



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

Tuesday, January 31, 2017, 9:00 a.m.

Council Chamber, City Hall

Committee Members:

Councillor M. Loewen, Chair, Councillor H. Gough, Vice-Chair, Councillor T. Davies, Councillor S. Gersher, Councillor D. Hill, His Worship, Mayor C. Clark (Ex-Officio)

Pages

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

Recommendation

That the agenda be confirmed as presented.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

Recommendation

That the minutes of Regular Meeting of the Standing Policy Committee on Environment, Utilities & Corporate Services held on January 10, 2017, be adopted.

5. UNFINISHED BUSINESS

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

Recommendation

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

6.1.1 Noise Bylaw Extension, SaskTel Saskatchewan Jazz Festival, June 23 to July 2, 2017, until 11:00 p.m. each day, Bessborough Gardens and Kiwanis Park North, Kevin Tobin, Artistic Director,

5 - 6

SK Jazz Festival [CK. 185-9]

6.2 Matters Requiring Direction

6.3 Requests to Speak (new matters)

7. REPORTS FROM ADMINISTRATION

7.1 Delegated Authority Matters

- 7.1.1 Special Events - Internal Process Review [CK. 205-0, x CK. 116-1 and CP. 0116-003] 7 - 16

Recommendation

That the report of the General Manager, Corporate Performance Department, dated January 31, 2017, be received as information.

7.2 Matters Requiring Direction

- 7.2.1 Renewal of GIS Licensing Agreement [CK. 261-16 and CP. 0260-001] 17 - 36

Recommendation

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

1. That the existing enterprise licensing agreement with ESRI Canada be renewed for an addition three years; and
2. That the Purchasing Manager be authorized to issue the purchase order to ESRI Canada in the amount of \$501,900 including applicable taxes.

- 7.2.2 North Commuter Parkway Bridge - Bridge Naming Engagement Process [CK. 6310-1, x 6050-10 and CP. 0364-185] 37 - 41

Recommendation

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

That the process to name the North Commuter Parkway Bridge as outlined in the January 31, 2017 report of the General Manager, Corporate Performance, be approved.

7.2.3	A Culture of Continuous Improvement [CK. 116-1]	42 - 52
	Recommendation	
	That the report of the General Manager, Corporate Performance Department, be forwarded to City Council for information.	
7.2.4	2016 Waste Characterization Study [CK. 7830-1 and CP. 7542-006]	53 - 63
	Recommendation	
	That the report of General Manager, Corporate Performance Department, dated January 31, 2017, be forwarded to City Council and SEAC for information.	
7.2.5	Waste Management Master Plan - State of Waste [CK. 7830-1 and PW. 7550-1]	64 - 67
	Recommendation	
	That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:	
	<ol style="list-style-type: none"> 1. That the information regarding the state of waste be received; 2. That City Council approve the values to be used in preparing options for a new Waste Management business model; and 3. That City Council direct Administration to report back at the next stage of the Waste Management Master Plan. 	
7.2.6	Request for Change Order - Contract No. 16-0082 - Lined Lead Cell Decommissioning and Haul Road Construction [CK. 7830-4, x 292-016-092 and PW. 7970-2-3]	68 - 71
	Recommendation	
	That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:	
	<ol style="list-style-type: none"> 1. That change order #2 in the amount of \$292,454.14 (excluding GST), for Contract #16-0082, Lined Lead Cell Decommissioning and Haul Road Construction, be approved; and 2. That the Administration be given approval for Contract #16-0082, Lined Lead Cell Decommissioning and Haul Road Construction, to exceed 25% of the contract value. 	

8. MOTIONS (NOTICE PREVIOUSLY GIVEN)
9. GIVING NOTICE
10. URGENT BUSINESS
11. IN CAMERA SESSION (OPTIONAL)
12. ADJOURNMENT



185-9



Tuesday, January 3, 2017

City Council
c/o City Clerks Office
2nd Floor, City Hall
222 3rd Avenue North
Saskatoon, Sask. S7K 0J5

Dear City Council:

The SaskTel Saskatchewan Jazz Festival is the largest festival in Saskatoon with an estimated audience of 80,000 and economic impact of \$7+ million dollars annually.

On behalf of the SaskTel Saskatchewan Jazz Festival, we respectfully request that the hours of the Noise Bylaw for Park Events be extended for the dates of the 2017 SaskTel Saskatchewan Jazz Festival – Friday, June 23rd through Sunday, July 2nd, 2017. We respectfully request the hours be extended until 11:00 pm each day to allow for our operations during the 31st anniversary Festival. These extended hours would accommodate our Bessborough Gardens Mainstage which we typically conclude operations between 10:00pm and 11:00pm, and PotashCorp Freestage concerts in Kiwanis Park North (new location) which we typically conclude operations between 10pm and 10:30pm.

A sample letter indicating the scope of Festival operations which will be distributed to community associations and condos along Spadina Crescent East has also been included as part of the noise extension request.

If you have any questions, please don't hesitate to contact me at 306.653.8350 or kevin@saskjazz.com.

Sincerely,

A handwritten signature in blue ink, appearing to be "Kevin Tobin", written over a circular scribble.

Kevin Tobin
Artistic Director
Saskatchewan Jazz Festival

SAMPLE

Date:

Dear Tenant;

The Saskatchewan Jazz Festival producers of the 2017 SaskTel Saskatchewan Jazz Festival wishes to advise you of our operations during the June 19th – July 4th, 2017 timeframe in Kiwanis Park North (Spadina Crescent between 21st and 23rd street).

Pending approval from the City of Saskatoon the operations of the 31st SaskTel Saskatchewan Jazz Festival will consist of the following

1. From June 19th to June 23rd the Festival will complete set up in Kiwanis Park North.
2. From June 23rd to July 2nd the Festival hours of operation will consist of the following (please note these are estimates:
 - a. Friday, June 23 3PM-4PM (Music from 4PM-10PM)
 - b. Saturday, June 24 11AM-12PM (Music from 12PM-10PM)
 - c. Sunday, June 25 11AM-12PM (Music from 12PM-10PM)
 - d. Monday, June 26 3PM-4PM (Music from 4PM-10PM)
 - e. Tuesday, June 27 3PM-4PM (Music from 4PM-10PM)
 - f. Wednesday, June 28 3PM-4PM (Music from 4PM-10PM)
 - g. Thursday, June 29 3PM-4PM (Music from 4PM-10PM)
 - h. Friday, June 30 3PM-4PM (Music from 4PM-10PM)
 - i. Saturday, July 1 11AM-12PM (Music from 12PM-10PM)
 - j. Sunday, July 2 11AM-12PM (Music from 12PM-10PM)
3. Each performance will be 90min with a 30min break except for the 8PM performance which will be 2x45min sets with a 1x30min break. All shows are expected to conclude at approximately 10PM.
4. Festival Management will continually monitor sounds levels and work with artists and audio technicians ensure noise levels do not exceed 105 decibels.
5. Paid security is on site 24hrs commencing the first day of set up.
6. On July 3rd and 4th the Festival will complete the clean-up.

In addition to the performances on the Kiwanis Park North Free Stage, the Festival will also incorporate a marketplace, activities for kids, and an enclosed beer gardens as part of our operations.

We thank you for your support of this wonderful community event. The Festival strives to be a good community partner and we are always encouraged and appreciative of feedback from the community.

Kevin Tobin

Artistic Director

Saskatchewan Jazz Festival

P: 306.653.8350 | E: kevin@saskjazz.com

Special Events – Internal Process Review

Recommendation

That the report of the General Manager, Corporate Performance Department, dated January 31, 2017, be received as information.

Topic and Purpose

The purpose of this report is to provide an overview of the results from the Special Events Internal Process Review (IPR), which occurred from August 2015 to January 2016. The review focused on opportunities for efficiency and service improvements within the application, review, approval, and implementation stages of the current special events process. The report delay relates to staffing changes and an amalgamation of the former Recreation and Sport and Community Development Divisions. However, IPR team members continued to work on implementing recommendations including the special event application update and workshops for special event organizers.

Report Highlights

1. Internal Process Reviews and Civic Service Reviews follow a similar process. Teams look at Current State, Defining Success, and Future State in a focused meeting environment. The Special Events review team included participants from 14 stakeholder Divisions and gathered feedback directly from special event organizers through an online survey.
2. To date the team has made the following improvements to service: created a single point of contact for event organizers, updated the special event application removing redundant questions and information, created a separate “how to” guide to accompany the application, and implemented bi-annual user group workshops where event organizers and citizens can get face to face information and assistance regarding the special events process.
3. The future state vision for the special event process focuses on a Digital First approach, a citizen-centric service through increased usage of smart online application forms, updating applicable policies and bylaws, as well as allocating appropriate resources to address the growing demand for special events.
4. The service improvements have also created efficiency in the administration of the application process saving approximately 100 hours in collective customer time (i.e. event organizers) and more than 200 hours in staff time. This enables the Administration to better meet the current needs of special events without the immediate need for additional FTEs.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement, Quality of Life, and Asset and Financial Sustainability.

Background

City Council at its meeting held on December 3 and 4, 2013, approved the Continuous Improvement Strategy, which includes the following three components:

- Annual Civic Service Reviews (CSRs) - an operational review process to find ways to control expenditures and to seek efficiencies in the delivery of municipal programs and services.
- Internal Process Reviews (IPRs) - focus on identifying and removing redundancies and waste within existing processes to increase efficiencies in civic operations. Building capacity in the corporation through innovation coaches and empowering employees.

The CSRs and IPRs use a collaborative approach to bring together staff at all levels of the organization, usually from multiple divisions, who play a role in the delivery of a particular program or service. For more information on the Continuous Improvement Strategy see Attachment 1.

Report

Introduction

In recent years, the area of special events in public places on City of Saskatoon (City) land has been growing and evolving rapidly. From 2010 to 2016, the number of special events in parks has increased by 70%. Additionally, the number of events taking place on City roadways and/or rights-of-way has increased by a similar amount. Due to this rapid growth of events involving various departments of the City, a need emerged for a more strategic and coordinated approach to the City's special event process.

To accomplish this, in 2014 the Recreation and Community Development Division (then Recreation and Sport) began a review of the City's special event process. See Attachment 2 for further information on the background and foundational information for the review.

Also related to services for Special Events, in 2013, the Saskatoon Police Service changed its processes related to Special Events that serve alcohol. Police support for such events moved away from on-shift support to dedicated special-duty support staff. The costs of special-duty police are covered by the special event organizers. This decision was directly related to the need to reduce potentially negative outcomes of alcohol consumption at events including fights, traffic accidents, vandalism, and other public disturbances. For more information on this process see File No. CK. 185-9; LS 205-1 "Summer Festivals - 2013".

Current State of the Special Event Process

The Special Event Internal Process Review focused on improving service to citizens and creating efficiency in the administration of this process. The review team included members from the Saskatoon Emergency Measures Organization; Saskatoon Police Service; and Saskatoon Fire Department; the Divisions of Recreation and Community Development, Parks, Transportation, Public Works; and Community Standards, Parking Services Section. The IPR highlighted the following themes:

- a) Communication improvements are needed;
- b) Policy and Bylaw supports need to be in place;
- c) Dedicated resources are required; and

Special Events – Internal Process Review

- d) Process streamlining and improvements will lead to efficiencies.

During the review the team reached out to the main customer, special event organizers, to ask for process feedback and improvement ideas. The results suggested event organizers want:

- a) A streamlined process for event application and approvals, where all communication comes from a single source in a timely manner;
- b) An application form that is easy to understand and comes with a helpful information guide, as well as in-person support whenever needed;
- c) Events that are well-attended and serviced with all required amenities including water, power, recycling and waste collections; and
- d) Continued City in-kind and cash grant support of special events to ensure cost does not become a barrier to hosting events.

Defining Success

This section of the review focused on outlining “what a successful Special Events process would look like from the customer and City’s perspective.” The following improvements were recommended and implemented in 2016:

- a) Create a single point of contact for event organizers (i.e.: the Open Space Consultant coordinates the communication between event organizers and the Interdepartmental Special Events Committee¹;
- b) Update the special event application form, removing redundant questions and information to help reduce customer “time spent” on completing event applications;
- c) Create a separate “how to” guide to accompany the application to help those who are new to the process, and ensure all applicants understand what information is required to complete the full application ; and
- d) Create and implement bi-annual user group workshops with the help of Open Space Consultants where event organizers and citizens can receive face to face information about changes to the special events application and approval process, hear about timely topics (i.e.: food trucks at events), and ask questions or get personalized assistance regarding the special events process. Two of these user group workshops were held in 2016 and were well attended. Participants reported the information and presentations were beneficial.

A Vision for the Future State of the Special Event Process

A future state process visioning exercise to identify an ideal future state resulted in the following recommendations:

- a) Continue open communication opportunities with event planners through a single-source contact person, post-event surveys, and user-group workshops;
- b) Continue to revise the original application package and move towards a Digital-first approach;
- c) Increase the use of technology to support the special event application/booking and information distribution components of the process (with the idea of moving toward a

¹ This committee reviews special event applications and organizes civic support for events through roadway closures and detours, park inspections, waste management services, transit rerouting, and other activities.

- self-service smart-booking process similar to online systems such as “Vacation Rental By Owner”);
- d) Designate staff to support the application and review process, as well as the on-site needs of event organizers and internal staff;
 - e) Present recommendations regarding “fees for service” to be charged for special event activities where appropriate (considering some events are hosted through non-profits whereas some are full economic enterprises) with a goal of ensuring a balance between mill-rate support and user-pay fees within the special event service model;
 - f) Create a Terms of Reference document to detail the responsibilities of the Interdepartmental Special Events Committee;
 - g) Develop an administrative policy to guide decision making regarding special event approvals, support levels, and administrative conditions; and
 - h) Update existing policies and bylaws to better address the needs of special events (i.e. The Noise Bylaw No. 8244, The Recreation Facilities and Parks Usage Bylaw No. 7767, and The Special Events Policy C0S-007).

Creating Efficiency and Savings

Items a) and b) listed above are already underway. Efficiencies from these efforts and the initial update of the special events application and information guide are likely to save approximately 100 hours in collective customer time (i.e. event organizers) when filling in special event applications for the upcoming 2017 season. Additionally, these efforts will reduce approximately 200 hours of staff time on processing applications and manual entry of information and return time to staff in Recreation and Community Development, better meeting the growing numbers of special events and the needs of event organizers.

Items c) through h) from above are under continued investigation by the review team. See Attachment 3 for a summary of key findings on efficiency and effectiveness.

Public and/or Stakeholder Engagement

As the special event review process continues and new policies, bylaws and fees for services are being considered and/or developed, the Administration will continue to consult with event organizers.

Communication Plan

Approved levels of service will be communicated through Service Saskatoon to ensure citizens know what services they can expect. Results from the Civic Service Reviews and Internal Process Reviews will be communicated on the City’s website in the “Latest Strides” and/or “City Spotlight” sections of the “Our Performance” page at www.saskatoon.ca/strides.

Financial Implications

This report identifies the need for additional dedicated support for special event administrative processes including application review, applicant support, on-site support, and evaluation duties. To assist in addressing some of this, with the recent amalgamation of two divisions into the Recreation and Community Development Division, the Administration has been able to redeploy 0.5 of an existing Full-Time Equivalent (FTE) to

Special Events – Internal Process Review

assist with the coordination of event logistics and monitoring of larger-scale outdoor events.

This redeployment of a partial FTE will assist in addressing some, but not all, of the workload associated with special events. Other areas, such as Parks and Transportation, have also expressed a need for additional resources to address the ongoing demand for support for special events and the provision of in-kind civic services.

Policy Implications

As noted in this report, there is a need to develop an administrative policy to outline guidelines for reviewing and approving special event applications. There is also a need to update existing policies and bylaws. All recommended policy changes and/or new policy development will be presented to City Council for formal approval.

Other Considerations/Implications

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

Due Date for Follow-up

Follow-up reports related to policy and bylaw updates, the establishment of new policies, and recommendations for potential dedicated support staff, as well as new fees for services will be brought forward in 2017 to the Standing Policy Committee on Planning, Development and Community Services for review, direction, and recommendations to City Council.

The Administration will continue to review the special event process to determine the specifics for additional human and financial resources needed to support the City's role in special events and will prepare a report for consideration during the 2018 Business Plan and Budget deliberations.

Public Notice

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

Attachments

1. Continuous Improvement Strategy Overview
2. Background and Foundational Information for the Special Event Review
3. Summary of Key Findings on Efficiency and Effectiveness

Report Approval

Written by: Kristin Bruce, Performance Improvement Coordinator,
Strategic and Business Planning

Reviewed by: Kim Matheson, Director of Strategic and Business Planning;
Lynne Lacroix, Director of Recreation and Community Development
Randy Grauer, General Manager, Community Services Department

Approved by: Catherine Gryba, General Manager, Corporate Performance
Department

Continuous Improvement Strategy Overview

In 2014, the Administration began our Civic Service Reviews (CSR) to conduct a detailed examination of each of our services to address three main questions:

- A. Is the service aligned with our Strategic Plan?
- B. Does the service provide value for citizens?
- C. Are we delivering the service in the most efficient way?

Framework for Civic Service Reviews:

1. Service Level

a. Asset Service Level

How the assets and services are preserved, renewed, and funded to ensure the quality of life for citizens is sustained or improved, and include:

- Inventory of Asset(s)
- Condition of Asset(s)
- Costs to Preserve Asset(s)
- Gap in Funding
- Funding Plan/Investment Strategy

b. Maintenance Service Level

The maximum interval between tasks or activities required to maintain the defined level of service are referred to as Maintenance Service Levels, and include:

- Description of Service
- Definition of Service Level
- Cost to Maintain Asset
- Timelines to achieve Service Level
- Service Level Approval

2. Efficiency

a. Operational Efficiency

A review of current processes identifies opportunities to improve efficiency and increase the effectiveness of the service and /or program. Savings resulting from the improvements will be quantified and reported as part of the overall Civic Service Review.

Knowledge Base for Service Saskatoon

All of this information can be used to prepare our knowledge base for Service Saskatoon and the 311 Call Centre.

Communication Plan

The CSRs provide an opportunity for the public to learn more about the City's operations, the costs to deliver the services, and to provide feedback and input into how the City can deliver any of its services more efficiently. Citizens will have the opportunity to provide input into levels of service as well as the budget using the Shaping our Financial Future budget tools.

Results from the Civic Service Reviews will be communicated on the City's website in the 'Latest Strides' and/or 'City Spotlight' sections of the *Our Performance* page at www.saskatoon.ca/strides.

Background and Foundational Information for the Special Event Review

At its December 3 and 4, 2013, Budget Review meeting, City Council approved the Continuous Improvement Strategy, which included the following three components:

1. Annual Civic Service Review - an operational review process to find ways to control expenditures and seek efficiencies in the delivery of municipal programs and services;
2. Internal Process Review - focus on identifying and removing redundancies and waste within existing processes to increase efficiencies in civic operations; and
3. Building capacity in the corporation through innovation coaches and empowering employees.

Key findings included:

1. In recent years, the number of special event bookings in parks has increased by 70% from approximately 250 (2010) to 426 (2016). These numbers do not include events that took place in the civic square. This increase can be attributed to:
 - a) an extended event season that includes year-round booking requests;
 - b) an increase in the city's population;
 - c) the development of River Landing; and
 - d) an increased desire by individuals and organizations to host outdoor events.
2. The budget allocation for the Provision of Civic Services, which offers outside organizations in-kind civic assistance for events (e.g. garbage collection, street sweeping, facility and material rental, and parking meter hooding), has remained the same since 2010 (\$75,000) with a small increase up to \$80,000 in 2015. However, the actual in-kind expenses charged to the Provision of Civic Services have increased from \$78,541 (2010) to approximately \$190,000 (2015 and 2016).
3. In an analysis of 9 similarly-sized Canadian municipalities, the following information was found regarding fees for special events held on City land:
 - a) 4 municipalities charge an application fee;
 - b) 9 municipalities charge a park rental fee; and
 - c) 9 municipalities charge for some of the civic services being provided.
4. In a review of 12 similarly-sized Canadian municipalities, 9 municipalities had a team of staff specifically devoted to coordination of special events on City land. Of these same 9 cities, 6 had a special event policy or bylaw in place to support the work of the Administration.

5. Most cities have online tools, special event applications, and planning resources to ensure the special event committee has all of the information they need to make fair and consistent approval decisions.

Summary of Key Findings on Efficiency and Effectiveness

Key Findings	Estimated Savings/Benefits
Continuing to improve the application form focusing on a Digital-first approach and increasing the use of technology to support the special event application/booking and information distribution components of the process (with the idea of moving towards a self-service smart booking process similar to online systems such as “Vacation Rental By Owner”).	Reduction in customer time to complete special events applications and in staff time to process <ul style="list-style-type: none"> • ~100 collective customer hours • ~200 hours in saved staff time within Recreation. & Community Development.
Continuing open communication opportunities with event planners through a single-source contact person, post-event surveys, and user-group workshops.	Improved customer service for special event organizers
Designating staff to support the application and review process, as well as having staff available to address the on-site logistics and needs of event organizers and internal staff. Also to ensure compliance with Administrative Conditions for the event.	Improved customer service on-site at events that occur outside traditional office hours, ensuring administrative conditions are met, and potential hard dollar savings by a reduction park in damages.
Presenting recommendations regarding “fees for service” to be charged for special event activities where appropriate (considering some events are hosted through non-profits whereas some are full economic enterprises) with a goal of ensuring a balance between mill rate support and user-pay fees within the special event service model.	Improved Quality of Life in Saskatoon through supporting a diverse event season and striking an appropriate balance between tax support and fee for service support for event services
Creating a Terms of Reference document to detail the responsibilities of the Interdepartmental Special Events Committee (ISEC).	Improved customer service through role clarity on the ISEC and savings in staff time by ensuring meetings are attended by the right people at the right time
Developing an administrative policy to guide decision-making regarding special event approvals, support levels, and administrative conditions.	Improved clarity on where and under what conditions special events are approved. Also clarification on the application of the Provision of Civic Services Budget and potential revenue streams through fees-for service
Updating existing policies and bylaws to better address the needs of special events.	

Renewal of GIS Licensing Agreement

Recommendation

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

1. That the existing enterprise licensing agreement with ESRI Canada be renewed for an addition three years; and
2. That the Purchasing Manager be authorized to issue the purchase order to ESRI Canada in the amount of \$501,900 including applicable taxes.

Topic and Purpose

The purpose of this report is to obtain approval to renew the current enterprise licensing agreement for our geographic information system (GIS) with ESRI Canada.

Report Highlights

1. The Administration recommends renewing the existing contract with ESRI Canada for the licensing of our GIS systems.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement and Moving Around. The GIS platform is critical for many current and future service improvements ranging from transportation and emergency services to citizen engagement applications.

Background

The City of Saskatoon (City) has a well-developed GIS that guides planning, management, and operational decisions. The system provides electronic interactive maps for information about infrastructure such as roadways, water and sewer pipes, electrical networks, and planning information for land use. With the advent of online applications, there also exists an opportunity to provide citizens with access to this information.

In April of 2014 the City signed a three-year enterprise licensing agreement that addressed the limitations of the previous licensing model.

Report

The City has an existing enterprise licence agreement with ESRI that is set to expire March 31, 2017. The original contract with ESRI was established through a public procurement process. The ArcGIS software provided by ESRI is an international standard for GIS and allows the City to take advantage of data sets available through Open Data. Also, applications developed by ESRI provide information to citizens, operators, and managers in an interactive map form.

Renewal of GIS Licensing Agreement

The renewal of the enterprise licensing agreement will allow the City to continue to support the GIS needs of the corporation. Credits are included for the purpose of technical support, engaging consulting services, and training. These credits have an approximate value of \$25,000 per year.

The enterprise licensing agreement that the City entered into three years ago has effectively addressed the limitations of the old licensing model. The on-demand license access has solved concurrent use problems where, due to a lack of available licenses, people were unable to gain access.

Attachment 1 is the extension to the ESRI enterprise license agreement with the City of Saskatoon.

Financial Implications

The cost for the new three-year (2017 – 2019) license agreement is shown below:

	<u>2017</u>	<u>2018</u>	<u>2019</u>
Three-Year Agreement	\$ 151,000.00	\$ 159,000.00	\$ 168,000.00
G.S.T 5%	7,550.00	7,950.00	8,400.00
P.S.T 5%	7,550.00	7,950.00	8,400.00
Total Cost to the City	\$ 166,100.00	\$ 174,900.00	\$ 184,800.00
G.S.T Rebate	7,550.00	7,950.00	8,400.00
Not Total Cost	\$ 158,550.00	\$ 166,950.00	\$ 176,400.00

At the end of the term of the agreement, the usage is reviewed and taken into account to determine the fee for the next three-year agreement. The cost of future agreements will increase based on the expansion of the computer environment and the anticipated increases in GIS in usage.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Licensing expires March 31, 2017. This is a three-year contract that will be renewed in 2019.

Public Notice

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

Attachment

1. License agreement extension contract

Report Approval

Written by: Drew Bell, Manager of Business Solutions, Information Technology
Reviewed by: Paul Ottmann, Director of Information Technology

Renewal of GIS Licensing Agreement

Approved by: Catherine Gryba, General Manager, Corporate Performance

Renewal of GIS Licensing Agreement.docx

**1st EXTENSION AMENDMENT
TO
ENTERPRISE LICENSE AGREEMENT
Contract No. 2014ELACDN1001**

This amendment agreement (“**1st ELA Extension Amendment**”) is made between **Esri Canada Limited** (“**Distributor**” or “**Esri Canada**”) and **City of Saskatoon** (“**City**” or “**Licensee**”) (collectively referred to as the “**Parties**”) and modifies the **Enterprise License Agreement** with **Contract No. 2014ELACDN1001** (the “**ELA**”).

OVERVIEW:

- a) The ELA is for an initial 3 -year term commencing on April 1, 2014 and expiring on March 31, 2017 (“**Initial ELA Term**”).
- b) The Parties are now willing to further extend the Initial ELA Term for an additional three (3) year term commencing April 1, 2017 subject to the additional terms and conditions provided under this 1st ELA Extension Amendment.

In consideration of the covenants and promises contained in this agreement and for other valuable consideration (the receipt and sufficiency of which is acknowledged by each party to this 1st ELA Extension Amendment), the Parties hereby agree to the following modifications and amendments to the ELA:

1. ELA Extension Amendments:

The Parties agree that the Initial ELA Term shall be extended for an additional period of three (3) years commencing on **April 1, 2017** (the “**Extension Effective Date**” for this 1st ELA Extension Amendment) and expiring on **March 31, 2020** (the “**1st ELA Extension Term**”) subject to the following terms and conditions:

- (a) On the Extension Effective Date, the applicable Appendix A, (Software and Deployment Schedule) for the 1st ELA Extension Term of the ELA shall be the Appendix A attached to this 1st ELA Extension Amendment and pursuant thereto the Appendix A that applied during

the Initial ELA Term shall be deemed deleted in its entirety and replaced with the Appendix A, attached to this 1st ELA Extension Amendment.

- (b) City shall pay Distributor the additional ELA Fee as described in the Appendix B attached to this 1st ELA Extension Amendment within thirty (30) days of the invoice date and in accordance with applicable payment terms of the ELA in consideration of this three (3) year extension to the Initial ELA Term. The applicable ELA Fee and Schedule for the 1st ELA Extension Term shall be as provided under Appendix B (ELA Fee and Schedule) to this 1st ELA Extension Amendment. Therefore, on the Extension Effective Date, the Appendix B that applied during the Initial ELA Term shall be deemed deleted in its entirety and replaced with the Appendix B, attached to this 1st ELA Extension Amendment.
- (c) For each year of the 1st ELA Extension Term for which the applicable ELA Fee annual installment has been paid, City shall be entitled to receive Distributor's standard Enterprise Advantage Program benefits (EAP) on paid up annual subscription basis for an annual subscription value of CDN\$25,000 subject to the terms and conditions the Distributor Enterprise Advantage Program Schedule, attached as Appendix F to this 1st ELA Extension Amendment.
- (d) City shall receive the number of Esri International User Conference registrations for the 1st ELA Extension Term in the quantities set forth in Table B-2 of Appendix B (ELA Fee and Schedule) to this 1st ELA Extension Amendment. Third parties may not represent City at the Esri International User Conference.
- (e) Save for the above noted and attached specific ELA amendments, all other ongoing terms of the ELA that applied during the Initial ELA Term shall continue to apply to the ELA during the 1st ELA Extension Term.
- (f) The amendments to the ELA provided under this 1st ELA Extension Amendment constitutes the sole and entire agreement of the parties as to the subject matter set forth herein and supersedes any previous agreements, understandings, and arrangements between the parties relating to such subject matter and any terms on a purchase order. Any modifications or amendments to the ELA or this 1st ELA Extension Amendment must be in writing and signed by an authorized representative of each party. For clarity, any additional or superseding terms contained in any purchase order issued by the City in connection with this 1st ELA Extension Amendment that are inconsistent with the purchase order requirements under Section 4.2 of

the ELA are void and of no effect and shall not override the terms of ELA or this 1st ELA Extension Amendment irrespective of any signature, performance or action by Distributor

IN WITNESS WHEREOF, the Parties have caused this 1st ELA Extension Amendment to be accepted and executed by their respective authorized signatories as provided below:

ACCEPTED AND AGREED:

CITY OF SASKATOON

ESRI CANADA LIMITED

By: _____
Authorized Signature

By: _____
Authorized Signature

Printed Name: _____

Printed Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

APPENDIX A

Licensee may Deploy the Enterprise Products up to the total quantity of licenses indicated below during the term of this ELA.

Table A-1
Enterprise License Software—Uncapped Quantities

Product Name	Included	Total Qty./Seats to Be Deployed
ArcGIS for Desktop Software (Single & Concurrent Use)		
Advanced (ArcInfo)	<input checked="" type="checkbox"/>	<i>uncapped</i>
Standard (Arc Editor)	<input checked="" type="checkbox"/>	<i>uncapped</i>
Basic (ArcView)	<input checked="" type="checkbox"/>	<i>uncapped</i>
ArcGIS for Desktop Extensions (Single & Concurrent Use)		
ArcGIS 3D Analyst	<input checked="" type="checkbox"/>	<i>uncapped</i>
ArcGIS Spatial Analyst	<input checked="" type="checkbox"/>	<i>uncapped</i>
ArcGIS Geostatistical Analyst	<input checked="" type="checkbox"/>	<i>uncapped</i>
ArcGIS Publisher	<input checked="" type="checkbox"/>	<i>uncapped</i>
ArcGIS Network Analyst	<input checked="" type="checkbox"/>	<i>uncapped</i>
ArcGIS Schematics	<input checked="" type="checkbox"/>	<i>uncapped</i>
ArcGIS Workflow Manager	<input checked="" type="checkbox"/>	<i>uncapped</i>
ArcGIS Data Reviewer	<input checked="" type="checkbox"/>	<i>uncapped</i>
ArcGIS for Server		
Enterprise - Advanced	<input checked="" type="checkbox"/>	<i>uncapped</i>
Enterprise - Standard	<input checked="" type="checkbox"/>	<i>uncapped</i>
Enterprise - Basic	<input checked="" type="checkbox"/>	<i>uncapped</i>
Workgroup - Advanced	<input checked="" type="checkbox"/>	<i>uncapped</i>
Workgroup - Standard	<input checked="" type="checkbox"/>	<i>uncapped</i>
Workgroup - Basic	<input checked="" type="checkbox"/>	<i>uncapped</i>
ArcGIS for Server Extensions		

Product Name	Included	Total Qty./Seats to Be Deployed
ArcGIS 3D Analyst	☒	<i>uncapped</i>
ArcGIS Network Analyst	☒	<i>uncapped</i>
ArcGIS Spatial Analyst	☒	<i>uncapped</i>
ArcGIS Workflow Manager	☒	<i>uncapped</i>
ArcGIS Geostatistical Analyst	☒	<i>uncapped</i>
ArcGIS Schematics	☒	<i>uncapped</i>
ArcGIS Image	☒	<i>uncapped</i>
ArcGIS Engine (Single & Concurrent Use)	☒	<i>uncapped</i>
ArcGIS Engine Extensions (Single & Concurrent Use)		
ArcGIS 3D Analyst	☒	<i>uncapped</i>
ArcGIS Spatial Analyst	☒	<i>uncapped</i>
ArcGIS Geodatabase Update	☒	<i>uncapped</i>
ArcGIS Network Analyst	☒	<i>uncapped</i>
ArcGIS Schematics Analyst	☒	<i>uncapped</i>
ArcGIS Runtime	☒	<i>uncapped</i>
ArcGIS Runtime Extensions (Single Use)		
ArcGIS 3D Analyst	☒	<i>uncapped</i>
ArcGIS Spatial Analyst	☒	<i>uncapped</i>
ArcGIS Network Analyst	☒	<i>uncapped</i>
Esri Mapping & Charting		
Esri Production Mapping Desktop Extension – (Single & Concurrent Use)	☒	<i>uncapped</i>

**Table A-2
Enterprise License Software - Capped Quantities**

Attachment 1

Item	Concurrent or Single Use (if applicable)	Rolled-In Quantity (if applicable)	Additional Quantity to Be Deployed	Total Quantity to Be Deployed
Esri Developer Network (EDN) standard license	CU	1	0	1
ArcPad	n/a	1	0	1

Product	Level	Named Users per Subscription	Annual Credits* per Subscription
ArcGIS Online Subscription – Year 1	2	50	10,000
ArcGIS Online Subscription – Year 2	2	50	10,000
ArcGIS Online Subscription – Year 3	2	60	11,000

* Unused credits in an ELA year will expire and will not roll-over to the following year.

**APPENDIX B
ELA FEE AND SCHEDULE**

The **ELA Fee** for the 1st ELA Extension Term as at the Extension Effective Date is **CDN\$478,000.00*** and is payable in an installment plan provided in Table B-1 below. The ELA Fee is in consideration of the following:

- a. Enterprise Products;
- b. ELA Maintenance;
- c. An annual subscription to Esri Canada standard Enterprise Advantage Program for an annual subscription value of CDN\$25,000; and
- d. Esri International User Conference Registrations.

**TABLE B-1
ELA FEES PAYMENT STRUCTURE**

	April 1, 2017 to March 31, 2017	April 1, 2018 to March 31, 2018	April 1, 2019 to March 31, 2019	Total ELA Fee
Annual ELA Fee Installment Payments	CDN\$151,000.00	CDN\$159,000.00	CDN\$168,000.00	CDN\$478,000.00

Note: *Applicable taxes are not included.

The additional terms and associated conditions referenced as ELA schedule inclusions are as follows:

**TABLE B-2
ELA SCHEDULE FOR ESRI ENTERPRISE LICENSE SOFTWARE**

Country	Canada
----------------	--------

Number of Tier 1 Help Desk Individuals	Five (5)
Number of Sets of Backup Media	Two (2) upon request
Number of Esri International User Conference Registrations	Five (5)
Annual Subscription Value of Esri Canada Enterprise Advantage Program	CDN \$25,000
Number of Years for 1st ELA Extension Term	3 years. Each year of the 1 st ELA Extension Term shall be from April 1 of the applicable year to March 31 of the subsequent applicable year

Note: Applicable taxes are not included.

APPENDIX F
DISTRIBUTOR ENTERPRISE ADVANTAGE PROGRAM SCHEDULE
(“EAP Schedule”)

Included with each annual installment payment of the ELA Fee during the applicable ELA term is an annual subscription to Esri Canada’s standard Enterprise Advantage Program (“EAP”) benefits as described in this EAP Schedule for the annual subscription value stated under the applicable Appendix B (ELA Fee and Schedule).

1. Overview

The EAP includes a menu of professional consulting, training and support services that advance the business relationship from a standard maintenance model to a proactive, strategic partnership. The EAP is not a substitute for services provided by Esri Canada Technical Support. City will continue to contact Esri Canada Technical Support as the first point of contact for all technical support inquiries from the Tier 1 Help Desk individuals of City. The EAP extends existing account support and services by providing City with assigned strategic advisors; structured GIS strategy review and planning; a flexible and customizable "Credits" based spending program for strategic consulting services and training; and other advantages exclusive to EAP subscribers. These services encompass the components described below.

2. Assigned Strategic Advisor

The City will be assigned a Strategic Advisor (**SA**) who is a senior technology practitioner with Esri Canada. The SA shall have experience and expertise in enterprise GIS implementations and shall also be assigned with City’s approval which shall not be unreasonably withheld. The SA will coordinate the operational aspects of the EAP including all of the components mentioned below.

The SA will:

- Advise City on Esri technology strategy, product selection and available business partner solutions;
- Advise City on GIS techniques, architectures, and implementation planning;
- Advise City on training needs and support requirements;
- Engage other relevant resources such as training advisors, technical specialists as required;
- Act as City's technical advocate within Esri Canada;
- Participate in the annual City account review and EAP planning session;

- Provide overall coordination of Esri Canada’s services provided under this EAP;
- Provide a monthly status report of all SA hours and other services provided under the EAP.

The SA will be allocated a preset number of hours per subscription year (SA hours) for use on City’s EAP as defined in Schedule 1. To ensure City receives maximum benefit from the EAP, the SA will attempt to use all of the SA hours over the year. The annual SA hours are reserved for the SA to coordinate with and provide general technical advice to the customer, as well as for managing Esri Canada's responsibilities to the program, and are not to be used for the SA to provide any of the services that consume Learning and Services Credits.

City may optionally purchase one or more additional block(s) of Learning and Service Credits, as defined in Schedule 1, for each EAP subscription year, for which the applicable annual installment of the ELA Fee has been paid, at Esri Canada’s published EAP rates at the time of purchase.

SA time used on the City's EAP in excess of the allocated annual SA hours will consume Learning and Services Credits at the standard Learning and Services Credits exchange rate.

Travel and expenses incurred by the SAs in the delivery of EAP services are billable to City at cost and will consume Credits at the rate provided in Schedule 1.

3. Learning and Services Credits

To efficiently access professional consulting services available under the EAP Program, City will be entitled to a preset allocation of Learning and Services Credits (“Credits”) as defined in Schedule 1, for each EAP subscription year for which applicable annual installment of the ELA Fee has been paid.

City may optionally purchase additional block(s) of Credits as defined in Schedule 1, for each EAP subscription year, for which applicable annual installment of the ELA Fee has been paid, at Esri Canada’s published EAP rates at the time of purchase.

3.1. Learning and Services Credit Use:

One (1) Learning and Services Credit may be exchanged for one (1) of the following:

- Esri Canada consulting services for the number of hours per credit as specified in Schedule 1 of this EAP Schedule.

- Requirements for strategic consulting services will be established during the Annual Account and GIS Strategy Review and reviewed quarterly at the EAP planning meetings and documented in a Technical Work Plan.
- Learning and Services Credits may not be exchanged for professional services for GIS application development (production coding) projects.
- 1-day Esri Canada certified training for one City staff in a pre-scheduled course at an Esri Canada Training Centre or pre-scheduled instructor lead virtual course.
- Recovery of Esri Canada expenses incurred in the delivery of EAP services at the rate defined in Schedule 1.

Multiple Learning and Services Credits may be exchanged for on-site Esri Canada authorized training, and for on-or-off-site custom GIS training, at the following exchange rates:

- On-site Esri Canada authorized training (City provided site)
 - 6 Credits per day, plus expenses
 - Maximum one trainee per computer and 8 trainees per course.
 - 9 Credits per day, plus expenses
 - Maximum one trainee per computer and 12 trainees per course.
- Custom GIS training
 - Course Preparation Time
 - 1 credit may be exchanged for the same number of hours of preparation time as specified in Schedule 1 of this EAP Schedule.
 - A preparation estimate will be provided to the City.
 - Training delivery
 - 6 Credits per day, plus expenses.
 - Maximum one trainee per computer and 8 trainees per course.
 - 9 Credits per day, plus expenses.
 - Maximum of one trainee per computer and 12 trainees per course.
 - Custom training may be presented at an Esri Canada Training Centre (space permitting), at suitable City provided site or as an instructor lead virtual training course. Suitability of on-site training facility is subject to approval by the SA.

Additional Clarifications to Learning and Services Credits:

- Learning and Services Credits may only be exchanged with the prior knowledge and approval of City using the EAP Task Order form attached as Schedule 2 to this EAP Schedule.
- All travel and expenses incurred in the delivery of EAP services are billable to City at cost and will consume Credits at the rate provided in Schedule 1.
- All unused Learning and Services Credits and SA assistance hours allocated for the applicable annual subscription period shall expire at the end of such annual subscription period and shall not be available for use during any subsequent annual subscription period.

4. EAP Annual Account Review and Planning Session

Esri Canada staff will participate in an annual EAP account review and strategic planning session for guiding City's GIS implementation and the use of the available EAP services.

5. System Environment Profile

Esri Canada staff will assist the City to complete or update a GIS System Environment Profile, an inventory of City's GIS technical environment including computing platforms, databases, development tools, and general network configuration. The completed GIS System Environment Profile is designed to assist the City in planning for GIS needs and assist Esri Canada professional services and technical support staff in supporting City's environment.

6. Exclusive Enterprise Webcasts

City is entitled to participate in Esri Canada's quarterly webcasts exclusive to EAP subscribers. These webcasts will focus on business and technical information related to enterprise GIS customers of Esri. The SA will notify City's EAP management contact in advance of each webcast and provide the connection information.

7. Approved EAP Services

EAP services are not a substitute to professional GIS consulting services for GIS projects for production level implementations. Production level application coding, basic GIS system configuration services and other GIS project specific work are not approved EAP services.

Approved EAP services include enterprise advice and non-production consulting for strategic pre and post-implementation services (such as strategic analysis and reviews, scoping, project and program planning, feasibility studies and prototype development, eligible package services), educational seminars, and scheduled and custom training services.

Production application development and production system configuration work are not approved EAP services and should be budgeted and delivered outside of the EAP. Because there are many activities which could straddle the lines between planning and production, the City may consult with the assigned SA to determine the suitability of proposed activities. Production level, project related work that requires Esri Canada Professional Services may be contracted and scheduled through your Esri Account Manager.

The cost of any non-Esri Canada resources, requested by the City for provision of EAP services, are subject to approval by Esri Canada and will be quoted separately and billable to City.

Approved EAP services shall be ordered through completion of the **Esri Canada EAP Task Order** attached as **Schedule 2** to this EAP Schedule for mutual sign off by City and Esri Canada.

8. City EAP Commitment

City agrees that any activities proposed to be completed under the Enterprise Advantage Program will be subject to review and approval by Esri Canada to ensure alignment with the intent of the program.

City must provide the following:

- An executive sponsor for the EAP who will approve the annual EAP investment and the Learning and Services Credits, Credit Use Plan.
- A management contact for the EAP to work together with the SA in coordinating operational aspects of the EAP annual work program and coordination of City's resources. City's management contact is also responsible for internal logistical and communications of the EAP as well as participation in all status meetings.
- Appropriate resources to assist in the completion of City's System Environment Profile.
- Appropriate resources to assist in the completion of EAP services.
- Appropriate work environment and internet connections for Esri Canada staff providing on-site EAP services.

- A remote access capability to connect City's GIS systems if required, to assist in the provision of EAP services.

City executive sponsor, management contact and other staff as appropriate, must participate or send an authorized designate to participate in the annual EAP City account review and planning session.

8.1. City EAP Management Contact

The City management contact will:

- Coordinate all EAP activities and services with the SA
- Initiate all requests for use of EAP Learning and Services Credits and submit these requests to the SA for approval by Esri Canada.
- Be responsible for internal City EAP logistics and communications,
- Participate in all EAP status meetings
- Ensure availability of and schedule City resources for all EAP activities and services, as needed.

9. Warranties and Disclaimers

- 9.1. All EAP services to be provided by Esri Canada will be provided in a professional and workmanlike manner.
- 9.2. Esri Canada warrants that for a period of thirty (30) days after delivery of EAP services that such services will conform in a manner consistent with reasonable professional and technical standards of the software industry.
- 9.3. The above mentioned warranties are the exclusive or only warranties given by Esri Canada for the EAP services. These exclusive warranties replace all other warranties, including the implied warranties or conditions of satisfactory quality, merchantability, non-infringement, and fitness for a particular purpose. Except for these exclusive warranties all EAP services are provided "as is" by Esri Canada.
- 9.4. City is solely responsible for the manner of its use of the EAP services and agrees that Esri Canada will have no obligation or liability to City for City's use of the EAP services.

- 9.5. Esri Canada's entire liability for all claims in the aggregate arising from Esri Canada's performance of the EAP services will not exceed the applicable annual EAP subscription amount, regardless of the basis of the claim. This limit applies collectively to Esri Canada, its subsidiaries, representatives and contractors. Esri Canada will not be liable for claims for special, incidental, exemplary, indirect or economic consequential damages, lost profits, business, revenue, goodwill, or anticipated savings.

10. Invoicing for Additional SA Hours or Credits

Fees for additional blocks of approved SA hours or Credits will be invoiced upon receipt of City's order.

City shall pay Esri Canada within thirty (30) calendar days of receipt of invoice.

11. Privacy

This EAP Schedule is subject to all applicable Canadian privacy laws. To the extent feasible City shall avoid the disclosure of personal information to Esri Canada unless such disclosure is necessary and material to Esri Canada's performance of EAP services contemplated by this EAP Schedule. In the event that personal information disclosure is required, City shall provide Esri Canada with written notice of such personal information prior to or at the time of its disclosure.

**ESRI CANADA ENTERPRISE ADVANTAGE PROGRAM AGREEMENT
SCHEDULE 1**

For each standard EAP Subscription Year, City will receive the following EAP services and Credits:

- 75 hours of Strategic Advisor (SA) assistance inclusive of:
 - 1/2 day (4 hours) Annual Account and GIS Strategy Review
 - 1/2 day (4 hours) System Environment Profile compilation assistance
- 35 Learning and Services Credits
- Access to EAP exclusive Enterprise GIS webcasts
- A monthly summary of consumed EAP services

For each EAP Subscription Year for which the applicable ELA Fee annual installment has been paid, City may optionally purchase, at Esri Canada's published EAP rates at the time of purchase:

- Additional Learning and Services credits are available at a minimum block of 20 Credits – price is \$10,000. Individual Credits over and above the block of 20 can be purchased at a price of \$500 per Credit.

Travel expenses shall consume Credits at the following rate: 1 Credit has a value of \$500 in Esri Canada travel expenses.

One day of consulting consumed is equivalent to 2.75 credits.

Additional EAP Credit Use Rates:

- Learning and Services Credit Use: 2.75 Learning and Services Credits may be exchanged for 1 day of Esri Canada consulting services.
- Custom GIS Training - Course Preparation Time: 2.75 Credits may be exchanged for 1 day of course preparation time.

SCHEDULE 2
ESRI CANADA EAP TASK ORDER
(Attached)

North Commuter Parkway Bridge – Bridge Naming Engagement Process

Recommendation

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

That the process to name the North Commuter Parkway Bridge as outlined in this report be approved.

Topic and Purpose

The purpose of this report is to provide information on the process for engaging the community to name the North Commuter Parkway Bridge. This process is in consideration of the Truth and Reconciliation Commission of Canada (TRC) Calls to Action and City Council Policy as set out in Naming of Civic Property and Development Areas Policy No. C09-008 (Naming Policy).

Report Highlights

1. The naming of North Commuter Parkway Bridge will support the TRC Calls to Action.
2. The process undertaken to propose a name for the North Commuter Parkway Bridge will be community driven, building on the community reconciliation process and Aboriginal Elders will guide the Aboriginal Cultural and Spiritual processes for the naming process.
3. Requests for a name will be screened by the Naming Advisory Committee with City Council having final approval.

Strategic Goal

Under the City of Saskatoon's (City) Strategic Goal of Quality of Life, this report supports the recognition of our built, natural, and cultural heritage. The naming of civic facilities celebrates the history, environment, and outstanding contributions of our diverse community.

Background

During its July 21, 2016, meeting, City Council resolved that,

“With respect to the Truth and Reconciliation Commission (TRC) Calls to Action report, would the administration report back on how to engage the community as a whole to name the pending new North Commuter Parkway in recognition of the TRC. This report will be in response to the TRC calls to action and specifically #79 which is ... ‘Participate in a strategy to commemorate Aboriginal peoples’ history and contributions to

Canada.’ The administration should keep the guidelines and intent of the naming advisory policy in mind while preparing the report.”

Report

Support to TRC Calls to Action

City Administration undertook an initial meeting with key community members, including representatives from the Office of the Treaty Commissioner (OTC), Saskatoon Tribal Council (STC), Central Urban Metis Federation Incorporated (CUMFI) and the Federation of Sovereign Indigenous Nations (FSIN) to discuss a process for engaging the community to name the North Commuter Parkway Bridge and the scope of the project. At the meeting, it was expressed that the bridge naming process should be community driven and that this is an opportunity to open doors for people to have a dialogue and build community through the reconciliation process.

The Process for Naming

Proposed names and feedback will be sought from Elders and Indian Residential School Survivors through facilitated engagement sessions. Potential names will be put forward to the Saskatoon Reconciliation Committee (SRC) for further discussion and consideration. The SRC is comprised of approximately 42 community members - Indigenous and non-Indigenous, business, government, civil society, faith-based communities, and including member(s) of City Administration, who are learning and walking together on the journey for reconciliation. This Committee has agreed to be involved in the community consultation process. See Attachment 1 for the Terms of Reference and more details on the process.

Elders and Indian Residential School Survivors will be consulted through facilitated sessions to suggest names for the NCP. Proposed names will go forward to the SRC to make a shortlist that will be presented to the community for further input before a final recommendation is made to City Council.

Process for Final Approval

Once a name or names are selected through the community engagement process, the SRC or a designate would submit an application to the Planning and Development Division. The Planning and Development Division would then bring the requested name or names to the Naming Advisory Committee for review and comment.

In accordance with the Naming Policy, all requests for a name to be applied to a specific municipally-owned or controlled facility will be screened by the Naming Advisory Committee (NAC), who will forward a recommendation to Council. City Council will have final approval for all specific naming requests. Any cultural or spiritual requirements of the naming will be specified as part of the presentation to the Naming Advisory Committee.

Public and/or Stakeholder Involvement

This process is intended to have a broader outcome than only finding a name for the bridge. It provides an opportunity to engage the entire community in a dialogue about

how we move forward as a community toward reconciliation. The process identified is comprehensive and inclusive and is intended to reach support on the name recommended to City Council.

Financial Implications

The estimated cost for the proposed communications and engagement strategy is up to \$20,000. This includes resources for facilitating and gathering input through community discussions and the communication tools used below. The project will be funded through the existing operating budget and the North Commuter Parkway and Traffic Bridge Capital Project No. 2407. The Administration will look for opportunities to collaborate with other potential funding partners.

Communication Plan

To achieve success, a multi-channeled communications campaign will be used to raise awareness of the project and inspire participation and confidence in the naming process. A communications and engagement plan will assist in educating the public on the TRC Call to Action and the significance of the location on Saskatoon's north end. Communications and engagement activities may include: earned media, stakeholder meetings, website advertising on saskatoon.ca and shapingsaskatoon.ca, social media posting on Twitter and Facebook, and video.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Administration will provide a status report on the process in fall 2017 and will report back through the Naming Advisory Committee in January of 2018.

Public Notice

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

Attachments

1. Naming Engagement Process Terms of Reference

Report Approval

Written by: Gilles Dorval, Aboriginal Relations, Corporate Performance

Reviewed by: Colleen McKee, Acting Engagement and Communication Manager
Darryl Dawson, Manager of Development Review, Community Services Department

Approved by: Catherine Gryba, General Manager, Corporate Performance Department

North Commuter Parkway Bridge Naming Process.docx

North Commuter Parkway Bridge Naming Terms of Reference

Background

During its July 21, 2016 meeting, City Council resolved that,

“With respect to the Truth and Reconciliation Commission (TRC) Calls to Action report, would the administration report back on how to engage the community as a whole to name the pending new North Commuter Parkway in recognition of the TRC. This report will be in response to the TRC calls to action and specifically #79 which is ... ‘*Participate in a strategy to commemorate Aboriginal peoples’ history and contributions to Canada.*’ The administration should keep the guidelines and intent of the naming advisory policy in mind while preparing the report.”

Mission

In consideration of the Truth and Reconciliation Calls to Action, City Administration works with the community in the naming of the North Commuter Parkway Bridge. The process will include engaging the community, the Elders & Indian Residential School Survivors.

Structure

The following organizations will comprise the Steering Committee that will guide community engagement for the naming process.

- Office of the Treaty Commissioner, Federation of Sovereign Indigenous Nations, Saskatoon Tribal Council, Central Urban Métis Federation Inc. will present the selected name to the Naming Advisory Committee.
- The Saskatoon Reconciliation Committee (SRC) will be involved in putting forward names to the Steering Committee. The Saskatoon Reconciliation Committee is comprised of approximately 42 community members - Indigenous and non-Indigenous, business, government, civil society, faith-based communities, and includes member(s) of City Administration.
- The broad representation of Treaty 6 First Nations and Métis Elders will be consulted through a facilitated session.
- Indian Residential School Survivors will be consulted through a facilitated session.

Guidelines

- Historical names acknowledging a historical event or figure.

- Words or concepts that embody the spirit of community, coming together, connection, moving around.
- The naming of the North Commuter Parkway Bridge will consider ease of identification and avoidance of confusion for the public. Potential names will be reviewed by City Administration to address any wayfinding issues (i.e. to avoid duplication of previously named facilities).
- The City commits to following appropriate Aboriginal ceremonies and protocol within the Community throughout the naming process.

Process:

A list of proposed names will be developed through engagement sessions with Aboriginal Elders and Indian Residential School Survivors, and narrowed down by the Saskatoon Reconciliation Committee (SRC). A shortlist of names will be shared with the community for consideration and input.

The SRC will review public input and recommend the preferred name to the Steering Committee.

Once a name or names are selected through the community engagement process, the SRC designate would submit an application to Planning and Development. Planning and Development would then bring the requested name or names to the Naming Advisory Committee for review and comment.

In accordance with the Naming Policy, all requests for a name to be applied to a specific municipally-owned or controlled facility will be screened by the Naming Advisory Committee (NAC), who will forward a recommendation to Council. City Council will have final approval for all specific naming requests. Any cultural or spiritual requirements of the naming will be specified as part of the presentation to the Naming Advisory Committee

A Culture of Continuous Improvement

Recommendation

That the report of the General Manager, Corporate Performance Department, be forwarded to City Council for information.

Topic and Purpose

The purpose of this report is to provide a summary of the initiatives that the City of Saskatoon (City) has implemented over the past several years to instill a culture of continuous improvement within the organization.

Report Highlights

1. The City of Saskatoon has been focusing on creating a culture of continuous improvement since 2009.
2. The Strategic Plan was approved by City Council in 2012, and it solidifies the City's commitment by including A Culture of Continuous Improvement as one of its seven Strategic Goals.
3. A formal approach to continuous improvement was adopted in late 2013, and has resulted in approximately \$3 million in potential staff time and hard dollar savings.
4. City Council approved a total of \$200,000 to support this initiative of which \$150,000 has been spent to date. That means that, on an annual basis for this three year cycle, we spent approximately \$50,000 in order to save taxpayers \$1,000,000.
5. There are a number of new initiatives planned for 2017 and beyond to continue to build and improve upon our culture of continuous improvement.

Strategic Goal

This report supports the Strategic Goal of a Culture of Continuous Improvement.

Background

At its meeting held on January 16, 2017, the Governance and Priorities Committee resolved the following:

“That the Governance and Priorities Committee recommend to City Council that the Administration provide an update on the City of Saskatoon's operational efficiency reviews to City Council, SUMA and those Ministers leading the transformational change with the Province.”

Report

Continuous Improvement Starts in 2009

In 2009, the City identified that modern cities need to be increasingly creative, innovative and proactive in planning, problem solving and decision-making if they are to

A Culture of Continuous Improvement

be successful in the new world economy. The pace of change was accelerating and the diversity of issues that our city was facing was becoming more complex. Consensus thinking was clear in that cities, including the City of Saskatoon, had to change to remain competitive and ultimately successful in addressing existing and emerging issues. This remains true today.

This environment of accelerated and complex change created an “expectation gap”. A gap was emerging because the expectations of the public were changing in such a way that the skills and abilities of our municipal government and our employees were insufficient to meet the new demands. As the order of government that is closest to the people it serves, we knew that we had to retrain ourselves to fill this gap and meet the future expectations of our citizens.

This meant that we needed to become more goal-oriented, responsive, and adaptive in our approach to municipal governance. We looked for new and innovative ways to provide the existing and emerging programs and services to our citizens.

The Administration started to take a fresh look at how it operated and how the corporation could become more adaptive and responsive in order to:

- improve our service
- increase our savings
- grow our city in a sustainable way.

One of the key deliverables was to create a culture of innovation and creativity within the corporation where staff are well prepared and willing to take on new challenges with new approaches and new strategies. We needed the City to prepare as an organization to “act faster” and become a world class innovator.

A key driver of strengthening any organization is training. In order for us to achieve our goals, all employees needed to be part of the solution. As a result, we provided training to all permanent employees, at every level, to help us think differently about our work, solve problems for citizens, and take ownership for results. This intensive training program had a 30-year track record in various private sector companies and public sector organizations around the world, and it was designed to encourage employees to perform their work in new and innovative ways. This training was foundational in setting the stage to setting a goal for a culture of continuous improvement.

Strategic Goal – A Culture of Continuous Improvement

City Council approved the Strategic Plan in 2012, and one of the seven strategic goals is A Culture of Continuous Improvement.

A formal approach to continuous improvement was adopted in late 2013, and has resulted in approximately \$3 million in potential staff time and hard dollar savings.

A Culture of Continuous Improvement

The Continuous Improvement Strategy includes the following three components:

- Annual Civic Service Reviews (CSR) are an operational review process to find ways to control expenditures and to seek efficiencies in the delivery of municipal programs and services. It is a way to identify redundancies and inefficiencies in the City's operations and improve on them.
- Internal Process Reviews (IPR) focus on identifying and removing redundancies and waste within existing processes to increase efficiencies in civic operations.
- Building capacity in the corporation through innovation coaches and engaging and empowering employees.

Within the potential \$3M in staff time and hard dollar savings, examples of innovation ideas teams have successfully implemented include the following:

- The Waste Handling CSR team has initiated a new Collections and Landfill operator training program and implemented an upgraded payment system at the Landfill. These actions create a safer work environment for staff, save future equipment repair cost/time, and reduce customer wait times at the Landfill.
 - Saving approximately \$135,000 in hard dollars.
- The Roadways CSR team has initiated contractor prequalification to reduce the amount of time Inspectors spend following up on contractors issues.
 - Saving approximately \$225,000 in staff time.
- The Fleet Services Business Model Review team has worked with vendors to ensure leasing options are provided on all future procurement bids in order to identify potential hard dollar savings.
 - Saving approximately \$1,500 in hard dollars.
- The Waste Stream Management Customer Service phone line was recently integrated into the Customer Service and Operations Support section's responsibility reducing service overlap and further moving customer service towards a one-stop-shop for citizens.
 - Saving approximately \$8,500 in staff time.
- The Special Events IPR team has successfully redeveloped the special event application form and created service user workshops – where those using the special event process can come get questions answered, hear about process changes, and give feedback. These actions save staff time and customer time as well as improve customer service.
 - Saving approximately \$5,000 in staff time.

A summary of all of the initiatives that have taken place over the past three years is included in Attachment 1.

Public and/or Stakeholder Involvement

The Chamber of Commerce has been a strong supporter of the Administration's efforts in continuous improvement. For the past two years, the Administration has been invited to speak at a session sponsored by the Chamber to share our experiences and best practices with the business community.

The Administration has been invited to attend the 2017 Canadian Association of City Managers (CAMA) Conference and present on our continuous improvement initiatives.

Saskatoon is seen as a leader in our efforts and is considered to be conducting best practices in this regard.

Communication Plan

The City website features regular updates to the savings and efficiencies we are realizing under Our Performance, Making Strides.

We also feature a performance improvement initiative conducted by our staff on the website. There is a description of the process that was improved as well as the efficiencies that were achieved, and there is a picture posted of the staff that worked on the initiative. See Attachment 1 for more details and examples.

The annual Service Savings and Sustainability report will continue to be produced, tabled with City Council and posted on our website. This report highlights all of the savings that have been captured over the past year, both in staff savings and in hard dollars.

Financial Implications

A formal approach to continuous improvement was adopted in late 2013, and has resulted in approximately \$3 million in potential staff time and hard dollar savings. City Council approved a total of \$200,000 to support this initiative of which \$150,000 has been spent to date. That means that, on an annual basis for this three year cycle, we spent approximately \$50,000 in order to save taxpayers \$1,000,000. Details of the savings achieved are listed in Attachment 1. The implications of these savings are that resources can be redeployed to priority areas based on citizen input and direction provided by City Council. These savings result in a lower increase to the annual property tax.

To date, the savings captured have been on staff time and internal operational efficiencies. The Administration is starting to capture the cost savings for our citizens and will begin to report on these savings. For example, a recent review of our process to manage special events identified time savings for our citizens that translated into approximately \$25,000 in their time annually.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A similar report will be forwarded to SUMA and those Ministers leading the transformational change with the Province.

The annual Service Savings and Sustainability Report for 2016 will be submitted to City Council in April, 2017.

Public Notice

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

Attachment

1. Update and Plans for 2017

Report Approval

Written by: Catherine Gryba, General Manager, Corporate Performance
Department

Approved by: Catherine Gryba, General Manager, Corporate Performance
Department

A Culture of Continuous Improvement.docx

A Culture of Continuous Improvement Update and Plans for 2017

Strategic Plan

One of seven Strategic Goals for the City is “A Culture of Continuous Improvement”. Four-Year Priorities related to Continuous Improvement and Innovation include:

- Implement Service Saskatoon – a coordinated approach to responding to citizen calls and inquiries on programs and services
- Identify targeted opportunities to implement specific continuous improvement tools within departments
- Pursue opportunities to ‘modernize’ civic government to reflect best practices, changing demands, etc.
- Develop a new website for the City that is more customer and citizen friendly.

Service Savings Sustainability Report

- A productivity report has been created annually since 2010 that highlights Service, Savings and Sustainability (SSS) efforts within the City. CI initiatives completed in the report year are included along with the associated dollar savings which may be short-term immediate savings or realized in future years. Initiatives highlighted in the report include anything from manual to automation of processes, to streamlining services provided by Civic departments.
- The Chamber of Commerce has commended the City for the past several years on the production and publication of the SSS report as well as the City’s overall Continuous Improvement strategy. The Chamber claims that the City of Saskatoon is the only municipality in Canada that produces such a report.

Civic Service Reviews (CSR)

- Began in 2014. Identify opportunities to improve efficiency and increase the effectiveness of a service and/or program.
- Initial focus was on five key services:
 - Design, construction and maintenance of roadways
 - Design, construction and maintenance of civic parks
 - Saskatoon Fire Department
 - Waste Handling
 - Fleet Services
- CSRs completed to date include:
 - Waste Handling – Collections and Landfill Operations
 - Urban Forestry – Tree Inventory and Maintenance
 - Building Standards and Development – Commercial Permit Process
- CSRs in progress include:
 - Police Fleet – Business Model and Resourcing
 - Engagement
 - Payroll

- Roadways Phase 2
- Private Development
- Right of Way
- Back Lanes, tree trimming

CSRs are coordinated with Service Saskatoon and in partnership with Information Technology (IT) to ensure that focus is on services that matter most to citizens and will have the greatest impact to improving efficiencies in service delivery and reduce complaints and inquiries.

- Employees and managers from all levels and often from several divisions form a team to focus on how the service is currently being delivered, current challenges in processes (internal and citizen perspective), defining what success looks like from the citizens perspective and identifying changes that will enhance efficiency, increase customer satisfaction, and provide savings to the organization.
- Once the ideal future model of the service has been designed, the team develops recommendations and an action plan for implementation.
- CSRs have increased employee engagement across the organization and improved collaboration and communication across civic divisions; improving service delivery for citizens.

Internal Process Reviews (IPR)

- Similar process to the CSRs, however the focus is on a single process or program and the timeline for the review is usually shorter. IPRs are less complex and only involve one or two divisions as opposed to the multi-divisional, more complex focus of the CSRs.
- IPRs completed to date include:
 - Special Events – Application, Review and Approval Process
 - Fire Prevention – Fire Inspections, Fire Investigations, Property Maintenance
 - Fleet Services Phase 2 – Business Model
 - Utility Accounts – Creating a new account
 - Recycling Services – Adding a new service or discontinuing a service
 - Tuition Reimbursement – Policy and Process Review
 - Claims Process – Filing a Claim Against the City of Saskatoon
- Over 200 employees have participated in a CSR or IPR
- Over \$3M in potential savings (staff time and money) has been identified as a result of the CSRs and IPRs

Training

- Introduced a Continuous Process Improvement course in 2015 – approximately 75 staff have taken the course.
- The course is offered throughout the year in the corporate learning and development calendar, as well as through customized training sessions. The 2017 focus is on increasing the number of employees who have received training in CI tools and methods in order to continue to build capacity across the

organization for innovation and creativity. Ongoing, regular innovations implemented at all levels of the organization from front line staff to the leadership team will continue to ensure the City has a sustainable *Culture of Continuous Improvement*.

Innovation

Innovation League

- In April 2014, the City partnered with Juice Inc. to train approximately 40 employees in Innovation in a Box training, a systematic approach to following an opportunity/issue from the generation of the idea through to implementation of an action plan. Employees were trained in Juice's i5 process and the tools that accompany it. Participants focussed on working through the question "how might we improve service to citizens?." Strategic Game Plans developed as part of the discussions were then presented to the Senior Management Team (SMT) and the Leadership Team (LT) in a Dragons Den format to showcase what they had learned in the training and potentially move some of the ideas forward. The SMT and LT were given a certain amount of "play money", which they could choose to invest in any or all of the ideas. They were given a criteria on which to judge the idea which included "Nailed It, In the Cards, or Missed the Boat." Presentations were fun, innovative, and well received by SMT and LT.
- The six ideas brought forward by the participants have been in varying stages of development and implementation over the past few years (i.e. apps to improve customer service, networking teams and committees) for customer service staff to enhance information sharing and improve customer service training. For example, communities of practice, Service Saskatoon/311, traveling customer service kiosks, and new methods to engage and educate citizens continue to be implemented. Following Juice's i5 Training, participants formed the Innovation League (IL). The main focus of the IL is to spread innovation and build capacity across the organization. One way of doing this is through Innovation Events, the first planned for March 2017. It will be an Innovation Fair where employees across the organization can showcase their innovation ideas.
- Members of the IL have also facilitated problem solving discussions with their workgroups and various others.

Training

- Building a Game Plan: From Idea to Implementation – a Lunch and Learn based on the i5 process was offered to City staff in 2015. Fourteen employees were in attendance. This session continues to be offered by Innovation League members upon request across the organization.
- Creative Thinking and Innovation – a course offered through the Corporate Learning and Development opportunities program. To date 20 people have completed this course.
- Continuous Improvement 101 and future course development on CI Tools and Methods

Leadership Commitment Sessions

- Since 2012, the City has been bringing General Managers, Directors and Section Managers together several times per year with a focus on the four leadership commitments – Responsive and Reliable Service, Strong Management and Fiscal Responsibility, Effective Communication, Openness and Accountability, and Innovation and Creativity. Sessions have four areas of focus: education on a specific topic related to the leadership commitments, group discussion on the topic(s), networking, and tools for participants to take back and share with their teams.
- Peter de Jager is a regular contributor to Municipal World magazine and he presented at a Leadership Commitment session on change management and effective leadership.
- Two sessions have specifically focussed on the Innovation and Creativity Leadership Commitment.
- In 2013, the session included the introduction to CSRs and IPRs along with tips and tools on how to get started. There was also a focus on Celebrating Success throughout the organization and awards were presented to employees who were nominated by their Managers/Supervisors. Specifically, the Innovation and Creativity award was called “The Golden Light Bulb Award” and was presented to individuals or teams that had undertaken a unique initiative or program within their division that had inspired an exceptional level of innovation and creativity.
- The next session was held in April 2014 with the focus on the Juice Inc. Innovation in a Box i5 process (which then kicked off the training and Innovation League).

City Manager Leadership Forums:

- Hosted by City Manager twice per year
- Participants include: City Manager, General Managers, Directors, Section Managers, Supervisors and Union Executives
- Focus on a variety of topics including: economic outlook, departmental updates, continuous improvement success stories, leadership development, aboriginal awareness, etc.

Division Trade Show:

- Showcase of civic operations for new City Council and participants attending the City Manager’s Leadership Forum provided an innovative and creative opportunity for divisions to showcase what they do.
- Interactive booth displays included: a jenga game to help balance the budget, bubble-wrapped risk table, street signs for Mayor and Council, cloud and bus-shaped sugar cookies, a “make it rain display” highlighting impact of various substances on our agriculture and water systems, just to name a few.

Other:

- Ideas Unlimited program where employees were encouraged to bring forward ideas on how we can improve services, safety or cost savings.

- Pacific Institute training – Excellence Within Us, four-day training focusing on personal and professional development offered to all City staff. “If it’s meant to be it’s up to me” encouraged employees to look at opportunities within their control that they could improve; jumpstarted innovation and creativity across the organization.
- Municipal Innovators Community – The City is a member of the Community, Delegates attended the 2016 conference and the City is an active participant in developing an innovation information sharing network with Municipalities across the country. Other participants include the Cities of Mississauga, Barrie, Toronto, Burlington (need to ask Heather who else is involved)
- Awarded the Willis Award for Innovation in 2001 for the Community Centre Project.
- Innovation Week – City participated in 2012 and 2013 - celebration of made-in-Saskatchewan ideas and encouraged creation and development of innovation networks in our province.
- Corporate Innovation Award in 2004 from the Canadian Urban Transit Association to Transit Services for its involvement in the “Getting Around: A Driving Force for Change” Education Program.

Performance

#YXEStrides

- Feed of improvements in the works, posted on the Our Performance page at www.saskatoon.ca.
- 50/50 strides have been posted in 2016

Spotlight Stories

- Newly introduced in 2015, where stories are posted on the Our Performance page that highlight progress and achievements on how the City is increasing efficiency, improving service, and making progress toward Strategic Goals.
- Ten stories have been posted to date, they include:
 - There’s An Idea for That – Innovation League
 - Thinking Outside the Box Results in Savings – SFD
 - Clarity Brings Efficiency and Savings – Russ, Water Treatment Plant
 - Bridging Creativity and Collaboration – University Bridge
 - Widening the Circle – Aboriginal Inclusion
 - Bright Ideas in the Bridge City – Saskatoon Light & Power
 - Setting up Success for Service Saskatoon – Service Saskatoon/PW
 - Building a Green Culture with Choice – Environmental Education and Engagement
 - Saskatoon: A Great Place for Special Events
 - Thinking Pink, Even in the most Unexpected Places – Pink Fire Truck

Performance Dashboard

- Also located on the Our Performance page where the goals of the Saskatoon government for our city and how we are measuring against the targeted goals can be viewed. All targets/indicators fall under one of our seven Strategic Goals.
- All 19 targets and six indicators with updated numbers based on July 2016 performance
- Includes the Civic 2015 Performance Scorecard

Plans for 2017

Partnership with Peak Academy in Denver

- The City and County of Denver, CO is approximately two years ahead of the City of Saskatoon on their CI Journey. The City of Saskatoon has been working with and learning from Peak Academy at Denver and is embarking on the following in 2017:
 - Enhanced training for staff – goal of 80% of staff across the organization trained on introduction to CI and basic CI tools within three years
 - Standardized templates:
 - Service Levels
 - Division KPIs
 - CSR and IPR Reports
 - Tools for training and facilitation
 - Peak Partnerships – Process Improvement Specialist from Peak Team partners with an agency for a six month period.
 - City of Saskatoon’s PIC Partnerships - six month partnerships with divisions across the organization where the PIC is part of the division, creating an opportunity to learn and understand the day to day operations and challenges. Focus is on defining service levels for key services within the division, setting up division KPIs, building capacity through training on CI tools and methods with staff within the division to ensure sustainability. Then the PIC moves to the next partnership and incorporates a CI action plan into the business planning and budgeting process to ensure that short, medium and long-term action plans have an increased opportunity for successful implementation.

Communities of Practice

- We will be introducing Communities of Practice (CoP) for staff at the City of Saskatoon this year, beginning with a Project Management CoP launching in early February 2017. The CoP brings together a group of individuals with a common areas of interest and provides an opportunity to learn, network, and share ideas (including ideas for improvement and innovation). The Project Management CoP will also work toward standardizing the City's approach to project management where it makes sense to do so (i.e. tools, templates, etc.)

2016 Waste Characterization Study

Recommendation

That the report of General Manager, Corporate Performance Department, dated January 31, 2017, be forwarded to City Council and SEAC for information.

Topic and Purpose

This report provides a preliminary summary of the 2016 comprehensive, community-wide Waste Characterization Study.

Report Highlights

1. A Waste Characterization Study was completed throughout 2016 with four seasonal sampling periods and targeting all waste generators in Saskatoon.
2. The results of the Waste Characterization Study will be used to inform a Waste Diversion Plan, a Plan that will outline options for achieving 70% waste diversion by 2023. It will also be used in the review of civic waste management services.
3. The Waste Characterization Study indicated that 77% of waste sampled in residential black carts could be diverted from the landfill if new programs for diversion are made available.
4. On average, a single-family household puts 15.6 kg of waste in their black cart each week, and multi-family household puts 7.2 kg. The biggest percentage of this (58% and 40% respectively) is organic, mostly food waste.

Strategic Goal

The information in this report supports the four-year priorities to promote and facilitate city-wide composting and recycling and implement energy-efficient practices in City operations, along with the long-term strategy to eliminate the need for a new landfill under the Strategic Goal of Environmental Leadership.

Background

In October 2015, the Administration issued a Request for Proposals (RFP) for the characterization of municipal solid waste generated in Saskatoon and development of a draft Waste Diversion Plan based on the characterization.

Report

The Waste Characterization Study was completed over four seasonal sampling periods during 2016; it will inform the results of a Waste Diversion Plan expected to be completed during 2017. The Plan will outline potential policies and programs for achieving 70% waste diversion by 2023, with a focus on both the City of Saskatoon's (City) Landfill, as well as steps residents and businesses can take to reduce or divert waste.

The Study will also inform a civic waste management review, as discussed in the report on the State of Waste Management also tabled at today's Standing Policy Committee meeting.

The key areas of municipal solid waste sampled included:

- single family and multi-family residential households,
- industrial, commercial, and institutional (ICI) organizations,
- self-haul loads to the City landfill; and
- construction and demolition (C&D) waste.

Attachment 1 shows a preliminary summary of the Waste Characterization Study results. Highlights include:

- 77% of waste sampled in residential black carts could be diverted from the landfill if new programs for diversion are made available. In particular, 58% could be diverted by expanding organics programs.
- 61% of waste sampled in multi-unit residential waste containers could be composted (40%) or recycled.
- According to representative sampling, 56% of the waste generated by Industrial, Commercial and Institutional organizations could be composted or recycled.
- 80% of waste sampled from loads self-hauled to the City Landfill could be diverted for composting or recycling.
- Up to 94% of construction and demolition waste currently being delivered to landfills in the Saskatoon region could be diverted at Recovery Park.

The full detailed report describing the Study methodology and providing full results of sampling will be posted to the City web-site once complete.

Administration will bring forward a report on options for responding to the opportunities identified in the report as part of a Waste Diversion Plan.

Public and/or Stakeholder Engagement

Completion of the Study involved engagement with a number of waste-industry stakeholders. Further engagement is planned as the Waste Diversion Plan is developed.

Communication Plan

Information from the Study will be used in a variety of waste-related communications efforts planned for 2017 including the City web-site, recycling education and awareness programs, Green Cart and compost depot materials, etc. The information will also be used for the proposed review of waste management services.

Environmental Implications

Greenhouse gas (GHG) emissions implications and other environmental protection measures will be estimated and reported on as the Waste Diversion Plan is developed.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Final study findings will be posted to the City web-site. The Administration will bring forward a report on options for responding to the opportunities identified in the report following completion of a draft Waste Diversion Plan. This will be provided to the Standing Policy Committee on Environment, Utilities and Corporate Services in March 2017.

Public Notice

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

Attachment

1. Summary of Key Results

Report Approval

Written by: Daniel Mireault, Environmental and Corporate Initiatives

Reviewed by: Amber Weckworth, Education and Environmental Performance
Manager

Brenda Wallace, Director of Environmental and Corporate Initiatives

Approved by: Catherine Gryba, General Manager, Corporate Performance
Department

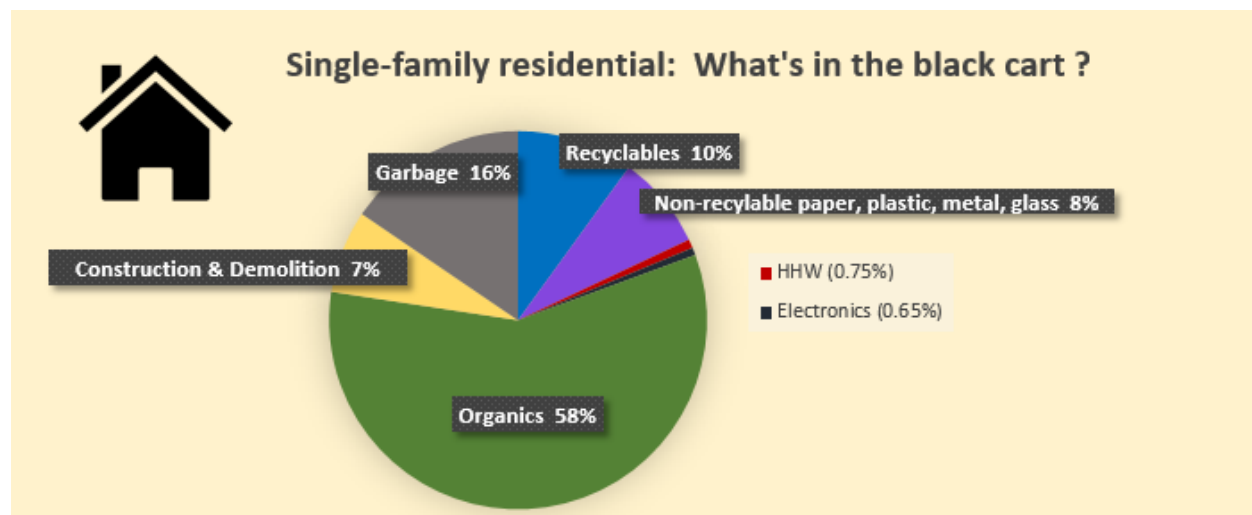
2016 Waste Characterization Study.docx

Summary of Key Results

The 2016 Waste Characterization Study involved an extensive year-long process that produced a precise estimate of waste quantity and waste composition. Methods used in previous studies were expanded to gather more detailed information on solid waste, particularly where estimates had been vague such as in the Industrial-Commercial-Institutional (ICI) sector, self-haul loads to the landfill, and Construction and Demolition waste.

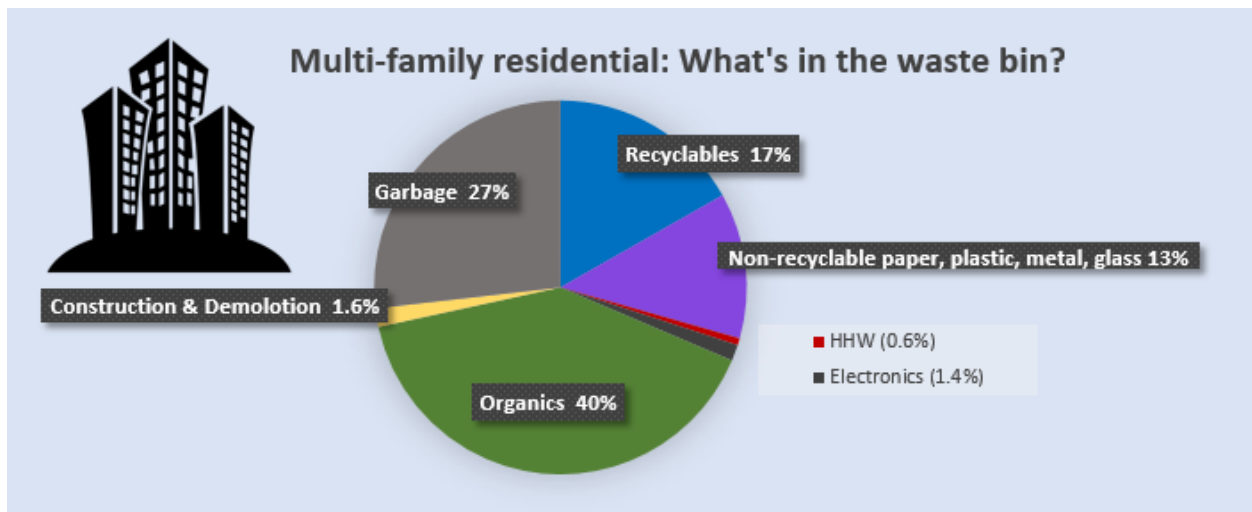
Single-family (Curbside) Residential Households

- The average household set out 15.6 kg of garbage each week in 2016.
- Of this, approximately 10% of the material could have been recycled through the blue cart program. In comparison, the 2014 study found that 13% of the material could have been recycled, suggesting current education and awareness efforts are having a positive impact.
- 58% of material found in the black cart consisted of compostable organic waste, 47% of which was food waste, the remaining 9% was yard waste.
- A large portion of the food waste is considered avoidable (i.e., edible at one point), suggesting there are opportunities for both waste reduction and waste diversion efforts.
- Less waste was generated during winter months and the heaviest season for waste-generation was Spring. This seasonal variance is mostly attributed to the presence of yard waste.
- Of the waste sampled, it is estimated that 77% could be diverted if programs for composting are expanded and recycling program capture rates are expanded and improved.



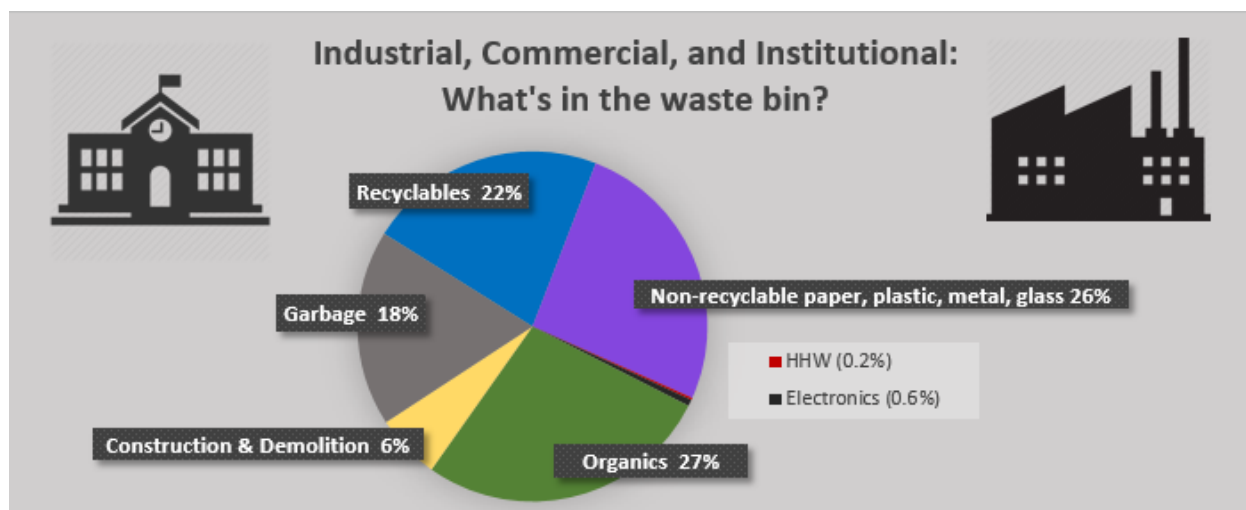
Multi-unit Residential Households

- The average multi-unit household set out 7.2 kg of garbage each week. This is less than half the amount of single-family households. Average household size for multi-unit residences is also smaller (at 1.91 persons per unit) than single-family households (2.78 persons per unit). The average multi-unit set out 9kg of garbage in a snap-shot study conducted in 2014. This reduction may highlight the impact of introducing the Multi-Unit Residential Recycling (MURR) program.
- Of the garbage placed in communal metal containers, approximately 17% of the material could have been recycled through the existing MURR program. The 2014 study found that 23% of the material could have been recycled.
- 40% of the waste was compostable organics, with 88% of the organic waste consisting of food scraps. Of the food waste, 53% was avoidable (i.e., edible at one point).
- An estimated 61% of total waste sampled could be diverted if programs for composting are expanded and recycling program capture rates are improved.



Business - Industrial, Commercial, and Institutional (ICI)

- The study found that most ICI waste is managed by the private sector and disposed of at private landfills in the Saskatoon region.
- It is estimated that approximately 56% of the ICI waste stream could be diverted if composting and recycling programs that handle materials similar to existing residential programs were introduced.
- The key waste streams that could be diverted include food waste (27%), recyclable paper/paper packaging (22%), and construction and demolition (C&D) waste (6%).



The Construction and Demolition (C&D) Waste Stream

To assist with plans for Recovery Park, additional effort to understand the composition of C&D waste was undertaken by completing visual waste audits of construction loads received at a private landfill in the Saskatoon region.

- 91% of the waste in sampled loads fell into the category of C&D waste.
- The average size of a sampled load was 2,428 kg.
- Untreated wood, asphalt roofing shingles, asphalt, concrete and bricks, and metals are a number of key C&D waste streams that could be diverted once diversion programs are available at Recovery Park.
- Up to 94% of C&D waste could be diverted (although it is noted that some C&D waste, such as treated wood, is not easily recycled).

Self-haul loads to the City landfill

- Residents and businesses can self-haul waste to the City landfill for disposal.
- The average load sampled was approximately 145 kg.
- A small portion (1%), consisted of recyclable waste which could have been captured in the City's recycling programs.
- Approximately 18% consisted of organic waste, with 98% of organic waste consisting of yard waste.
- A large portion (58%) consisted of C&D waste.
- It is estimated that 80% of the self-hauled waste could be diverted through Recovery Park, expanded composting programs and improved capture rates by existing recycling programs.

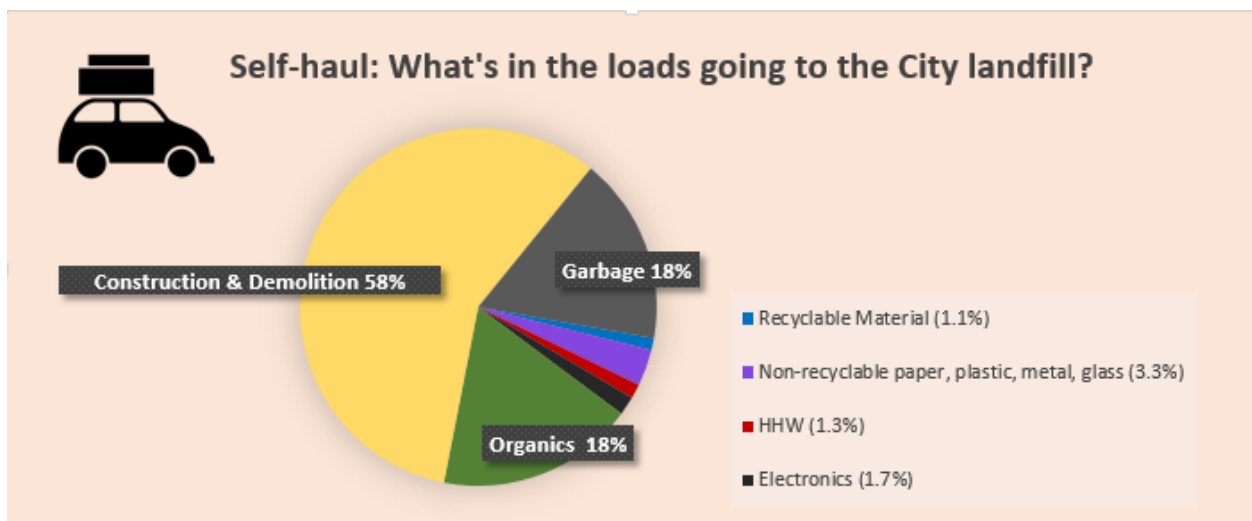


Table 1: Estimated Composition of Municipal Solid Waste Disposal Streams

	Single-family Residential	Multi-family Residential	IC&I	Self-haul	C&D
WASTE STREAM	%				
Recyclable:					
Paper	1.9	3.1	4.8	0.2	0.3
Paper Packaging	2.7	5.7	12.7	0.6	1.4
Plastics	3.2	5.1	3.3	0.2	0.1
Metals	1.3	1.4	1.0	0.1	0.0
Glass	0.9	1.5	0.2	0.0	0.0
Non-Recyclable:					
Paper	3.5	5.4	12.6	0.0	0.0
Plastics	3.1	6.1	12.2	0.8	1.2
Metals	1.0	0.9	0.8	1.9	0.0
Glass	0.5	0.2	0.2	0.6	0.9
Organics:					
Food Waste	26.9	35.4	26.8	0.3	0.3
Yard Waste	30.7	4.8	0.5	17.6	0.4
Toxic Materials:					
Waste Electronics	0.7	1.4	0.6	1.7	0.2
Household Hazardous Waste	0.8	0.6	0.2	1.3	0.1
Other:					
Construction & Demolition	7.2	1.6	6.0	57.8	91.3
Garbage (Other Materials)	15.5	26.8	18.0	16.8	4.0
Total (%)	100	100	100	100	100

Saskatoon's Solid Waste Disposal

Table 2: City of Saskatoon Landfill Solid Waste

	2014	2015	2016
	tonnes/year		
Single Family	52,800	51,500	51,500
Multi Residential	9,500	8,800	9,100
Industrial, Commercial and Institutional (IC&I)	45,800	34,700	23,900
City Landfill Self-Haul	18,100	17,400	15,900
Total Waste	126,200	112,400	100,400
Clean Fill	43,400	44,700	54,700
Total Waste & Clean Fill	169,600	157,100	155,100

*C&D waste tonnages are included in the above table

The rate of garbage disposal per person has been declining over time. The total tonnes of residential garbage collections has also generally shown a trend of decline, with some fluctuation over the past four years.

Other communities and comparison to national averages

Saskatoon's disposal rate was compared to the national and provincial averages as shown in the table below.

Region	Year	Total Waste Disposed (tonnes)	Total Waste Rate (kg/capita)	Residential Component (tonnes)	Residential Rate (kg/capita)
Saskatoon	2012	117,660	486	64,363	265
Saskatoon	2015	112,418	436	62,502	242
Saskatchewan	2012	957,669	881	315,987	290
Canada	2012	25,013,204	720	9,586,511	276

Source: Statistics Canada

Saskatoon's Residential Waste Disposal Rate was also compared to other cities in Canada using data from the National Solid Waste Benchmarking Initiative. The tonnes of residential garbage collected per household was higher than the median for reporting municipalities.

2016 Waste Characterization Study

The City's waste diversion rate is below the national average. In 2012 (Statistics Canada), Canadians diverted 240 tonnes of waste per capita resulting in an overall diversion rate of 25.2%.

Saskatoon's 2015 diversion rate was benchmarked against other Canadian cities, as shown in the table below. Saskatoon's diversion rate is second lowest amongst comparable cities.

City	Diversion Rate
Surrey	68%**
Halifax	61%***
Toronto	53%*
Edmonton	51%**
Ottawa	45%*
Winnipeg	34%*
Calgary	28%*
Saskatoon	21%
Regina	19%***

* Source: 2014 Partnering for Service Excellence Performance Measures Report, Ontario Municipal CA's Benchmarking Initiative

** Source: 2015 rate from webpage of the City

*** Source: 2014 rate as previously reported in the 2014 IWM annual report (the 2015 diversion rate not yet available)

DEFINITIONS

Construction and Demolition waste: primarily made up of wood (untreated/treated), gypsum wallboard, asphalt roofing shingles, industrial use metals, asphalt, concrete, bricks, and ceramics.

Recyclable Material: those materials currently accepted in the City of Saskatoon residential recycling programs.

Garbage (Other Material): includes diapers and sanitary products, pet waste, textiles, rubber items, bulky wastes, and other waste that is difficult to classify.

Organics: food and yard waste

Food Waste: Edible food waste consists primarily of the following categories; bakery, meat and fish, dried food, fruit and vegetables, and dairy. Inedible food includes items such as peelings, bones, and oil.

Yard Waste: includes grass (thatch and sod), leaves, other yard and garden debris, brush, and branches.

Waste Management Master Plan – State of Waste

Recommendation

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

1. That the information regarding the state of waste be received;
2. That City Council approve the values to be used in preparing options for a new Waste Management business model; and
3. That City Council direct Administration to report back at the next stage of the Waste Management Master Plan.

Topic and Purpose

The purpose of this report is to provide an update on the current state of Waste Management in Saskatoon and to outline Administration's intentions to improve the current state.

Report Highlights

1. Administration has completed a review of the current Waste Management business plan and found that it is not environmentally or financially sustainable.
2. Administration has developed a plan to complete a comprehensive review of waste related services to better deliver those services to citizens.
3. Administration has prepared a list of values for approval by City Council to be used in evaluating alternatives as part of the review.

Strategic Goals

This report supports the Strategic Goals of Continuous Improvement and Environmental Leadership by laying the ground work for a comprehensive study and optimization of methods for delivering environmental operations related to waste.

Background

The 2012 - 2022 Strategic Plan has set Environmental Leadership, including waste diversion from the Landfill, green energy, reduced greenhouse gas emissions, and soil quality as a goal. The Strategic Plan also includes Asset and Financial Sustainability as a goal including reduced reliance on residential property taxes and exploring alternate sources of revenue to pay for ongoing operations. The recommendations of this report will help the Waste Management business model shift toward a direction that achieves these goals.

Report

State of Waste Management Report

A review of the State of Waste Management has concluded that the current business model for Waste Management in Saskatoon is not environmentally or financially sustainable.

The current model is not environmentally sustainable for reasons including:

- Saskatoon is not currently meeting diversion targets, resulting in a shortened life of the Landfill. Landfill end-of-life close out requirements are estimated to be \$26M, not including development costs for a new landfill.
- The City does not have capacity for continued growth of the compost depots, and is currently looking for opportunities to create space so new materials can be accepted in 2017.
- The City does not have the capacity for a Green Cart program beyond 8,000 subscribers with current resources.
- Current greenhouse gas emission reductions from the Green Cart program are estimated to be 582 tonnes of CO_{2e}, this is negatively impacted by 54 tonnes of CO_{2e} emissions due to collection inefficiencies associated with a subscription program.

The current model is not financially sustainable for reasons including:

- Current budgets cover the costs for waste and organics collection, but not the full costs of managing waste at the Landfill nor the costs of the existing organics processing operation.
- Reduced volumes of garbage from the commercial and residential sectors have significantly reduced Landfill revenues. This further impacts the budget as these loads subsidise material brought in through residential waste collections.
- The Landfill Replacement Reserve (LRR) has a current deficit of \$1.8M.
- In 2016, the internal audit concluded that the current unfunded Landfill Liability was \$8.4M. This is in addition to the LRR deficit, resulting in a total liability of \$10.2M.
- The life cycle cost of garbage containers is not fully funded.
- The compost depot utility does not receive enough revenue to cover costs and the remainder is charged to the landfill, impacting the mill rate.

Plan to Complete a Comprehensive Review of Waste

A working group consisting of senior management associated with Waste Operations, Environmental Initiatives, and Finance has been established to develop a Waste Management Master Plan. Developing this plan will include:

- Preparing a detailed scope outlining the limits of investigation for improving waste services.
- Exploring a range of alternatives supported by the mill rate and utilities including a look at the full spectrum of internal and partner delivered services.
- Collecting information for the assessment of alternative business models based on the values approved by City Council.
- Conducting a multi-criteria analysis using the values to prepare a short list of new business models.

The outcome of the comprehensive review will be a short list of alternative business models that will be presented to City Council before Administration completes more detailed analysis, public engagement, and recommends a new business model.

Proposed Values

In order to properly scope such a large project and begin to refine the number of potential new business models, Administration is requesting City Council approval of a set of values to be used in this analysis. These values will be used to guide the evaluation of various possible models. For example, a model that does a better job of extending Landfill Life would be rated higher in that category than an option with a lesser positive impact. The Administration's proposed values are broken down in the key areas of Environmental, Social, and Financial responsibility.

Environmental:

- Landfill life, measured by remaining airspace.
- Waste diversion, measured by diversion rate and waste generation per capita.
- Climate change impact, measured by total greenhouse gas emissions from waste operations.
- Soil and Water quality impacts, measured by the groundwater monitoring program.

Social:

- Employee and public safety, measured by risk (corporate calculation).
- Regulatory compliance, measured by environmental compliance inspections, audits and the relationship with regulators.
- Public image, measured by the estimated public perception of services.
- Convenience of services including time requirements, travel requirements and location of services.
- Regionalization, measured by the competitiveness of services in the region and their integration with long term plans such as the Partnership for Growth.

Financial:

- A life cycle cost assessment will be completed for each option, measured by cost per user and cost per tonne of material handled.
- Generational rate equity, measured by keeping cost per user with inflation.
- Immediate and long term costs will also be considered, measured by impact to capital, operating, and reserve budgets.

Options to the Recommendation

City Council could add, remove, or alter any of the values proposed in this report.

Regarding the broader project, City Council could direct Administration to leave the current Waste Stream Management business model as is, or could provide the Administration with any other specific direction.

Environmental Implications

As described in the report, the environmental impacts of each potential business model will be compared to each other and the current business model.

Communications

A communication and community engagement plan will be developed to gather the input from the public and stakeholders, and the results of the engagement will be included in the analysis of the business models.

Financial

The total life cycle cost and impact on generational rate equity will be considered in the Waste Management Master Plan. The funding for conducting internal investigation and analysis into alternative business models will be supported by internal operating and capital budgets, currently supporting the positions working in the areas of Waste Management.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The next report, State of Waste Management – Short List of Options, will be brought forward in July 2017.

Public Notice

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

Report Approval

Written by: Russ Munro, Director of Water and Waste Stream
Reviewed by: Brenda Wallace, Director of Environmental and Corporate Initiatives
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department

EUCS RM - Waste Management Master Plan - State of Waste

Request for Change Order – Contract #16-0082 – Lined Lead Cell Decommissioning and Haul Road Construction

Recommendation

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

1. That change order #2 in the amount of \$292,454.14 (excluding GST), for Contract #16-0082, Lined Lead Cell Decommissioning and Haul Road Construction, be approved; and
2. That the Administration be given approval for Contract #16-0082, Lined Lead Cell Decommissioning and Haul Road Construction, to exceed 25% of the contract value.

Topic and Purpose

The purpose of this report is to request approval to exceed 25% of the contract value and to request City Council approval for change order #2 to Contract #16-0082, Lined Lead Cell Decommissioning and Haul Road Construction.

Report Highlights

1. The completion of the Lined Lead Cell Decommissioning and Haul Road Project has reduced the potential for lead contamination impacting the environment.
2. Sufficient Funding exists in Project #876 – Regional Waste Management Centre – Cell Closures to cover the contract increase.
3. An increase to the contract value is required to address unforeseen site issues and constraints.

Strategic Goal

This project supports the Strategic Goal of Environmental Leadership. The recapture of lost Landfill airspace addresses the 4-year priority of working towards eliminating the need for a new Landfill. The elimination of the risks associated with lead contaminated soil within the lined cell corresponds to the long-term strategic goal of addressing soil quality issues on City-owned properties.

Background

In 2003, the City undertook the remediation of the former Inland Steel property located at 22nd Street West between Avenues F and G. The lead-contaminated soil was relocated to a specially constructed cell at the Landfill. The integrity of the lined cell was recently found to be compromised, indicating a failure of the containment system. By establishing a permanent solution for the lead-contaminated soil, the airspace above the current lead cell can be used to extend the life of the Landfill.

A detailed study of the lead cell was completed in 2012 and it was determined that no additional waste could be placed without first removing the contaminated contents. It

Request for Change Order – Contract #16-0082 – Lined Lead Cell Decommissioning and Haul Road Construction

also indicated that if the lead cell was to remain, at minimum, significant repairs would be required. Based on the report, the Administration determined that the best value option would be to construct a new Landfill cell in its place.

At the Regular Business Meeting of City Council held on January 25, 2016, City Council approved the Award of Engineering Services for the design and oversight of the lead cell remediation. On September 28, 2016, the remediation construction was awarded to Quantum Murray Environmental for the amount of \$877,420.63 (including GST) under Contract #16-0082. Work commenced on October 11, 2016, and substantial completion was achieved on December 8, 2016.

Now that the lead cell remediation is complete, utilization of the airspace for the placement of waste requires the construction of an appropriate haul road.

Report

Reduced Potential for Lead Contamination

The contract work has addressed the environmental concerns that have been identified with the lead cell. To complete the work, it was beneficial to re-use some of the materials from the cell remediation project to also complete a required segment of haul road that is part of the Integrated Landfill Management Plan. The haul road was not currently a funded Capital Project.

Funding exists in Capital Project #876

Capital Project #876 provides funding for the work associated with Contract #16-0082, Lined Lead Cell Decommissioning and Haul Road Construction, including adjustments in material quantities that resulted in a Contract Price Increase of \$209,295.14; a 25% increase of the original contract price.

In order to meet design standards, an additional 4,300m³ of clay fill (for a total of 10,900m³) had to be hauled in and placed to overcome unforeseen site issues:

1. Significant voids found in the waste during fill placement, as well as significant consolidation of the waste during clay compaction.
2. Extra fill was placed on the side slopes of the haul road in order to compensate for the waste consolidation. This was done in order to maintain the 3:1 outer Landfill design slope which is needed to maximize available airspace for the future placement of waste.
3. Due to subsurface conditions discovered after construction began, a drainage culvert had to be moved, creating an increased need for fill at the start of the road.

There is also outstanding work for hydraulic seeding of vegetation on the haul road side slopes, at a cost of \$10,250.00. Hydraulic seeding is required to protect slope stability. The cost of the outstanding work will increase the contract cost by \$219,545.14, or 26.3% of the original contract price.

Request for Change Order – Contract #16-0082 – Lined Lead Cell Decommissioning and Haul Road Construction

The overall project was of great value. The innovative approach to soil reuse has led to the completion of two capital projects for the price of one. Conventional excavation and disposal of the lead contaminated soil would have cost approximately \$3M to execute, and the construction of the first segment of haul road would have costed and additional \$550,000. An approximate \$2.5M of savings has been achieved in the execution of the construction contract. The results of the project has also recaptured valuable airspace above the former lead cell area.

Options to the Recommendation

An option to the recommendation would be to stop work under Contract #16-0082 and retender the remaining work. Administration recommends against this as the remaining work is for partial completion of a roadway and awarding to a new contractor would complicate the warranty on the completed stages.

Policy Implications

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

Financial Implications

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

Contract #16-0082 - Lined Lead Cell Decommissioning and Haul Road Construction:

Original Contract Price	\$835,638.70
GST	<u>41,781.94</u>
Total Original Contract Cost	\$877,420.64
GST Rebate	<u>(41,781.94)</u>
Original Net Cost to City	<u>\$835,638.70</u>

Estimated Contract Value upon Completion:

Original Contract Price	\$ 835,638.70
Contract Change Order (excluding GST)	<u>219,545.14</u>
Total Contract Cost	\$1,055,183.84
GST	<u>52,759.19</u>
Final Total Contract Cost	\$1,107,943.03
GST Rebate	<u>(52,759.19)</u>
Final Net Cost to City	<u>\$1,055,183.84</u>

The final contract value is projected to be 26.3% over the original contract price. As of December 13, 2016, the contract is over by 25% of the original contract award. Administration requires City Council approval to exceed 25% of the original contract amount, so is seeking formal approval to do so.

There is sufficient funding in Capital Project #876 – Regional Waste Management Facility –Cell Closures to cover the increased costs of this contract.

Environmental Implications

The remediation of the contaminated materials has eliminated the potential for negative environmental impacts to the groundwater. The innovative approach to reusing the contaminated materials has saved 12 tonnes of transportation-related GHG emissions.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

Contract #16-0082, Lined Lead Cell Decommissioning and Haul Road Construction, will be completed in spring 2017. Phase 3 of the project, which includes redeveloping the former lead cell area into a useable waste cell, will be completed later in 2017.

Public Notice

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

Report Approval

Written by: Miguel Gaudet, Project Engineer, Environmental & Corporate Initiatives
Reviewed by: Russ Munro, Director of Water & Waste Stream
Reviewed by: Brenda Wallace, Director of Environmental & Corporate Initiatives
Reviewed by: Catherine Gryba, General Manager, Corporate Performance Department
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities Department