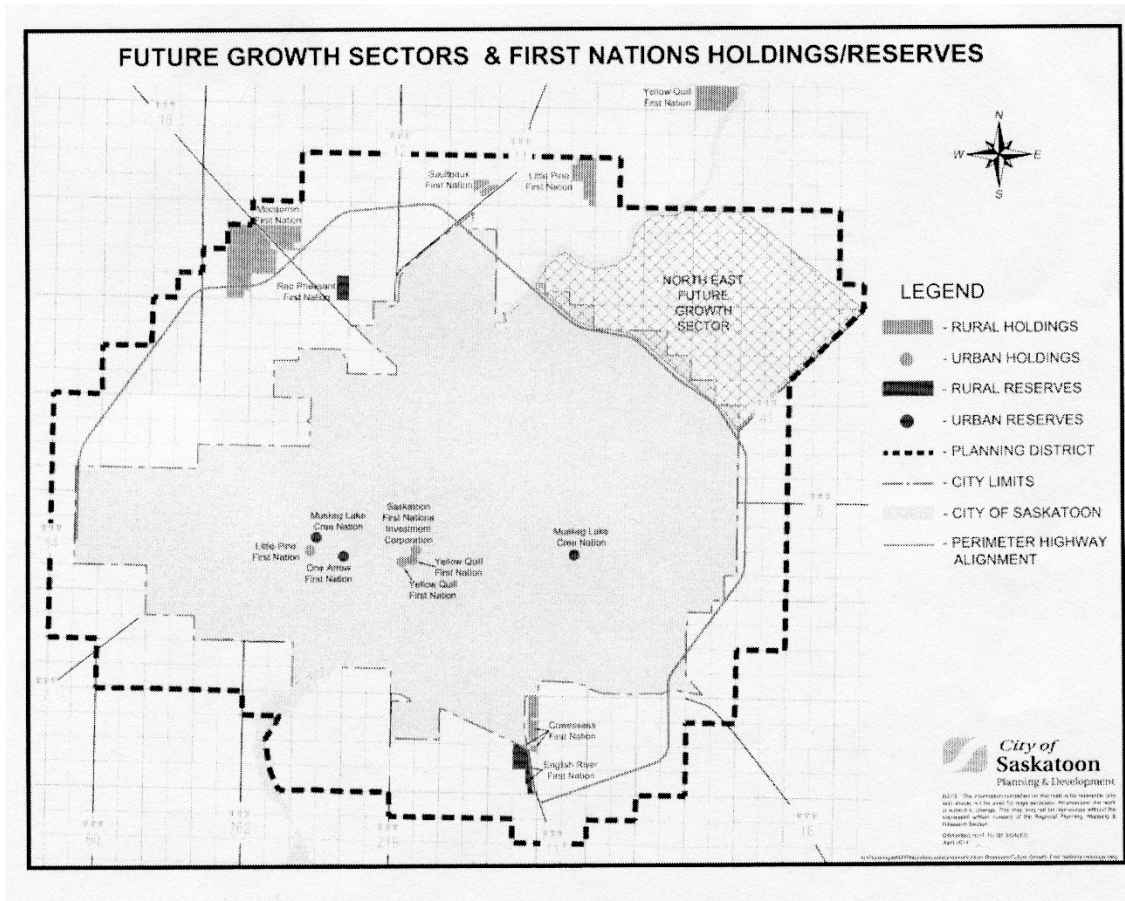
Please refer to the Handbook for more information:

- Rental agreements
- Mortgage calculators
- Help with unsafe rental units
- Tenant rights and responsibilities
- Contact listings

Urban Reserves: City and First Nations Partnerships

Reserve Creation

- First Nation and Municipality agree to:
 - Fee for service
 - Compatible bylaws
- Governor General of Canada creates Reserve



Please refer to the blue brochure "Treaty Land Entitlement" for more information.

Presentation #2: Saskatoon Police Service

Police Service Positions Specifically Created to Serve the Aboriginal Community

- Aboriginal Victim Services – 2 positions
- Aboriginal Missing Person Coordinator – 1 position
- Aboriginal Recruiting Office – 1 position, Police Service 11% Aboriginal
- Cultural Resource Officers – 1 Sergeant, 4 Constables
- Aboriginal Relations Consultant – 1 position
- Aboriginal Summer Employment and Mentorship Program – 2 positions

Aboriginal Partnerships

- Saskatoon Tribal Council – Action Accord Memorial for Missing and Murdered Women at new police headquarters, Regional Inter-Sectoral Committee, Aboriginal Employment Strategy, regular meetings with the Tribal Chief and Police Chief
- Committee work with CUMFI, meetings with Shirley Isbister and Métis President Robert Doucette
- Chief's Advisory Committee on First Nations and Métis – Elder Advisory and Sweat Lodge Ceremony – held four times per year
- Chief's Youth Advisory Committee
- Aboriginal Police Preparation Course SIAST
- Saskatoon Police Advisory Committee on Diversity
- Treaty 4 Police Academy

Police Sponsored Functions

- Diversity Breakfast on the international day for the Elimination of Racial Discrimination
- Cadet Program – beginning this fall
- Annual Race Against Racism
- Aboriginal Achievement Awards
- Aboriginal Graduation Awards and Celebration

Police Supported Initiatives

- Missing Women Awareness Marches
- Annual Day of Mourning – murdered or missing women
- National Aboriginal Day
- Cody Bear Annual Cultural Camp and Peacekeeper Summer Camp
- Back to Batoche Days
- Pow Wows/Cultural Days – FSIN, Dakota Dunes, Saskatoon Public and Saskatoon Catholic School Boards, SIAST, U of S
- Louis Riel Day

Police Cultural Training

- Recruit training at Saskatchewan Police College – large segment focusing on Aboriginal history and culture relating to First Nations and Métis
- Intensive internal training to every member of the Service. Main consultants John Lagimodiere (*Eagle Feather News*), Justice Lafond, and Helen Smith-McIntyre
- Cultural Diversity Course – Saskatchewan Police College
- Yearly Aboriginal Victim Services – 2 positions
- Aboriginal cultural teachings – Elders and Sweat Lodges
- Truth and Reconciliation Commission

Presentation #3: Sport, Culture and Recreation; Youth Leadership Initiatives; Racism Education

Leadership

The City has a number of initiatives focused on developing the leaders of tomorrow. Many of these initiatives are to encourage more urban Aboriginal young people to become leaders in sport, culture, and recreation opportunities.

Strategic initiatives include:

1. Atoske Youth Leadership Camps;
2. Aboriginal lifeguard and fitness leader training;
3. Youth leadership summits;
4. Unified Minds – Youth Action Network; and
5. Community leadership program initiative in partnership with the United Way of Saskatoon and Area, Saskatoon Health Region, and the U of S

Education and Awareness

The City is committed to working with community organizations, business and labour, all orders of government, and other stakeholders to create an inclusive community, where ethno-cultural diversity is welcomed and valued, and where everyone can live with dignity to their full potential, without facing racism or discrimination. A big part of this includes creating awareness and understanding in the community regarding the issues and acceptance of the various cultures that make up Saskatoon.

Anti-racism and education strategic initiatives include:

1. Worked with the Truth and Reconciliation Commission Saskatoon event to deliver community education sessions;
2. Advising City Council through the Cultural Diversity and Race Relations Advisory Committee;
3. Providing education session and materials targeted at bridging the gap between Aboriginal and Newcomer community including working with our community partners such as the Office of the Treaty Commissioner and settlement agencies;
4. Developed a protocol for evacuees from First Nations northern communities to ensure services delivered are culturally appropriate and to promote increased cultural awareness between the host community and the evacuees;
5. Promoting Aboriginal awareness and understanding racism sessions for City employees;
6. Develop and strengthen partnerships with other community entities involved in anti-racism public education;
7. Promoting Race Relations Month and associated program activities;
8. Developing an anti-racism education tool kit; and
9. In partnership with Core Neighbourhood Youth Co-op, Unified Minds is an open forum for people ages 13-19 to share their ideas on subjects of racism and discrimination, youth engagement and civic participation.

Recreation and Sport

The City believes that to promote a healthy society it is important to provide access to basic recreation programs and services to all residents within the city, including those where cost is a barrier to participation. The benefits of recreation are well documented and include skill development, as well as improved emotional, physical, and social health and well-being.

Strategic initiatives include:

1. A dedicated Aboriginal Programmer position overseeing sport, culture, and recreation activities showcasing the Aboriginal culture, traditions, and traditional games. (MĒ TA WĒ TĀN programs)
2. White Buffalo Youth Lodge;
3. MĒ TA WĒ TĀN Leisure Guide;
4. Aboriginal Resource Directory;
5. MĒ TA WĒ TĀN summer cultural van program;
6. Little Sisters in Action event; and
7. Leisure Access Program for low-income residents

Arts and Culture

The City of Saskatoon is working to value and celebrate Aboriginal arts and culture and strengthen opportunities for cultural interaction and representation.

Strategic initiatives included:

- Public Art installations:
 - Land of Berries (in partnership with Tribe)
 - Spirit of Alliance, War of 1812 (commissioned by Whitecap Dakota First Nation)
- Support for the 2014 Aboriginal Artists Symposium
- Building capacity within the artists community to submit proposals to City of Saskatoon and other calls for submissions
- Moose Jaw Trail public art opening and ceremonial unveiling to celebrate the preservation of the Moose Jaw Trail
- Annual funding to Wanuskewin Heritage Park

Presentation #4: Aboriginal Employment Strategy, Aboriginal Relations and Intergovernmental Affairs

The City of Saskatoon is committed to working with the Aboriginal community to identify programs and services for Aboriginal residents.

The City has developed a variety of programs and initiatives that have been designed to:

1. Engage the Aboriginal community
2. Increase the quality of life for Aboriginal people
3. Increase the number of Aboriginal people working for the City

Aboriginal Employment Strategy

- The City of Saskatoon is committed to achieving employment equity goals, building a diverse workforce, and ensuring the civic workforce is representative of the public it serves
- The City has identified an “Inclusive Workforce” as a strategic priority, which includes the development of an Aboriginal Employment Strategy and Intercultural and Inclusion Awareness opportunities

Key strategic initiatives include:

1. Aboriginal Pre-employment Heavy Equipment Operator Training
2. Employee Development workshops on cultural bridging, Aboriginal awareness and intercultural competency
3. Recruitment efforts such as career fairs, recruitment events, and strategic employment advertising

Aboriginal Relations and Intergovernmental Affairs

- Programs and initiatives often rely on partnerships with Aboriginal government and community-based service providers to ensure that the needs of Aboriginal residents in Saskatoon are well understood and being addressed
- Partner organizations include:
 - Saskatoon Tribal Council
 - Central Urban Métis Federation Inc.
 - Saskatoon Indian and Métis Friendship Centre
 - Gabriel Dumont Institute
 - Métis Nation of Saskatchewan
 - Federation of Saskatchewan Indian Nations
 - Saskatchewan Indian Institute of Technologies
- The recent flag-raising ceremony for the Treaty Six Territory and Métis Nations flags at City Hall was a formal recognition of the Integral role Aboriginal peoples have in the history and future development of Saskatoon
- The newly created senior level position, Aboriginal Relations Director, will help the City to strengthen relations with the Aboriginal community and government

Presentation #5: Growing Forward! Shaping Saskatoon

Please refer to the Growing Forward Summer 2014 Fact Sheet for your table discussions.

What is Growing Forward Shaping Saskatoon?

Growing Forward! Shaping Saskatoon is a specific public planning initiative to help guide investments to accommodate growth to half a million people.

It is the next step after Saskatoon Speaks to begin implementing some of the input we received from that important public engagement. Saskatoon has a need for a new way of planning to help us navigate challenges associated with rapid population growth. The resulting growth plan will ensure Saskatoon continues to be a great place to live by creating opportunities for prosperity and a high quality of life where everyone in our community benefits.

What are the outcomes of Growing Forward! Shaping Saskatoon?

The Growth Plan to Half a Million will guide investments to create options for citizens to move around, work, shop and play closer to home while improving access throughout the entire city. By creating more transportation choices and building places that bring people together, our city will be a healthier, more sustainable, accessible and attractive place to live.

What work will be done through Growing Forward! Shaping Saskatoon?

We will build upon recent and ongoing initiatives to develop the Growth Plan to Half a Million, and will focus on answering the following three questions:

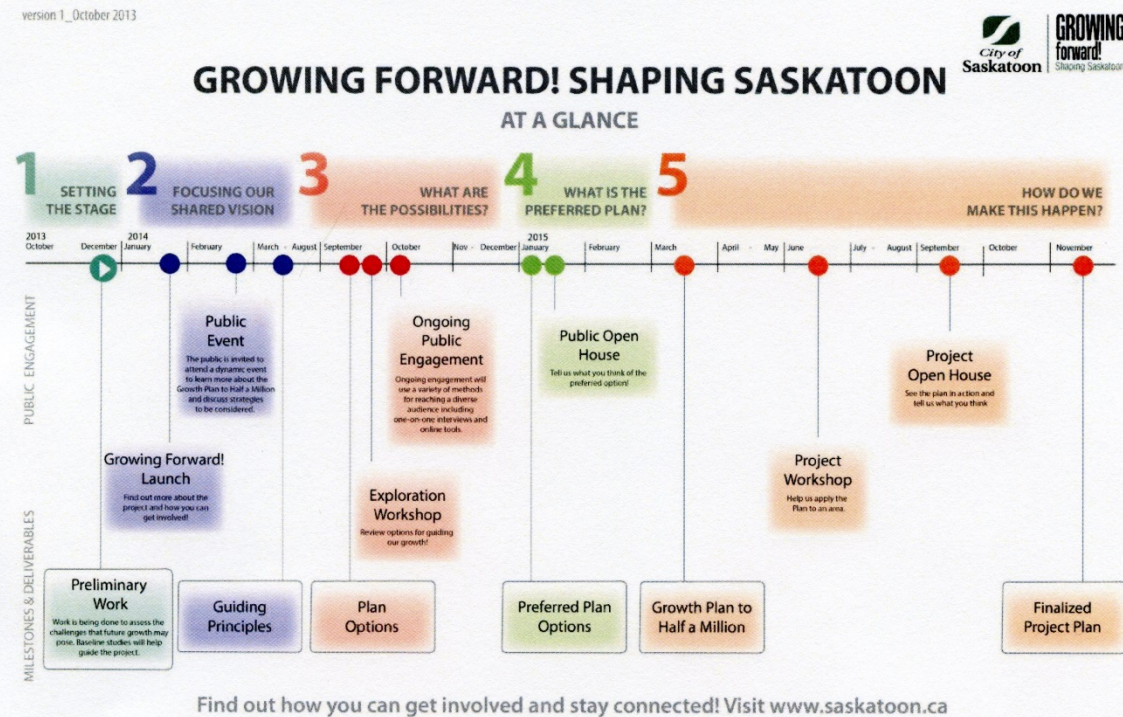
- **How does Saskatoon accommodate half a million people within existing city limits?** We will need to consider recent neighbourhood and strategic growth plans (i.e. downtown, north downtown, and university lands) to accommodate growth. We will also need to consider how to build-up existing areas of our city and grow development near main transit corridors.
- **How can transit become an attractive option for moving around?** Choices for getting around Saskatoon easily and affordably are necessary components in achieving a high quality of life for our citizens. We will explore transit service options that will appeal to more citizens.
- **Does Saskatoon have the right bridge network capacity?** To support travel and transportation choices within strategic growth areas, existing bridge and adjacent road networks need to be assessed. A combination of modifications may be considered to improve moving around Saskatoon now and in the future.

In addition to each of these key areas, the City will explore utility and infrastructure enhancements to support growth, as well as evaluate the resources needed to invest in these improvements.

What is the process for Growing Forward! Shaping Saskatoon?

Saskatoon belongs to you and this is your opportunity to have your say. Over the next two years, we will work closely with the community to determine risk factors for a do-nothing approach; define success for possible improvements; and, seek input on new ways of developing neighbourhoods, transit systems, and bridge and adjacent road networks.

The following diagram provides an overview of the process:



When and how can the public become involved in this project?

Growing Forward! Shaping Saskatoon invites input from all citizens to help us grow in a way that is balanced, responsible, and creates opportunities for our city. Each phase of the process will provide ample opportunities to provide input and ask questions. This will ensure the Plan considers the needs and ambitions of our community.

The project webpage will be launched in the New Year to provide up-to-date information and opportunity for digital engagement. The first community engagement event is planned for February 2014, where citizens will have the opportunity to ask questions and provide input. Public consultation will be ongoing and several opportunities will be provided for the public to engage in the project.

How much is this going to cost?

The budget for this project is about \$1.5 million. While this is a significant investment, developing an accurate detailed growth plan is necessary in order to create opportunities for prosperity and quality of life so Saskatoon continues to be a great place to live.

Does Growing Forward! Shaping Saskatoon discourage the use of cars?

No. Growing Forward! Shaping Saskatoon is about providing attractive and viable transportation choices. This project will consider opportunities for improving public transit options, including potentially creating a rapid transit service.

What is rapid transit?

Initially, the City of Saskatoon will consider a bus rapid transit (BRT) service. BRT allows faster, more convenient and direct trips for riders using features such as limited and enhanced stops, priority at intersections, real-time information, and various types of dedicated facilities.

Will this study alter the direction of existing projects?

Recently completed and ongoing projects will be considered as part of Growing Forward! Shaping Saskatoon. Land-use plans for the City Centre, North Downtown and University will be considered, along with other projects such as the Traffic Bridge, North Commuter Parkway and Perimeter Highway.

Will this study determine what will happen with the Traffic Bridge?

No. City Council has decided the Traffic Bridge will be replaced at its current location. The new bridge will consist of two travel lanes and wide multi-use pathways on both sides to accommodate pedestrians and cyclists.

How is this different from the Regional Plan project currently underway?

Growing Forward! Shaping Saskatoon is focused on supporting growth to half a million people within existing city limits. The Regional Growth Plan is aimed at coordinating development plans amongst the City's regional partners to manage urban and rural growth to one million people or more.

Appendix C – Evaluation of the Gathering

Participants at the Saskatoon Urban Aboriginal Community Gathering were asked to complete an evaluation form giving their perceptions and opinions about the Gathering. About 20 percent of the adults attending completed the evaluation form, so their comments cannot be considered representative of everyone who was there. As well, some participants did not answer every question on the evaluation form. Nevertheless, these comments gave useful information about participants' experiences of the event.

The evaluation form included four questions:

1. How did you hear about this event?

The majority of people who answered this question said that they were made aware of the event through an e-mail. E-mails came from the City of Saskatoon, community associations or specific City staff. Several participants were told about the event by staff of STC or CUMFI. A couple of people heard about it through CBC radio and the *Star-Phoenix*.

The answers to this question illustrate the need to use a range of methods and media to inform the public about events. Traditional media such as newspapers, radio and television remain important, but e-mail, Facebook and Twitter are of equal importance. In addition, face-to-face communications are of significant value, especially when an event is designed for a specific group within the community.

2. Was the information that was displayed and/or presented easy to understand?

Of the 14 people who responded to this question, 13 answered "yes" and one answered "no." Three themes were evident in the comments:

- Participants enjoyed hearing about everything being done to make the City a better place.
- The speakers did a good job.
- The presentations were rushed and there should have been more time to answer questions.

3. Did you feel that you had an opportunity to share your opinions, thoughts and concerns?

Of the 15 people who answered this question, 13 said "yes" and two said "no." Participants shared their opinions by talking to City staff and filling out a comment form as well as by participating in discussions.

4. Please comment on the facility chosen for this event.

The Gathering was held at the Saskatoon Inn which is on the edge of the city, near the airport. Participants said that a central location would have been better and would have allowed more people to participate. They also said that the Saskatoon Inn is a very nice facility and the food is good. A couple of people specifically mentioned the attractiveness of the Inn's garden in the centre of the facility.

Council and Inquiry Outstanding Lists

Recommendation

That the information be received.

Topic and Purpose

The purpose of this report is to provide Executive Committee with a list of outstanding Council and Inquiry matters, for its information.

Strategic Goal

The information contained in this report and attachments align with the long-term strategies related to the Strategic Goal of Continuous Improvement.

Report

Regular updates of Council and Inquiry outstanding lists are forwarded to Executive Committee for information.

Updated lists up to and including items resulting from the meeting of City Council held on November 24, 2014, are included.

Policy Implications

There are no policy implications at this time.

Due Date for Follow-up and/or Project Completion

A further update will be provided in six months.

Public Notice

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

Attachment(s)

1. City Council Outstanding List
2. Inquiry Outstanding List

Report Approval

Written and approved by: Joanne Sproule, City Clerk

Council and Inquiry Outstanding Lists.docx

CITY COUNCIL OUTSTANDING MATTERS

Asset & Financial Management Department

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
Dec. 4&5/12 (Budget)	600- 1x1700-1	Civic Facilities Funding Plan	3) that a further report be provided on a timely basis.	<i>An update is planned for the Fall.</i>
Oct.7/13	4131-5	University Heights Sector Plan Amendment	2) that the Administration report back, at the appropriate time, on any updates of securing financial resources for partially funded and unfunded projects, as outlined in the report of the General Manager, Corporate Services Department, dated July 4, 2013.	<ul style="list-style-type: none"> • <i>North Commuter went to June 9 Council.</i> • <i>Transit funding to be addressed by a Growing Forward report.</i> • <i>Civic Service Facility – report in December 2014</i>

City Clerk's Office

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
June 10, 2013	255-1	Communications Support to Councillors	<p>2) that the preliminary parameters and guidelines be reviewed after the first year, including a review of allocations in an election year; and</p> <p>3) that the Administration undertake a review of all Councillor-related policies with a view to updating and consolidating and report to Executive Committee.</p>	<i>Dec.3/14 Update: Underway and awaiting formulation of Independent Review Commission.</i>

City Manager's Office

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
Mar. 22/10	150-1	Communications to Council Rev. John Fryters, CHAKAM School of the Bible Inc Southern Sudan Humanitarian Action Development Agency Project	That the matter be referred to the Administration for a policy review.	

Community Services Department

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
Feb.10/14	4250-1 x 7500-1	Memorandum of Understanding – Waste Water and Water Services – City of Martinsville	3) that the Administration be authorized to negotiate the terms of a formal agreement with the City of Martinsville to provide waste water and water services, and report back to City Council in due course.	<i>MOU has been executed by both parties.</i>
Mar.31/14	4040-1 x 1815-1	Public Art Policy	that the Administration bring forward a report on those capital projects that qualify for the 1 percent on an annual basis.	

Corporate Performance Department

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
Feb.10/14	185-1	Flag Protocol	7) that the Administration be requested to bring forth protocol regarding flags at City Hall.	<i>Dec.3/14 Update: Administrative Governance Sub- Committee working on Protocol Policy.</i>
May 20/14	4130-13	North Downtown Master Plan – Interim Report #2	2) that the North Downtown Master Plan be completed and the concept plan be submitted to City Council for approval;	<i>Early 2015.</i>

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
			3) that the Administration report further on the Area Revitalization Program as an option to finance the North Downtown Project.	
Aug. 21/14	7830-5	Inquiry – Councillor P. Lorje (April 14, 2014) – Option – Closing Recycling Depots	2. That the Administration report back on the maintenance, security/enforcement and viability of the five recycling depots; and 3. That the Administration investigate and report on banning paper and cardboard from the landfill.	

Saskatoon Fire Department

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
June 9/14	270-1	Communications to Council From: Bruce Chamberlin Date: June 2, 2014 Subject: Trains Carrying Oil Through City	that the general matter of trains in the City be referred to the Administration for review and report on emergency vehicle access to neighbourhoods when entrances and exits are blocked by train traffic.	

Solicitor's Office

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
Aug.14/13	7312-1	U-Pass Agreement between the City of Saskatoon and the Saskatoon Indian Institute of Technologies	3) that the Office of the City Solicitor draft, for the consideration of City Council, the appropriate amendments to The Transit Fares Bylaw, 2004.	<i>In progress.</i>
Nov.18/13	152-1	Process for Handling Barking Dog Complaints	that the matter be referred to the City Solicitor for additional review.	<i>In progress.</i>

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
Dec.2/13	7000-1	Car Share Program – Pilot	4) that the City Solicitor be instructed to amend Bylaw No. 7200, The Traffic Bylaw to include a violation for parking in a stall designated for the Car Share program.	<i>In progress.</i>
Feb.10/14	185-1 x 5000-1	Anti-Bullying	3) that the City Solicitor be instructed to draft an anti-bullying bylaw for Council's consideration; 5) that in addition to a draft bylaw, City Council be provided with options with respect to education and awareness programs, drafted in consultation with community partners	<i>In progress.</i>
Mar.3/14	6295-013-003	Proposed Closure of Right-of-Way Walkway between 569 and 603 Nordstrum Road	2) that upon receipt of the legal land survey documents, the City Solicitor be requested to prepare the appropriate bylaw for consideration by City Council	<i>In progress.</i>
June 23/14	6120-4-2 x 6120-5	Inquiry – Councillor M. Loewen (August 15, 2012) Exhibition Residential Parking Permit Program	2) that Bylaw No. 7200, The Traffic Bylaw, be amended to include the changes in the report of the General Manager, Transportation and Utilities Department dated May 28, 2014; and 3) that the City Solicitor be requested to prepare the necessary amendments to Bylaw No. 7200, The Traffic Bylaw for approval by City Council.	<i>In progress.</i>
Oct.27/14	1930-1	Property Tax Deferral Program for Low-Income Seniors	2. That the City Solicitor prepare the necessary amendments to Bylaw No. 9022, The Low-Income Seniors Property Tax Deferral Bylaw, 2012.	
Nov.21/14 (from Pub Exec)	255-18	Independent Review Commission: Code of Conduct, Conduct of Municipal Elections, Total Compensation for Members of Council	1. That the City Solicitor be instructed to prepare the appropriate bylaw for consideration by City Council;	

Transportation & Utilities Department

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
June 14/10	7000-1	Transportation Demand Management Strategic Plan	2) that the Administration report annually on the progress of the implementation of the strategy; and 3) that the Administration provide a report as soon as possible prioritizing the list of the recommendations contained in the TDM report.	
Aug. 26/11 Service Review	1720-1	Fee for Use of Right-of-Way	That the Administration report further on establishing a fee for use of City right-of-way, including the possibility of a phased in approach.	
Aug. 26/11 Service Review	1720-1	Fees for Blanket Truck Permits and Over-Weight/Over-Dimension Permits	That the Administration report further on charging a \$50 fee for Blanket Permits as they pertain to truck and large vehicle traffic, including the possibility of prohibiting the movement of these vehicles during the rush-hour period.	<i>Early 2015.</i>
Jan. 21/13	6320-1 x6120-1	Enquiry - Former Councillor Heidt (September 12, 2011) Possible Removal of Side Boulevards – 33rd Street AND Communications to Council From: Bruce and Elaine Thomas, Mayfair Hardware Re: Parking on 33rd Street West	2) that the Administration proceed with public consultation for Phase 2, and report back to City Council.	<i>Early 2015.</i>
Apr.22/13	6120-1	Communications to Council From: Ken Achs, President Mid-West Developments (2000) Corporation Date: October 30, 2008 Subject: Parking in the Broadway Area	that consideration of the matter be deferred until such time that the parking and pedestrian study on 9 th Street and Broadway Avenue is received and to allow for further consultation and consideration of options	<i>To follow the Nutana Neighbourhood Traffic Management Plan - April 2015</i>

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
Aug.14/13	6315-1	Paved Roadways – Summer and Winter Operational Service Level Increases	2) that the Administration report further on options for improvements to street sweeping services in new and developing neighbourhoods;	
Mar.3/14	1905-4	Enquiry – Councillor M. Loewen (November 4, 2013) Special Rates – Saskatoon Transit – Field Trips and School Groups	That the Administration provide a report on the uptake of the disposable card program in a year, or at the appropriate time.	
May 5/14	6320-1	Motion – Proposed Changes to Parking and Traffic Operations along 33 rd Street	THAT the proposed changes be reevaluated after the public consultation has been completed with all neighbourhoods impacted along the 33 rd Street corridor.	<i>Part of 33rd Street Study – April 2015</i>
Oct.27/14	6320-1	Motion – Traffic Flow – North Industrial Area (Councillor R. Donauer)	That the Administration report to Council regarding: <ul style="list-style-type: none"> • the possibility of acquiring the abandoned rail spur line between 45th and 46th Street, from Warman Rd to Millar Avenue; • the possibility of adding a road at that location, to connect Millar Ave and Warman Rd for all types of vehicle, pedestrian, and bike traffic; • if full vehicle access is not desired, the possibility of allowing only right in/right out access from Warman Rd; • if full vehicle access is not desired, the possibility of a new road being "one way" to allow eastbound access from the North Industrial to Warman Road to assist with the flow of traffic at Circle Drive North and Millar Avenue, to assist with traffic flow into and out of the North Industrial Area, and to facilitate pedestrian and bike traffic between the North Industrial Area and adjacent residential communities; and 	

Meeting Date	File No.	Subject	Actions/Status	Due-Date/Follow-Up
			<ul style="list-style-type: none"><li data-bbox="989 233 1465 321">• the Administration report back on related options in the Millar/Warman corridor.	

CITY CLERK OUTSTANDING INQUIRIES				
DATE	FILE	SUBJECT	ACTION TO BE TAKEN	DUE DATE / FOLLOW-UP
Aug.8/13	255-1	Enquiry – Councillor C. Clark (August 8, 2013) Delegations – City Council – Matters Not Included in the Council Agenda	Would the Administration please report on options that would provide the public more certainty about when they can expect to speak in making a presentation to City Council on a matter outside the matters on that particular Council Agenda.	<i>Addressed under new governance model for Council & Committees (May 2014)</i>
Dec.2/13	255-6	Enquiry – Councillor Z. Jeffries (December 2, 2013) Updates – Councillor Enquiries	Could the Administration please report on the feasibility of providing a regular update on the status of Councillor enquiries, including estimated dates for answers to be provided?	<i>Interim measure in place. Will be addressed with new electronic agenda & meeting management system</i>
Jan.6/14	265-1	Enquiry – Councillor A. Iwanchuk (January 6, 2014) Enumeration and Voters' List – 2016 Municipal Election	Would the Administration please report on the steps that would be required to have residents of Saskatoon enumerated for the 2016 Municipal Election. Please include in the report if a voters' list would be provided to all candidates, such as is the case in provincial and federal elections.	<i>Dec.3/14 Update: Awaiting formulation of independent review commission. (collaboration/review)</i>

COMMUNITY SERVICES OUTSTANDING INQUIRIES

DATE	FILE	SUBJECT	ACTION TO BE TAKEN	DUE DATE / FOLLOW-UP
Mar.4/13	5605-003	Enquiry – Councillor M. Loewen (March 4, 2013) Services and Accommodations for Seniors and Residents with Physical Disabilities – Options and Possible Partnerships	Would the Administration please explore options and possible partnerships that would allow the City to expand services and accommodations to seniors and to residents with physical limitations. Specifically, please supply information about how the City could address requests for assistance with moving recycling and garbage bins as well as with sidewalk clearing.	<i>Early 2015</i>
May 21/13	4110-1	Enquiry – Councillor Lorje (May 21, 2013) Procedures to Declare East Bank of South Saskatchewan River as a Special Designated Area for additions, new construction and special landscaping	Will the Administration please report on procedures that could be put in place to declare the East bank of the South Saskatchewan River as a Special Designated Area so that additions to homes, new residential construction, and special landscaping would be subject to special approval prior to changes. Specifically, this enquiry is triggered by the unfortunate river bank slumps that occurred in the 200 block of 11 th Street East, and at Spadina and 16 th .	<i>Fall 2014.</i>
Dec.2/13	4350-25	Enquiry – Councillor D. Hill (December 2, 2013) Adult Services Licensing Bylaw – Adult Entertainment Venues	Would the Administration please report back, in approximately six months, on the impact of the Adult Services Licensing Bylaw and any potential recommendations to the bylaw if required. Please ensure the review includes all entertainment venues that are impacted or could be impacted, such as TCU, Broadway Theatre, etc. In addition, would the Administration, in coordination with Saskatoon Police Services report on the possible creation of a local working group/committee/taskforce to monitor and provide comments on the adult service industry.	<i>Fall 2014.</i>
Dec.16/13	150-1	Enquiry – Councillor M. Loewen (December 16, 2013) Policy – Book of Condolences Available at City Hall	Would the Administration report back with recommendations for a policy regarding circumstances where a book of condolences might be made available at City Hall.	<i>Jan.20/14 Update: Report expected April 2014.</i>
Mar.3/14	6120-1	Enquiry – Councillor P. Lorje (March 3, 2014) Time Restrictions for Parking Turnover in Residential Neighbourhoods	Will the Administration please review the requirement for parking turnover of private vehicles in residential neighbourhoods. Currently cars have to be moved at least every 36 hours. This poses a difficulty for people who wish to park their car and go away for the weekend. Can consideration be given to lengthening the time restriction to 48, 60 or 72 hours.	<i>January 2015</i>
Mar.17/14	7500-1 x 2000-1	Enquiry – Councillor C. Clark (March 17, 2014) Establishment of Policy – Access to Leisure Facilities During Service Disruptions	Would the Administration report on the options for the establishment of a formalized policy for providing access to Leisure facilities for residents who are out of water for an extended period of time as a result of water or other service disruption(s) to their house.	<i>Early 2015</i>

CORPORATE PERFORMANCE OUTSTANDING INQUIRIES

DATE	FILE	SUBJECT	ACTION TO BE TAKEN	DUE DATE / FOLLOW-UP
Nov.8/11	7830-5	Enquiry – Councillor R. Donauer (November 7, 2011) Recycling Programs Single-Stream Only vs. Multi-Stream Only	Would the Administration please report on whether other municipalities in Canada have specified that their recycling program must be: 'single-stream only' or 'multi-stream only'. If so, has any litigation ensued as a result of that Council's decision; and what the result of any such litigation was.	
Oct.21/13	230-1	Enquiry – Councillor T. Paulsen (October 21, 2013) Inclusion of Communications Sections in Reports to Council and Committee	Could the Administration please consider adding a Communications Section to each report that comes to Council and Committees, similar to the most recent addition of Environmental Impact. Proper communication of City issues has reached a critical point in Saskatoon where there needs to be a more conscious and consistent effort to inform the public of City initiatives.	
Mar.4/13	5605-003	Enquiry – Councillor M. Loewen (March 4, 2013) Services and Accommodations for Seniors and Residents with Physical Disabilities – Options and Possible Partnerships	Would the Administration please explore options and possible partnerships that would allow the City to expand services and accommodations to seniors and to residents with physical limitations. Specifically, please supply information about how the City could address requests for assistance with moving recycling and garbage bins as well as with sidewalk clearing.	<i>Early 2015</i>
Mar.3/14	600-1	Enquiry – Councillor R. Donauer (March 3, 2014) Design of New Civic Facilities to Collect Rain Water for Useful Purposes	In the interest of water preservation, would the Administration please report on the possibility of designing all new civic facilities with the ability to collect rain water for useful purposes, such as, for flushing toilets and urinals, landscaping, irrigation, and any other possible purpose. Please include plans for the Civic Operations Centre.	<i>Early 2015</i>
Aug.21/14	7830-5	Enquiry – Councillor P. Lorje (August 21, 2014) Implementation of Ban or Control Measures for Plastic Bags	Will the Administration please report on the experiences of other cities that have implemented a ban on plastic bags or various control measures such as a small surcharge on plastic bags. Additionally, could the report include comments on the clean-up costs and environmental implications that the waste collection staff at the landfill and elsewhere have observed within this city as a result of stray and blowing plastic bags.	<i>Early 2015</i>

SASKATOON FIRE OUTSTANDING INQUIRIES

DATE	FILE	SUBJECT	ACTION TO BE TAKEN	DUE DATE / FOLLOW-UP
Aug.21/14	2500-1 x 6170-1	Inquiry – Councillor P. Lorje (August 21, 2014) Carrying Oil through the City – Railways and Pipeline Option	Will the Administration please review the general matter of rail companies carrying oil products through the city and the option of this City Council adopting a position with respect to the building of a pipeline to carry this product to market.	

TRANSPORTATION & UTILITIES OUTSTANDING INQUIRIES

DATE	FILE	SUBJECT	ACTION TO BE TAKEN	DUE DATE / FOLLOW-UP
March 17/08	6150-1	Enquiry – Former Councillor M. Heidt (March 17, 2008) Security – Tunnels Under Circle Drive and Transit Bus Malls	Regarding the last couple of acts of violence at these locations, would the Administration please look at closing one or two, or all tunnels, and/or the costs to put cameras in the tunnels and Transit Bus Malls. Would the Administration identify the funding source if the camera options would provide a deterrent.	<i>SPC on Transportation – January 2015</i>
Sept. 4/12	4139-4	Enquiry – Councillor P. Lorje (September 4, 2012) Maintenance of Trees in Back Lanes	Will the Administration please review the current procedures, authority, funding and staffing with respect to the maintenance of trees that are growing into the back alleys? Bylaw No. 8175, The Property Maintenance Bylaw, speaks to dead or hazardous trees but there appears to be some disagreement about who bears the responsibility for general tree overgrowth into the City's alleys. Saskatoon Light and Power quite properly deals with trees that grow into power lines but my concern is the more general tree growth that impedes traffic in the alleys. Therefore, will the Administration please report on what we would need to put in place in order to have property owners themselves trim their trees that encroach upon the alleys.	<i>February 2015 SPC on Transportation</i>
Jan.23/13	6250-1	Enquiry – Councillor T. Davies (January 23, 2013) Installation of Traffic Lights at Milton Street and Confederation Drive	I would like the City Traffic Facilities to investigate the possibility of installing a traffic light at Milton Street and Confederation Drive rather than a pedestrian light which was on the list for 2015. Currently there are no lights between 33 rd Street and Laurier Drive, which means currently there are no traffic lights helping residents of Massey Place to exit their community. It's my belief that a traffic light at this location will increase the safety of that crossing but also reduce traffic on 33 rd West.	<i>Planned for February 2015 SPC on Transportation</i>
Sept.9/13	6320-1	Enquiry – Councillor E. Olauson (September 9, 2013) Traffic Conditions along McKercher Drive (from 8 th Street to Boychuk Drive)	Would the Administration conduct a review of the traffic conditions along McKercher Drive (from 8 th Street to Boychuk Drive) with the intent to identify options to improve safety and that the Administration also advise Council on the resources and timeline to do so.	<i>Early 2015</i>
Oct.7/13	6315-3	Enquiry – Councillor T. Paulsen (October 7, 2013) Street Sweeping by Third Parties	Could the Administration please report on the level of service they expect from third parties who are responsible for sweeping city streets, particularly in areas where there is on-going construction (i.e. new areas, industrial zones, infill). Could the Administration please report on the enforcement plan that is undertaken when any of those third parties are not meeting the city-set standards.	<i>Multiple divisions are in the process of working on a solution to this problem. This will likely fall under the new Bylaw Division (CY).</i>
Oct.7/13	7300-1	Enquiry – Councillor T. Paulsen (October 7, 2013) Posting Daily Report Card on Transit Reliability	The Toronto Transit Commission posts a daily report card on its website showing transit riders how reliable their service is. The information provides a quick snapshot to transit users to evaluate how punctual or reliable the service was for that day in a way that is easy to read and understand. With the upgraded technology we are now using in our transit buses, could the Administration please report on whether it is possible to communicate with our clients in a similar fashion.	

TRANSPORTATION & UTILITIES OUTSTANDING INQUIRIES

DATE	FILE	SUBJECT	ACTION TO BE TAKEN	DUE DATE / FOLLOW-UP
Mar.31/14	6320-1	Enquiry – Councillor A. Iwanchuk (March 31, 2014) Traffic Calming Measures – McCormack Road	Residents and neighbours of 234 McCormack Road have experienced several vehicular accidents involving their legally-parked vehicles due to speeding and a severe curve to the roadway just after Postnikoff Crescent. Would the Administration please report back as to whether or not traffic calming measures would be useful to help alleviate this ongoing and expensive problem.	<i>February 2015</i>
May 5/14	435-9	Enquiry – Councillor T. Paulsen (May 5, 2014) Monthly Ridership Statistics – Saskatoon Transit	It is my understanding that, through technology, Saskatoon Transit now has the ability to track ridership by neighbourhood. Could the Administration please report on the monthly ridership statistics on a neighbourhood-by-neighbourhood basis.	<i>February 2015</i>
June 23/14	6150-3	Inquiry – Councillor A. Iwanchuk (June 23, 2014) Pedestrian-Activated Crosswalk or Traffic Light Confederation Drive and John A. MacDonald Road	Would the Administration please report on the possibility of installing a pedestrian-activated crosswalk or a traffic light at Confederation Drive and John A. MacDonald Road. This intersection has become increasingly busy and it is difficult for pedestrians to cross, as well as for vehicles to turn west onto Confederation Drive.	<i>February 2015 SPC on Transportation</i>
Sept.29/14	6300-1	Inquiry – Councillor A. Iwanchuk (September 29, 2014) Installation of Street Light – Entrance to Crosswalk at Dicky Crescent	Would the Administration please report back on the feasibility and cost of installing one street light at the entrance to the overhead crosswalk at Dickey Crescent which leads to Blairmore.	
Sept.29/14	6120-2	Inquiry – Councillor A. Iwanchuk (September 29, 2014) Temporary Drop-Off Zone between Father Vachon and Lester B. Pearson Schools	Would the Administration please report on the viability and cost of constructing a temporary drop-off zone between Father Vachon and Lester B. Pearson Schools, in order to alleviate some of the additional traffic as a result of development in Kensington.	
Nov.24/14	6290-1	Inquiry – Councillor A. Iwanchuk (November 24, 2014) Long-term Solutions – City Wide Snow Removal Program	Would the Administration please prepare a long-term solution with respect to the City wide snow removal program including residential snow removal that would eventually have the City grading each residential street as well as removing some or all of the snow from those streets. A possible solution might include a dedicated tax increase for a certain number of years until we reach the required level of funding.	

SOLICITOR'S OUTSTANDING INQUIRIES

DATE	FILE	SUBJECT	ACTION TO BE TAKEN	DUE DATE / FOLLOW-UP
May 6/13	255-1 x 127-12	Enquiry – Councilor R. Donauer (May 6, 2013) Council's Authority and Delegated Authority to Administration	Would the Administration please report to Council with a summary of City Council's authority and any instances where our authority under the Cities Act has been limited, for example, when we have delegated authority to the Administration.	



**PUBLIC AGENDA - ADDITIONAL ITEMS
EXECUTIVE COMMITTEE**

**Tuesday, December 9, 2014
Council Chamber, City Hall
following Special Meeting of City Council at 1:00 p.m.**

Pages

2. CONFIRMATION OF AGENDA

2.1 *Report of the General Manager, Transportation and Utilities Department dated December 9, 2014.*

8. URGENT BUSINESS

8.1 *Snow Grading and Removal on Residential Streets (File No. CK. 6290-1)*

2 - 14

On November 24, 2014, City Council considered a report of its Standing Policy Committee on Transportation entitled 'Snow and Ice - 2014 Program' (attached) and resolved, in part, that the matter of snow removal be referred to public Executive Committee for further discussion.

In this regard, also attached is a report of the General Manager, Transportation and Utilities Department dated December 9, 2014, regarding the above.



STANDING POLICY COMMITTEE ON TRANSPORTATION

Snow and Ice - 2014 Program

Recommendation of the Committee

1. That the information be received; and
2. That the Administration be directed to approach the winter of 2014/2015 as outlined in the report of the General Manager, Transportation and Utilities Department dated November 10, 2014.

History

At the November 10, 2014 Standing Policy Committee on Transportation meeting, a report of the General Manager of Transportation and Utilities, dated November 10, 2014, was considered regarding the above matter.

Attachment

Report of the General Manager, Transportation and Utilities Department, dated November 10, 2014 (File No. CK. 6290-1)

Snow and Ice – 2014 Program

Recommendation

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

1. That the information be received; and
2. That the Administration be directed to approach the winter of 2014/2015 as outlined in this report.

Topic and Purpose

The purpose of this report is to summarize the plans for Snow and Ice management for the 2014-2015 winter.

Report Highlights

1. During the winter months, staff are ready 24/7 to salt, sand, and treat with other chemicals high-traffic streets, overpasses and bridges. Following a snow event priority streets will be graded, including removal on bridges and overpasses, and Business Improvement Districts.
2. Following an extreme snowfall where vehicles must be removed from priority streets for grading, a snow route parking ban will be declared on “Green Circle” routes. Once these are nearing completion, a declaration will be made for “Blue Square” routes.
3. During the first 72 hours of a snow event, snow grading will be permitted in school zones on a limited basis. Removal will be scheduled for evenings or weekends.
4. Snow removal will occur on residential streets where snow windrows present significant driving and parking restrictions due to narrow road width and storage issues.
5. City-wide neighbourhood grading will be initiated as late as possible in the season, and once the snow pack reaches 15 centimetres (6 inches).
6. The City will operate four temporary snow storage sites, one in each quadrant of the city, for public and private use.
7. The Snow Angel program will be promoted to recognize people in their communities who go above and beyond to help out this winter, celebrating the neighbours who make Saskatoon a great place to live.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement, Quality of Life, and Moving Around.

Background

During the Standing Policy Committee on Transportation meeting held on October 14, 2014, the General Manager of Transportation & Utilities Department

committed to providing information about the snow and ice programs for the 2014-2015 winter.

Report

Snow Operations During and Following a Snow Event

The City is ready 24/7 to sand and salt streets during a snow event. This year, the City will also use a technique called pre-wetting which involves spraying a salt brine or other chemical on the sand before it is applied to the roadway. The treated aggregate will adhere to the surface, and improve traction, even in extreme cold conditions when dry sand is blown off the driving surface by vehicles. It will be applied to Circle Drive and other priority high-traffic streets first, followed by other streets that are experiencing icing issues. An anti-icing pilot program will also be implemented, which involves direct application of liquid chemical to the roadways before a snow event. The chemical acts as a bond-breaker, which will enable snow clearing equipment to remove subsequent ice accumulations on high-speed roadways.

Snow grading contracts have been altered for this coming winter. The city will be broken up into four contract areas rather than two, in addition to the area inside the Circle Drive perimeter which is graded by City forces. This approach is expected to result in reduced costs. Following a snow event, contractors are activated to grade priority 1 to 3 streets in their area as indicated in Attachment 1.

Limited daytime grading in school zones on priority streets will be permitted only during the first 72 hours of a snow event. Removal around school zones will be done during evening or weekend hours, and removal areas have been expanded.

Once priority streets are graded, snow removal will occur on the remaining Business Improvement District streets.

Snow accumulation along the edges of Circle Drive, bridges and overpasses will be regularly monitored and removed. When removal occurs, the 'snow train' system will be used for maximum effectiveness and the safety of operators and drivers.

Snow Route Parking Ban

Following a significant snowfall where vehicles must be removed from priority streets for effective grading, a "Green Circle" snow route parking ban will be declared. Drivers will be notified a minimum of 8 hours in advance for each route. For example, a declaration may be made at 7:00 a.m. to take effect at 6:00 p.m., or at 3:00 p.m. to take effect at 11:00 p.m. This will enable the media and City to adequately distribute the information, and will also give citizens appropriate time to move their vehicles. As the end of the "Green Circle" snow route declaration approaches, the "Blue Square" snow route will be announced.

Snow routes are marked with permanent No Parking Snow Route signs, with a metal plate indicating if it's the "Green Circle" or "Blue Square" snow route. Violators may receive a \$100 parking ticket and be relocated. Snow will be left in piles, called

windrows, along the side of the street or on the boulevards where available. Windrows are removed from some priority 1 and 2 streets periodically throughout the winter.

Enhanced School Zone Snow Removal

School zones require additional consideration. Snow windrows can present hazards for drop-off and pick-up times and if a student attempts to climb them. During these times, this area can become congested and visibility is reduced with exhaust during cold weather.

Windrow removal will be performed outside of school hours, typically at night. Windrows will be removed more frequently within the school zones especially for the drop-off and parking areas in front of the school and, in some cases, across the street. The target locations for this enhanced program fall within the areas identified by the roadway traffic signs as the 'school zone'. School frontages are the primary areas for this and common areas of access and/or traffic congestion will also be included.

City-wide Neighbourhood Grading

During the winter of 2013/2014, city-wide neighbourhood grading was bolstered to reduce the risk of severe rutting during warm weather. The work was initiated in January, at a snow pack depth of between 3 and 4 inches. The program was halted due to the impact of a short-duration extreme warm weather event that turned the snowpack into ice, making grading difficult and making it impossible to stack snow in reasonable windrows. The City instead shifted focus to snow removal on narrow streets, which was well received by citizens.

This winter, the Administration recommends that it be directed to address removal on narrow streets once sufficient snow accumulation occurs, as opposed to full neighbourhood grading.

City-wide neighbourhood grading will be initiated after the roadway snowpack is a minimum of 15 centimetres (6 inches). The intent is to perform this program later in the season to reduce the time that windrows adversely affect parking. Also, if the snow pack turns to ice at any point during the winter, the City will only grade areas where problematic rutting has occurred. Icepack tends to melt slowly and evenly in the spring, so if it is not causing significant driving problems it will be left to melt on its own. In contrast, snowpack can turn to slush and freeze unevenly, causing quickly deteriorating driving conditions.

There is risk associated with this approach. Leaving snowpack on residential streets until the full 6-inch level is met, and as late as possible in the season, increases the risk that the snowpack turns to ice at some point before it is graded. Also, a late-season storm will shift focus to higher priority streets, and by the time cleanup is complete it may be too late to grade residential streets.

Six inches of snowpack will result in rutting deeper than six inches during melting conditions. However, the spring conditions that occurred in 2013 are not typical. That

was a rare combination of extreme snowpack depth, followed by a period of significant melting, followed by an extended period of unseasonably cold temperatures in late spring.

Considering all factors including resident's frustration with windrows last winter, the approach outlined above is recommended by the Administration. The approach is suggested as a balance of risks and service.

Snow Storage Sites

The City will operate four snow storage sites, one in each quadrant of the city, for public and private use. The Wanuskewin Drive, Valley Road and Central Avenue sites will remain the same as previous years and remain open 24/7. The Valley Road temporary site will move further north on the same property to accommodate the construction preparations for the Civic Operations Centre. Land development on McOrmond Road requires the southeast site to be relocated to 8th Street for up to two years until permanent land is acquired.

In order to reduce the noise impact to adjacent residents, a new tailgate slamming policy will be monitored and enforced at the Valley Road and 8th Street East snow storage sites; and the 8th Street East site will have restricted hours of daily operation from 7:00 a.m. to 10 p.m. only.

Recognizing Residents through the Snow Angel Program

The Snow Angel program will be promoted again this year to recognize people who go above and beyond to help out this winter, celebrating the neighbours who make Saskatoon a great place to live. Residents can nominate a Snow Angel online or by mailing in the name and phone number of a person who helped them, describing how their Snow Angel has brightened their day.

Public and/or Stakeholder Involvement

School boards and Business Improvement Districts will be engaged with regular communications around the changes to the snow removal program and schedules.

Briarwood neighbourhood and Heritage Crescent residents attended a public information meeting about the temporary 8th Street snow storage site. Montgomery neighbourhood residents were notified of the Valley Road snow storage site changes as part of a Civic Operations Centre project update.

Communication Plan

The winter phase of Building Better Roads, including plowing, grading and sanding of city roads will continue to focus on maintaining roads in good winter driving condition.

Communications activities throughout the winter include regular advertising to educate residents on snow and ice management operations, the new snow route parking ban program, scheduled snow grading, and to promote the Snow Angel program. Residents

and visitors can also learn about these programs on the City website, and by following social media channels.

Snow & Ice Updates will be issued by 6:30 a.m. and 4:00 p.m. daily for the first 72 hours following a snow event to report the snow grading status of high traffic streets, bridges and overpasses. Weekly updates will be provided to City Councillors and posted to the Building Better Roads website to report on the progress of snow and ice management programs.

A revised online interactive map will be launched which shows the status of priority street grading after a snow event, identifies the two snow route networks, and provides the schedule for neighbourhood grading when applicable.

Important bylaw and safety reminders for residents will be incorporated within these program communications:

- The Sidewalk Clearing Bylaw requires residents and businesses to shovel their sidewalk following a snow event so people can safely pass by.
- Large equipment used for snow and ice management is on the road at all times of the day and night. The equipment moves slowly and drivers should use extreme caution when following and passing, for everyone's safety.
- Drivers are reminded to allow more time to get to their destination, keep a safe distance from other vehicles, to be aware of road conditions and drive accordingly.
- Extreme cold road conditions combined with ice crystals in the air settle and cause bridges, overpasses and streets to be more slippery than in usual winter driving conditions.
- Residents are reminded that it is illegal to push snow onto the street because it interferes with snow grading operations and can be a driving hazard.

Snow haulers who subscribe to the Snow Storage update emails were provided with advance notice of the no tailgate slamming policy, as were the contractors who were invited to submit tenders for this year's snow maintenance. The policy will also be indicated through on site signage. Additional snow storage site updates will continue throughout the season through PSAs and email for subscribers.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A follow up report is not required.

Public Notice

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

Attachment

1. Contract Maintenance Areas

Report Approval

Written by: Karen Grant, Communications Consultant
Pat Hyde, Director of Public Works

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

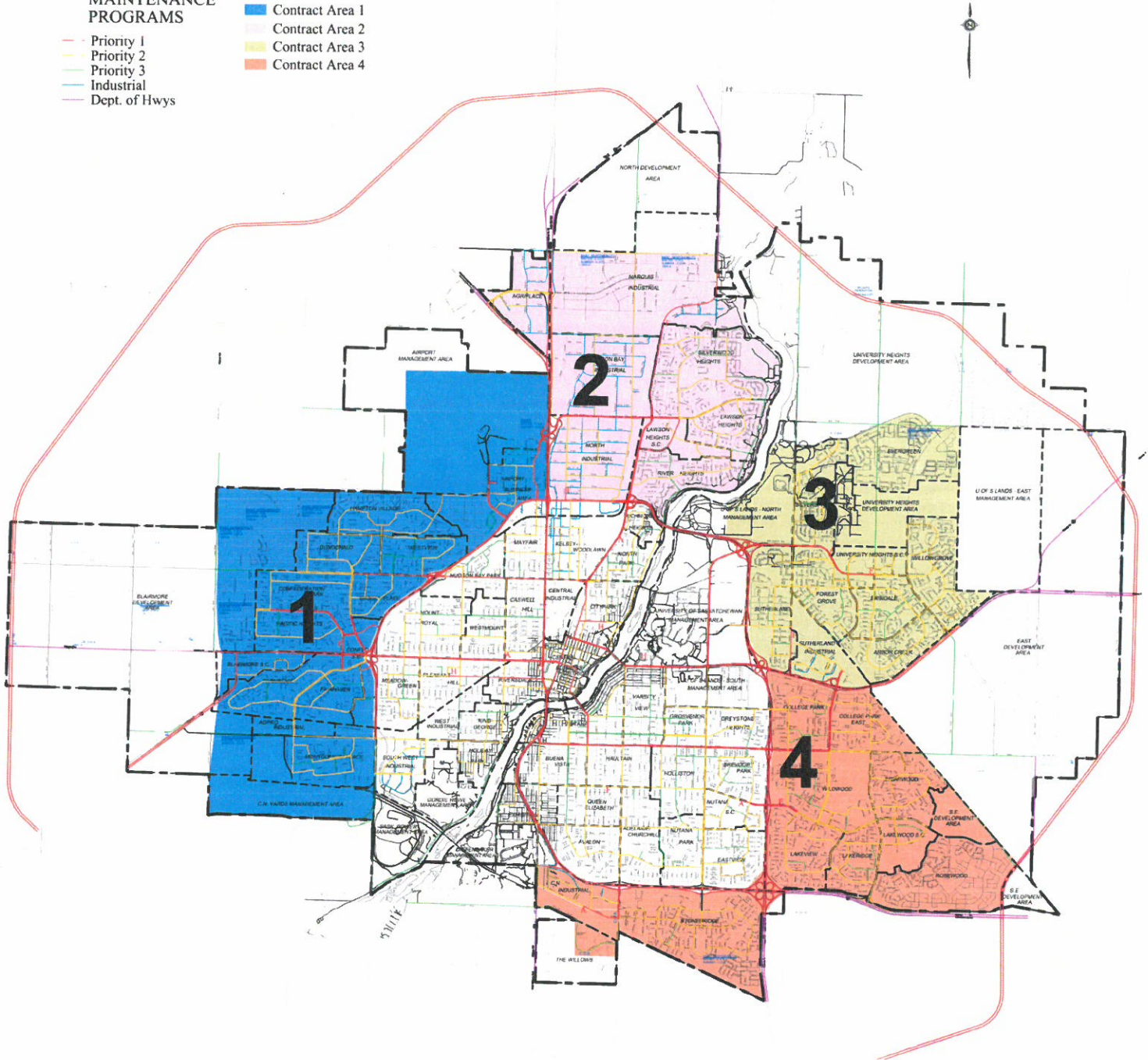
TRANS KG – Snow and Ice – 2014 Program

Contract Maintenance Areas

PRIORITIES FOR STREET MAINTENANCE PROGRAMS

- Priority 1
- Priority 2
- Priority 3
- Industrial
- Dept. of Hwys

- Contract Area 1
- Contract Area 2
- Contract Area 3
- Contract Area 4



Snow Grading and Removal on Residential Streets

Recommendation

That the Executive Committee recommend to City Council:
That the information be received.

Topic and Purpose

The purpose of this report is to describe the Administration's approach to grading and snow removal for the winter of 2014/2015.

Report Highlights

1. Graded snow is typically removed as required from priority one and two streets, including some priority three streets, to make room for future snow storage.
2. In 2014, \$635,800 was added to the Snow & Ice Budget for a City-Wide Neighbourhood Grading Program, and \$500,000 was added to improve service after major snow events.
3. Expanding snow removal operations to include all priority three streets would result in additional annual costs of approximately \$1.1 million.
4. One full city-wide snow removal on residential streets is estimated to cost \$12-15 million, in addition to the existing funding available. In addition, snow storage sites would need to be expanded.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement, Quality of Life, and Moving Around.

Background

At the City Council meeting held on November 24, 2014, the matter of snow removal was referred to Public Executive Committee for further discussion.

Report

Current Practices

Graded snow is removed as required from priority one and two streets, including some priority three streets, to make room for future snow storage.

Following a snow event, City and contractor crews grade priority one, two and three streets, storing snow in centre medians, on boulevards and in windrows along the curb where possible. Operators leave parking spaces open provided there is enough adjacent snow storage area.

Snow removal programs typically include:

- All priority one streets and bridges (94 kilometres), including Circle Drive network (6.8 kilometres has removal)

Snow Grading and Removal on Residential Streets

- All priority two streets (245 kilometres)
- Three per cent of priority three streets (3 kilometres)
- School zones (92 locations for removal outside of priority streets)
- Five Business Improvement Districts following each significant snow event

In 2014, the intent was to perform city-wide grading. However, due to the ice conditions that followed a significant mid-January melt, crews were re-directed to focus on extensive snow removal. Priority streets were loaded out, and residential streets were graded to remove ruts. Narrow streets with no storage space received removal, which comprised approximately 5% of residential streets.

Prior to the 2012/13 winter season, the average number of tandem truck loads of snow that would be typically removed from roadways averaged between 17,000-19,000 per winter season. Last winter, the City continued loading operations, and by winter's end, 24,500 loads had been removed. Snow removal costs were \$2.6 million. In comparison, during the 2012/2013 winter, there were approximately 33,000 tandem loads removed from priority streets due to a higher than average annual snow fall.

The attached map shows the streets that were loaded out over the past two years (Attachment 1).

In March 2014, an accelerated grading program (going around parked vehicles) occurred in neighbourhoods missed in January, with crews focusing on rutted streets. All neighbourhoods were inspected and all received either full or partial snow grading. Warmer spring weather accelerated the melt conditions.

The vast majority of snow grading and removal funding, as well as sanding and de-icing funding, is expended on roadways that would be considered as Collector or higher classification. Each winter and each storm require slightly different responses. For example, extensive drifting with low accumulations results in targeted work in specific locations such as developing areas. Significant accumulations result in city-wide cleanup. For residential streets, extensive snowpack that builds up over a winter will result in city-wide grading on residential streets. As required, rutted residential streets will be graded, and if no storage is available, removal will be initiated.

The Administration continues to work with business district leaders, listen to the views of the public, and address specific problem areas as they arise.

Expanded Snow Removal

Typically the priority one and two streets have removal one or more times per season, but only three percent of the priority three streets receive snow removal. Because regular snow grading already occurs on these streets, the estimated cost for increased removal is \$1.1 million (2014 rates).

Snow Grading and Removal on Residential Streets

City-Wide Snow Removal

One full city-wide snow removal is estimated at \$12-15 million, and final costs would be known once tenders closed. This would add 753 kilometres of city streets to the removal schedule.

Variables that can affect this cost:

- Amount of snow removed, which has a direct impact on the required capacity of snow storage site
- Trigger point to initiate the removal program
- The timeframe for removal

Removal on the additional residential streets would amount to approximately 1.5 million cubic meters of snow (based on an average road width and 14 centimetre snow pack). This is the equivalent of 600 Olympic-sized swimming pools or 150,000 tandem dump trucks.

The current capacity for snow storage at the current temporary southwest, northwest and northeast snow storage sites is estimated at 1.5 million cubic metres of snow. In 2013, City operations hauled approximately 250,000 cubic metres and private contractors hauled 750,000 cubic metres. More than doubling the volume for storage would significantly exceed the capacity of the current snow storage sites. Additional and expanded snow storage sites would be required.

Possible Alternatives to City-Wide Removal

While city-wide snow removal will eliminate the frustration that residents have with windrows on their streets, other solutions are possible. One possibility would be to alternate sides of a street each year for snow windrow storage, thus leaving one parking lane used for storage and the other fully available for parking. Some municipalities grade snow onto the boulevard between the home and the sidewalk. In Saskatoon, because this has not been past practice, many homeowners have upgraded the boulevard.

Public and/or Stakeholder Involvement

The Administration continues to collaborate with the BIDs and NSBA on communication and logistics around snow programs. This ongoing dialogue has proven valuable for both the City and stakeholders, and the more coordinated approach has benefited people when driving, walking, or parking in these areas.

Communication Plan

There is one overall communications plan for the Snow & Ice program which would be adjusted to include tools for informing residents of changes to any service level. Important messages include reminders for residents not to throw snow on the streets, as it could delay the process of grading and removal, and be counterproductive.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A follow up report is not required.

Public Notice

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

Attachment

1. 2012-2014 Snow Removal Map

Report Approval

Written by: Karen Grant, Communications Consultant
Pat Hyde, Director of Public Works

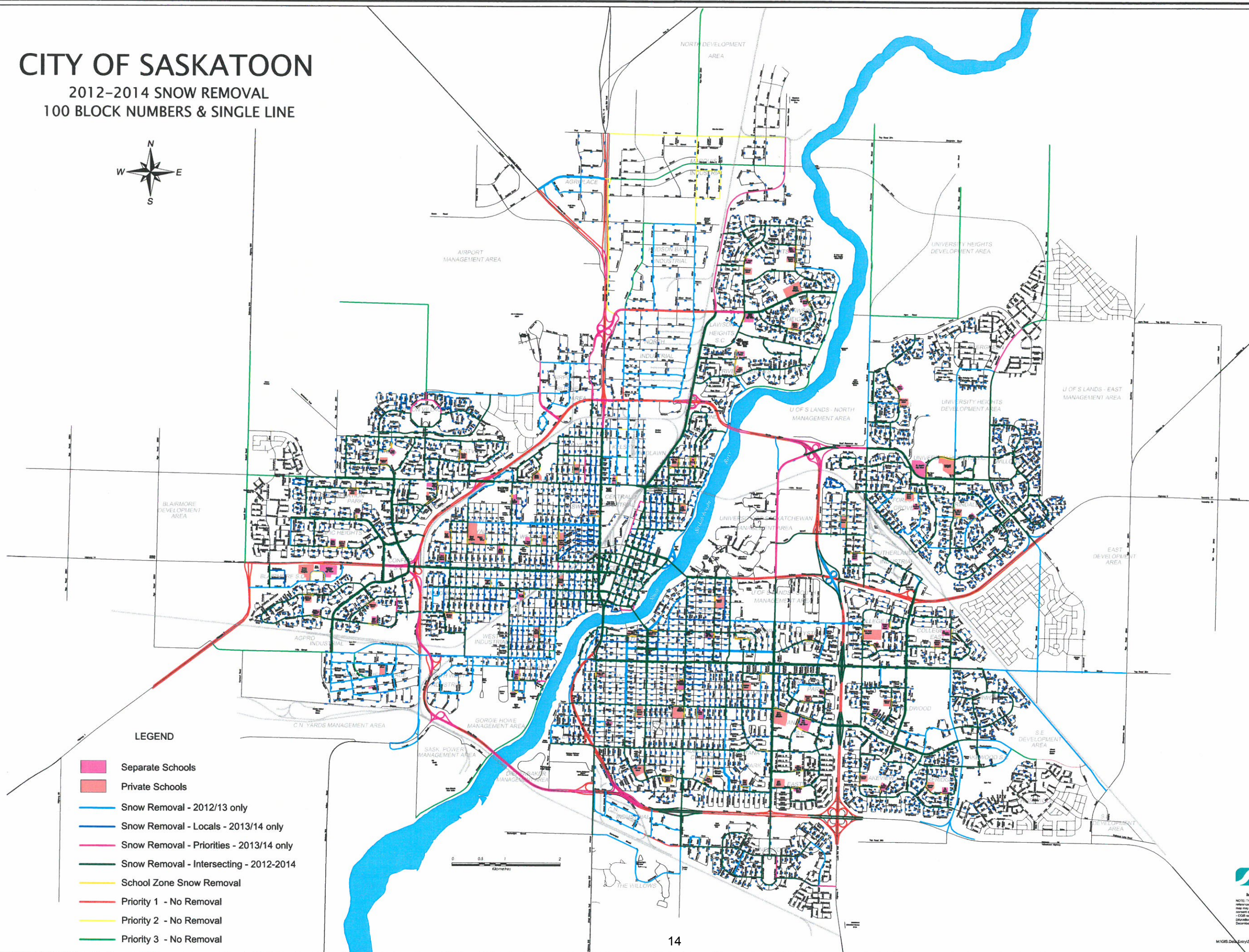
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department

Approved by: Murray Totland, City Manager

EXEC KG - Snow Grading and Removal on Residential Streets

CITY OF SASKATOON

2012-2014 SNOW REMOVAL
100 BLOCK NUMBERS & SINGLE LINE



LEGEND

- Separate Schools
- Private Schools
- Snow Removal - 2012/13 only
- Snow Removal - Locals - 2013/14 only
- Snow Removal - Priorities - 2013/14 only
- Snow Removal - Intersecting - 2012-2014
- School Zone Snow Removal
- Priority 1 - No Removal
- Priority 2 - No Removal
- Priority 3 - No Removal



Information Technology Branch
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CGIS section
Saskatoon, SK S4N 0W1
December 04, 2014