



REVISED AGENDA PUBLIC MEETING

Tuesday, May 19, 2015, 1:00 p.m.
Council Chamber, City Hall

Pages

1. **CALL TO ORDER**

His Worship the Mayor called the meeting to order.

2. **CONFIRMATION OF AGENDA**

Recommendation

That the agenda be confirmed as presented.

3. **DECLARATION OF PECUNIARY INTEREST**

4. **ADOPTION OF MINUTES**

4.1 **Minutes**

Recommendation

That the minutes of public meeting of Executive Committee held on April 20, 2015, be approved.

5. **UNFINISHED BUSINESS**

6. **COMMUNICATIONS (requiring the direction of the Committee)**

6.1 **Delegated Authority Matters**

6.1.1 **Letter dated May 6, 2015 - Saskatoon North Partnership for Growth Regional Plan - Regional Vision (File No. CK. 4250-1)**

7 - 19

Recommendation

That the information be received.

6.2 Matters Requiring Direction

- 6.2.1 Letter dated April 30, 2015 - Bob Korol, CEO, TCU Place - Centennial Auditorium & Convention Centre Corporation Audited Financial Statements (File No. CK. 1711-4) 20 - 37

Recommendation

That Centennial Auditorium & Convention Centre Corporation Audited Financial Statements be forwarded to City Council for information.

- 6.2.2 Letter dated April 15, 2015 - Angela Wallman, Finance & Personnel Officer, Tourism Saskatoon - Tourism Saskatoon 2014 Audited Financial Statements (File No. CK. 1870-10) 38 - 54

Recommendation

That the Tourism Saskatoon 2014 Audited Financial Statements be forwarded to City Council for information.

- 6.2.3 Letter dated May 11, 2015 - Alain Gaucher, Board Chair and Gregory Burke, Executive Director/CEO - Remai Modern Art Gallery of Saskatchewan - Leaseholder Improvements/Scope Addition (File No. CK. 620-5) 55 - 56

Recommendation

That the item be referred to item 7.1.1.

6.3 Requests to Speak (new matters)

- 6.3.1 Todd Brandt, President & CEO, Tourism Saskatoon - Tourism Saskatoon annual presentation to Executive Committee (File No. CK. 1870-10) 57 - 84

Recommendation

That the information be received.

7. REPORTS FROM ADMINISTRATION

7.1 Delegated Authority Matters

- 7.1.1 **Remai Modern Art Gallery of Saskatchewan - Construction Update (File No. CK. 620-5)** 85 - 87

Recommendation

That the Executive Committee recommend to City Council:

1. That the information be received;
2. That the Remai Gallery project budget be increased by \$2M to account for the addition of the shell space and main floor security additions;
3. That funding for this additional scope of work be provided by private donation of \$2M from the Ellen Remai Foundation;
4. That the City Solicitor make the necessary amendments to the Letter of Agreement approved by City Council at its June 13, 2011 meeting, between the City and the Frank and Ellen Remai Foundation and the Remai Modern Art Gallery of Saskatchewan and that the Mayor and City Clerk execute the Amendment Agreement on behalf of the City,

Recommendation

That if the tender call exceeds \$2M donation limit that the Administration report back to the Committee with options to deal with that.

- 7.1.2 **River Landing Parkade - Construction Update (File No. CK.620-5)** 88 - 90

Recommendation

That the information be received.

7.2 Matters Requiring Direction

- 7.2.1 **Incentive Application - Howatt Enterprises Ltd. (File No. CK. 3500-15)** 91 - 95

Time Sensitive - forwarded to Executive Committee for consideration.

Recommendation

That the Executive Committee Recommend to City Council:

1. That the application from Howatt Enterprises Ltd. for a five-year tax abatement on the incremental portion of taxes at 202 Gladstone Crescent, as a result of their expansion in 2016, be approved as follows:
 - 100% in year 1
 - 80% in year 2
 - 70% in year 3
 - 60% in year 4
 - 50% in year 5
2. That the City Solicitor be instructed to prepare the appropriate agreements.

- 7.2.2 First Quarter Results - City of Saskatoon's Corporate Business Plan and Budget - Sustaining the Saskatoon Advantage (File No. CK. 430-72) 96 - 126**

Recommendation

That the report of the General Manager, Corporate Performance Department dated May 19, 2015, be forwarded to City Council for information.

- 7.2.3 The 2016 Business Plan and Budget Process - A Fiscal Update (File No. CK. 1704-1) 127 - 130**

Recommendation

That the Administration report back to the Executive Committee with key issues and options so that the Committee can consider providing policy direction to the Administration to address the fiscal challenges and opportunities for the 2016 Business Plan and Budget.

- 7.2.4 The 2016 Business Plan and Budget Process - Public Engagement (File No. CK. 1704-1) 131 - 136**

Recommendation

1. That the Executive Committee hold a special Town Hall, public engagement meeting, as described in this report;
2. That this meeting be held on either Monday, June 15, 2015 from 7:00 - 9:00 p.m. with a social media component.

8. LEGISLATIVE REPORTS

8.1 Delegated Authority Matters

- 8.1.1 Communications Support to Councillors - 2014 (File No. CK.255-1) 137 - 142**

Recommendation

That the information be received and posted on the City's website.

8.2 Matters Requiring Direction

- 8.2.1 Executive Committee - Meeting Times (File No. CK. 255-2 x 225-51) 143 - 145**

Recommendation

That a report be forwarded to City Council recommending that the City Solicitor prepare the necessary bylaw amendment to extend the meeting time of Executive Committee to 11:00 p.m.

- 8.2.2 Implementation of Electronic Voting for City Council and Committee Meetings (File No CK. 255-2) 146 - 148**

Recommendation

That this report be forwarded to City Council as information.

Recommendation

that the electronic voting be recorded in real time.

Recommendation

That the Administration proceed with providing EC with a demonstration of e-voting.

9. URGENT BUSINESS

10. IN CAMERA AGENDA ITEMS

Recommendation

That the Committee move In Camera to consider the following items:

- 10.1 Audit and Risk Management (File No. CK. 1600-37)**

[In Camera - Audits and Tests, Economic/Financial and other Interests, Policy Options/Advice]

10.2 Board Appointment (File No. CK. 175-19)

[In Camera - Personal Information]

10.3 Verbal Updates

10.3.1 Council Members

10.3.1.1 His Worship the Mayor

10.3.1.2 FCM/SUMA

10.3.1.3 Boards and Commissions

10.3.2 Administration

10.3.2.1 City Manager

[Sections 13, 14(1), 15(1), 16(1), 17(1), 18(1), 19, 20, and 21 - LAFOIPP]

10.3.2.2 Personnel Matter (File no. CK.4730-1)

[In Camera - Personnel Matters]

10.3.2.3 Personnel Matter (File No. CK. 4560-1)

[In Camera - Personnel Matters]

11. ADJOURNMENT



4250-1
May 6, 2015

Ms. Joanne Sproule
City Clerk
City of Saskatoon
222 3rd Avenue North
Saskatoon, Saskatchewan S7K 0J5

Dear Ms. Sproule:

Re: Saskatoon North Partnership for Growth Regional Plan – Regional Vision

At the April 30, 2015 meeting of the Regional Oversight Committee (ROC) for the Saskatoon North Partnership for Growth (P4G), the ROC passed a resolution as follows:

That the Saskatoon North Partnership for Growth Regional Plan – Regional Vision attached as Appendix I be forwarded to the Cities of Warman, Martensville and Saskatoon, the Town of Osler, and the Rural Municipality of Corman Park as well as the Ministry of Government Relations for information.

A copy of the Saskatoon North Partnership for Growth Regional Plan – Regional Vision has been attached for your information.

Thank you.

Christine Gutmann
Project Manager, P4G Regional Plan
Saskatoon North Partnership for Growth (P4G)
Phone: 306-986-9734
E-Mail: Christine.Gutmann@saskatoon.ca

Attachment: Saskatoon North Partnership for Growth Regional Plan – Regional Vision

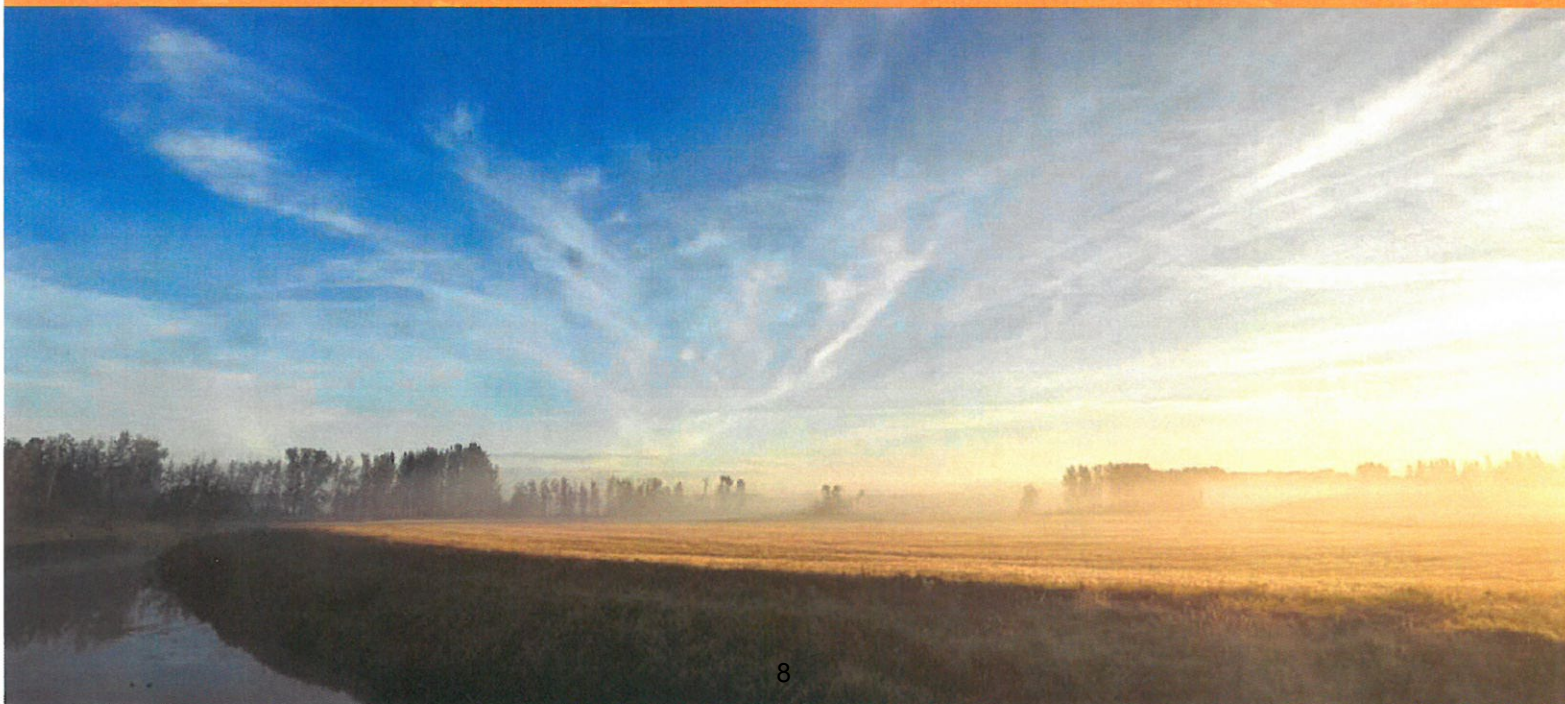
cc. Randy Grauer, General Manager, Community Services Department, City of Saskatoon

REGIONAL VISION

April 2015



SASKATOON NORTH
PARTNERSHIP FOR GROWTH
REGIONAL PLAN



Prepared for
Saskatoon North Partnership
for Growth

Prepared by
O2 Planning + Design, Inc.

With support from
VEMAX Management
SAL Engineering Ltd.
Watt Consulting Group, Ltd.

O2



SASKATOON NORTH
PARTNERSHIP FOR GROWTH
REGIONAL PLAN



SASKATOON NORTH
PARTNERSHIP FOR GROWTH
REGIONAL PLAN



REGIONAL VISION



REGIONAL VISION

Our vision for the future is a vibrant, prosperous, and internationally competitive region. We are known for a high quality of life; a thriving and diverse economy; healthy and connected ecosystems; and efficient infrastructure supporting sustainable growth and development. The five municipalities of the Region—Osler, Martensville, Warman, Saskatoon, and the RM of Corman Park—provide a rich range of opportunities and lifestyle choices for residents and newcomers. The aesthetic beauty and ecological values of the South Saskatchewan River and prairie landscapes are key components to our quality of life. We work in partnership on issues of common interest through integrated, coordinated efforts that support our success while respecting the individual aspirations of all partners.



Photo credit: City of Saskatoon Tourism

GUIDING PRINCIPLES

Six overarching principles are critical to achieving the Vision for the Saskatoon North Partnership for Growth (P4G) Region. All are vital to the Region's success, and will be pursued in an integrated manner to meet the objectives of the Plan. They include:



PARTNERSHIP



EFFICIENCY



**FLEXIBILITY +
RESILIENCE**



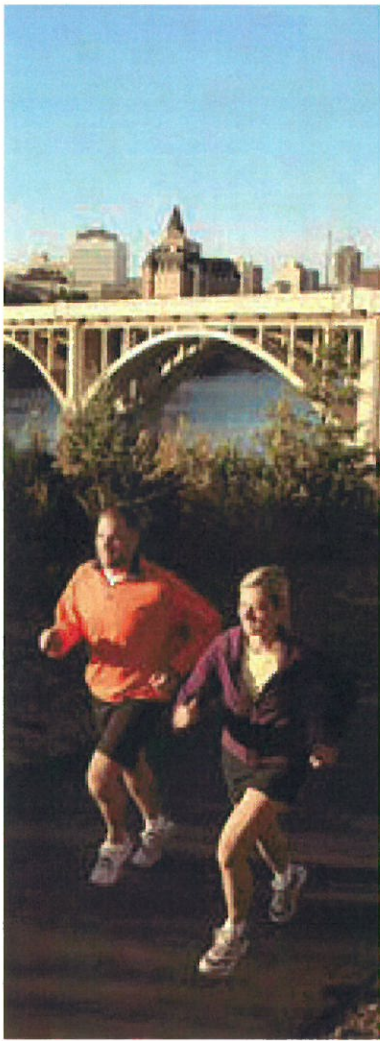
SUSTAINABILITY



**EQUITY +
INCLUSIVENESS**



OPPORTUNITY



PARTNERSHIP

Developing and carrying out the Regional Plan is not simply the work of one organization. Achieving the vision for the future will be based upon ongoing collaboration and partnerships between the members of the Saskatoon North Partnership for Growth, as well as with the Province, First Nations, other organizations in the community, and the broader public. Integrated, coordinated approaches to managing regional opportunities and challenges will be adopted.



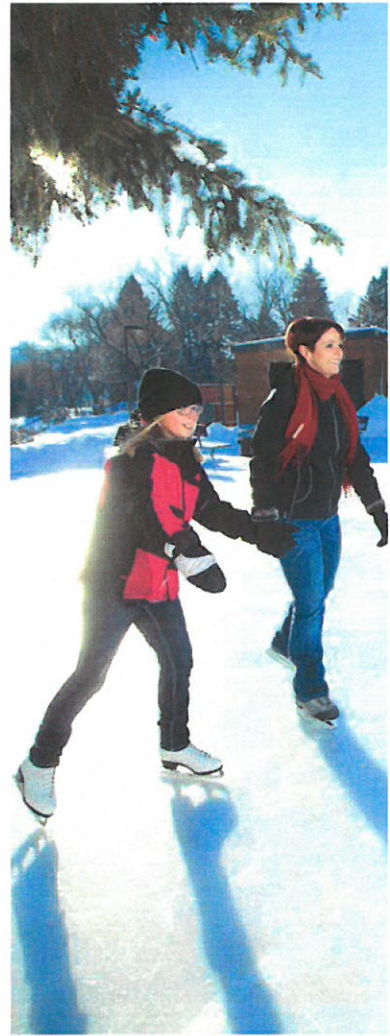
OPPORTUNITY

The Regional Plan will work to provide a diverse, vibrant regional economy and a high quality of life that provides opportunities for all. Regional investments will be fairly and strategically distributed recognizing the different needs of municipalities. Planning will provide direction, consistency, and stability to attract and support strategic investment and economic development in the Region.



SUSTAINABILITY

A sustainable approach to planning will consider economic, social, and environmental implications in an integrated manner. Actions will support economic vitality and complete communities and ensure the needs of the present are met while preserving the welfare of future generations. Natural resources and environmental processes essential to the regional ecological health and productivity will be maintained and conserved.



EFFICIENCY

A primary aim is to increase efficiencies in the provision of regional infrastructure and services, both for current development and new growth. Regional initiatives will work to reduce costs as well as increasing the quality of services through coordination between partners, alignment of land use and infrastructure strategies, planning to common goals and standards, and reduction of service overlaps.

FLEXIBILITY + RESILIENCE

Long-term success will depend upon the ability of the Region to evolve when faced with a changing environment. The Regional Plan must accommodate change through adaptive, flexible approaches and incorporate innovation and creativity to address unexpected events.

EQUITY + INCLUSIVENESS

The Regional Plan is committed to ensuring that costs and benefits will be equitably distributed amongst the communities in the Region. Regional planning and cooperation will be transparent and consistent, and must work to build consensus-based solutions to incorporate the varying needs and perspectives of all stakeholders. All communities involved will have an equal voice and opportunity to be involved in the process.



Photo credit: Julian Heath

STRATEGIC DIRECTIONS

The P4G Regional Plan will be based on seven primary Strategic Directions, which will shape the focus and content of the policies and strategies included for regional action. These include:



Photo credit: Town of Osler



REGIONAL INFRASTRUCTURE + SERVICES

Regional coordination to develop world-class infrastructure, facilities, and services will be pursued, with the aim to realize cost-effectiveness and improvements in quality through shared systems. Regional planning for public investment will consider life-cycle costs and future development in decision-making, and ensure that costs and benefits are shared in a fair and equitable way through a consistent financial model. Systems of particular interest will include a regional transportation network; water and wastewater infrastructure; and stormwater and drainage. Future coordination on recreation facilities, emergency services, and other investment will also be considered.

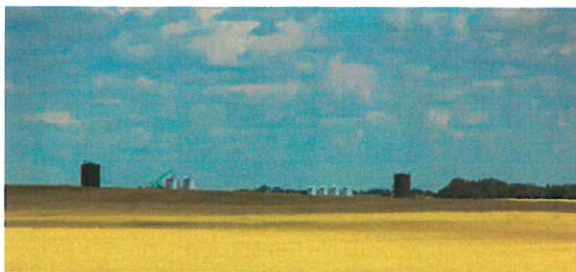
Photo credit: City of Warman



SETTLEMENT PATTERNS + COMPLETE COMMUNITIES

Meeting the needs for future growth will be done through efficient and well organized development. Development will consider existing and planned infrastructure as well as life-cycle impacts. It will also meet the diverse needs and growth requirements for all communities as defined by consistent growth projections. Where possible, development shall be clustered in contiguous areas, corridors, and nodes. Interim uses may also be permitted where they will not impact future urban growth needs or development potential.

Photo credit: Julian Heath



REGIONAL ECONOMY + ECONOMIC DEVELOPMENT

The economy of the Region must be flexible, diversified, and globally competitive. Efforts to support economic growth will consider the strengths of the Region as a whole. Planning will provide the direction and guidance to encourage the coordinated development and investment that builds upon the joint strengths of the Region, as well as opportunities within individual jurisdictions.

Photo credit: Town of Osler



QUALITY OF LIFE

Providing a high quality of life for all residents is critical to the future of the Region. The Regional Plan will provide for diversity in lifestyles and recognize the unique character of individual communities. It will conserve and enhance the environmental, social, and economic resources that are key to well-being.

Photo credit: City of Warman



GOVERNANCE + FUNDING

Regional action must be coordinated between all partners in a fair and equitable manner, with a focus on transparency and public accountability. Cost and benefits from joint actions must be shared equitably across the partners and the Region as well. Regional initiatives will respect the individual aspirations of the partners while providing responsive, consensus-based approaches for collaboration and governance.

Photo credit: VEMAX Management



NATURAL ENVIRONMENT + DRAINAGE

The Regional Plan will recognize sensitive ecological systems in the Region as important amenities and resources to be preserved for future generations. Key ecological areas will be conserved, enhanced, and connected to promote the health and sustainability of the regional landscape. Flooding and drainage issues will be linked with an understanding of natural systems and considered at local and regional levels, with a focus on reducing risks through integrated approaches.

Photo credit: VEMAX Management



AGRICULTURE + NATURAL RESOURCES

Agricultural and natural resource industries are an important part of the history of the Region, and are recognized as key drivers of the regional economy and its future. Land uses will be managed to ensure a balance between needs for growth and the sustainability of these economic sectors. Lands will be identified for these uses, and economic development activities will be integrated with these sectors to promote spin-off industries and economic clusters.





**SASKATOON NORTH
PARTNERSHIP FOR GROWTH
REGIONAL PLAN**



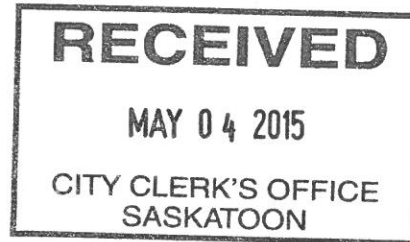
PLACE

SASKATOON'S
ARTS & CONVENTION
CENTRE

35 - 22nd Street East
Saskatoon, Saskatchewan
Canada S7K 0C8

1711-4
T 306 975 7777
F 306 975 7804
info@tcuplace.com
www.tcuplace.com

April 30, 2015



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

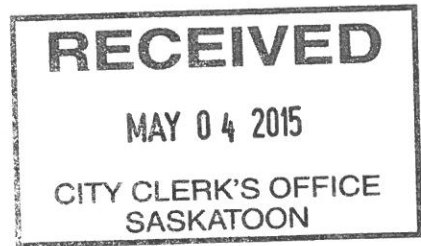
Re: Centennial Auditorium & Convention Centre Corporation Audited Financial Statements

Enclosed please find a copy of the 2014 Centennial Auditorium & Convention Centre Corporation Audited Financial Statements to be forwarded to City Council.

Sincerely,

Bob Korol
CEO
TCU Place

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**THE CENTENNIAL AUDITORIUM &
CONVENTION CENTRE CORPORATION**

FINANCIAL STATEMENTS

December 31, 2014



KPMG LLP
Chartered Accountants
500 – 475 Second Avenue South
Saskatoon Saskatchewan S7K 1P4
Canada

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Fax (306) 934-6233
Internet www.kpmg.ca

INDEPENDENT AUDITORS' REPORT

To the Member of The Centennial Auditorium & Convention Centre Corporation

We have audited the accompanying financial statements of The Centennial Auditorium & Convention Centre Corporation, which comprise the statement of financial position as at December 31, 2014, and the statements of operations, changes in net financial assets and cash flows for the year then ended, and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

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

Auditors' Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The Centennial Auditorium & Convention Centre Corporation as at December 31, 2014, and the results of its operations, changes in net financial assets, and its cash flows for the year ended in accordance with Canadian public sector accounting standards.

Chartered Accountants

March 26, 2015
Saskatoon, Canada

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

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT STATEMENT OF FINANCIAL POSITION
As at December 31, 2014, with comparative information for 2013

	2014	2013
FINANCIAL ASSETS		
Cash	\$ 5,636,917	\$ 4,807,137
Investments (note 3)	4,023,500	4,000,000
Accounts receivable (note 4 and 11)	<u>1,664,738</u>	<u>1,554,463</u>
	<u>11,325,155</u>	<u>10,361,600</u>
FINANCIAL LIABILITIES		
Accounts payable and accrued liabilities (note 11)	1,673,559	1,832,912
Rental deposits	314,453	300,850
Advance ticket sales (note 5)	852,680	1,083,596
Deferred revenue (note 6)	<u>2,330,812</u>	<u>2,427,976</u>
	<u>5,171,504</u>	<u>5,645,334</u>
NET FINANCIAL ASSETS	\$ 6,153,651	\$ 4,716,266
NON-FINANCIAL ASSETS		
Tangible capital assets (note 7)	\$ 3,277,503	\$ 3,438,411
Inventory	77,294	80,299
Prepaid expenses and deferred charges	<u>55,791</u>	<u>43,712</u>
	<u>3,410,588</u>	<u>3,562,422</u>
ACCUMULATED SURPLUS (Schedule 2)	<u>\$ 9,564,239</u>	<u>\$ 8,278,688</u>

Commitments to the City of Saskatoon (note 8)

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

Approved by the Board:

 Director

 Director

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT STATEMENT OF OPERATIONS
Year ended December 31, 2014, with comparative information for 2013

	Budget (Note 13)	2014	2013
OPERATING REVENUE			
Sales	\$ 11,388,815	\$ 11,060,632	\$ 11,359,392
Sponsorships	283,000	267,834	360,605
Interest income	<u>126,568</u>	<u>168,525</u>	<u>132,353</u>
	<u>11,798,383</u>	<u>11,496,991</u>	<u>\$ 11,852,350</u>
OPERATING EXPENDITURES			
Direct (Schedule 1)	6,659,078	6,281,970	6,557,859
Plant maintenance (Schedule 1)	2,107,278	2,075,693	2,086,542
Administration (Schedule 1)	1,409,246	1,220,769	1,265,024
Amortization	<u>397,676</u>	<u>406,920</u>	<u>397,676</u>
	<u>10,573,278</u>	<u>9,985,352</u>	<u>\$ 10,307,101</u>
OPERATING MARGIN	\$ 1,225,105	\$ 1,511,639	\$ 1,545,249
OTHER REVENUE AND EXPENDITURES			
Funding by City of Saskatoon	500,000	500,000	500,000
Reimbursement to City of Saskatoon (note 8 and 11)	<u>(726,088)</u>	<u>(726,088)</u>	<u>(737,758)</u>
SURPLUS FOR THE YEAR	\$ 999,017	\$ 1,285,551	\$ 1,307,491
ACCUMULATED SURPLUS, BEGINNING OF YEAR			
	<u>8,278,688</u>	<u>8,278,688</u>	<u>6,971,197</u>
ACCUMULATED SURPLUS, END OF YEAR (Schedule 2)			
	<u>\$ 9,277,705</u>	<u>\$ 9,564,239</u>	<u>\$ 8,278,688</u>

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

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT STATEMENT OF CHANGES IN NET FINANCIAL ASSETS
Year ended December 31, 2014, with comparative information for 2013

	Budget (Note 13)	2014	2013
Surplus for the year	\$ 999,017	\$ 1,285,551	\$ 1,307,491
Acquisition of tangible capital assets	(415,000)	(246,012)	(410,797)
Amortization of tangible capital assets	<u>397,676</u>	<u>406,920</u>	<u>397,676</u>
	981,693	1,446,459	\$ 1,294,370
Use of inventory	-	3,005	27,972
Acquisition of prepaid expenses and deferred charges	-	(12,079)	(9,890)
CHANGE IN NET FINANCIAL ASSETS	\$ 981,693	\$ 1,437,385	\$ 1,312,452
NET FINANCIAL ASSETS, BEGINNING OF YEAR	<u>4,716,266</u>	<u>4,716,266</u>	<u>3,406,814</u>
NET FINANCIAL ASSETS, END OF YEAR	<u>\$ 5,697,959</u>	<u>\$ 6,153,651</u>	<u>\$ 4,716,266</u>

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

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT STATEMENT OF CASH FLOWS

Year ended December 31, 2014, with comparative information for 2013

	2014	2013
OPERATING ACTIVITIES		
Surplus for the year	\$ 1,285,551	\$ 1,307,491
Non-cash items included in surplus for the year		
Amortization	406,920	397,676
Changes in non-cash working capital relating to operations		
Accounts receivable	(110,275)	(255,818)
Inventory	3,005	27,972
Prepaid expenses and deferred charges	(12,079)	(9,890)
Accounts payable and accrued liabilities	(159,353)	161,978
Rental deposits	13,603	81,275
Advance ticket sales	(230,916)	380,484
Deferred revenue	(97,164)	1,952,588
	<u>1,099,292</u>	<u>4,043,756</u>
CAPITAL ACTIVITIES		
Purchases of tangible capital assets	<u>(246,012)</u>	<u>(410,797)</u>
	<u>(246,012)</u>	<u>(410,797)</u>
INVESTING ACTIVITIES		
Purchases of investments	(1,023,500)	(3,000,000)
Disposal of investments	<u>1,000,000</u>	<u>—</u>
	<u>(23,500)</u>	<u>(3,000,000)</u>
NET INCREASE IN CASH	\$ 829,780	\$ 632,959
CASH POSITION, BEGINNING OF YEAR	<u>4,807,137</u>	<u>4,174,178</u>
CASH POSITION, END OF YEAR	<u>\$ 5,636,917</u>	<u>\$ 4,807,137</u>

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

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT - NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2014

1. AUTHORITY AND PURPOSE

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

2. SIGNIFICANT ACCOUNTING POLICIES

Basis of Presentation

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

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

Measurement Uncertainty

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

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

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

Investments

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

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT - NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2014

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Tangible Capital Assets

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

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

Caretaking and maintenance	5 to 20 years
Computers	5 to 15 years
Kitchen	8 to 40 years
Theatre	10 to 100 years
Sound	10 to 20 years
Lighting	10 to 40 years
Furniture and fixtures	5 to 20 years

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

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

Inventory

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

Financial instruments

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

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

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

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

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT - NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2014

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Revenue Recognition

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

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

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

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

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

Employee Pension Plans

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

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT - NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2014

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Reserves

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

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

The stabilization reserve is used to accumulate funds for the purpose of offsetting any operating deficits of the Corporation.

Statement of Remeasurement Gains and Losses

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

3. INVESTMENTS

	<u>2014</u>	<u>2013</u>
Term deposit, 2.50%, maturing April 28, 2018	\$ 1,000,000	\$ -
Term deposit, 2.50%, maturing April 28, 2017	1,000,000	1,000,000
Term deposit, 2.55%, maturing April 28, 2016	1,000,000	1,000,000
Term deposit, 2.35%, maturing April 5, 2015	1,023,500	1,000,000
Term deposit, 2.10%, maturing April 28, 2014	-	1,000,000
	<u>\$ 4,023,500</u>	<u>\$ 4,000,000</u>

4. ACCOUNTS RECEIVABLE

	<u>2014</u>	<u>2013</u>
Trade receivables	\$ 1,295,990	\$ 979,327
Funding receivable from the City of Saskatoon	300,000	500,000
Interest receivable	73,045	69,827
Other receivables	8,663	15,102
Allowance for doubtful accounts	(12,960)	(9,793)
	<u>\$ 1,664,738</u>	<u>\$ 1,554,463</u>

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT - NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2014

5. ADVANCE TICKET SALES

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

6. DEFERRED REVENUE

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

	<u>2014</u>	<u>2013</u>
Sponsorship contracts	\$ 111,273	\$ 118,784
Naming rights	<u>2,219,539</u>	<u>2,309,192</u>
	<u>\$ 2,330,812</u>	<u>\$ 2,427,976</u>

7. TANGIBLE CAPITAL ASSETS

	<u>2014</u>		<u>2013</u>	
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Caretaking and maintenance	\$ 183,231	\$ 119,305	\$ 63,926	\$ 80,287
Computer	548,579	344,898	203,681	221,519
Kitchen	870,924	356,780	514,144	558,114
Theatre	1,586,907	687,360	899,547	956,838
Sound	940,634	364,955	575,679	605,242
Lighting	767,458	369,329	398,129	345,757
Furniture and fixtures	<u>1,317,670</u>	<u>695,273</u>	<u>622,397</u>	<u>670,654</u>
	<u>\$ 6,215,403</u>	<u>\$ 2,937,899</u>	<u>\$ 3,277,503</u>	<u>\$ 3,438,411</u>

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT - NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2014

8. COMMITMENTS TO THE CITY OF SASKATOON

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

2015	\$ 726,043
2016	726,351
2017	725,506
2018	725,649
2019	726,038
Thereafter	<u>1,538,425</u>
	<u>\$ 5,168,012</u>

9. PENSION

Employees of the Corporation participate in a retirement plan of the City of Saskatoon who is responsible for the plan. The Corporation's obligation to the plan is limited to making required payments to match amounts contributed by employees for current services. Pension expense for the year amounted to \$220,826 (2013 - \$198,733) and is included in salaries and benefits.

10. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT

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

Credit risk

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

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT - NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2014

10. FINANCIAL INSTRUMENTS AND RISK MANAGEMENT (CONTINUED)

Liquidity risk

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

As at December 31, 2014, the Corporation had sufficient working capital to meet current obligations as they are due.

Market risk

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

11. RELATED PARTY TRANSACTIONS

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

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

	<u>2014</u>	<u>2013</u>
Accounts receivable from City of Saskatoon	\$ 305,426	\$ 521,888
Accounts payable and accrued liabilities to City of Saskatoon	905,358	909,691
Accounts payable to SaskTel Centre	5,987	2,340
Revenue from events held by City of Saskatoon	175,331	194,052
Utilities expenses charged by City of Saskatoon	546,494	501,249
Operating grant from City of Saskatoon	500,000	500,000
Reimbursement to the City of Saskatoon	726,088	737,758

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT - NOTES TO THE FINANCIAL STATEMENTS
year ended December 31, 2014

12. RESERVES

In 2014, the Board made a decision to consolidate the kitchen equipment replacement and theatre equipment restoration reserves to the equipment replacement reserve and to transfer \$2,279,000 from the capital expansion reserve to the equipment replacement reserve. In addition at December 31, 2014, \$909,229 was transferred from the stabilization reserve to the capital expansion reserve.

Reserve balances at December 31st are as follows:

	<u>2014</u>	<u>2013</u>
Capital expansion	\$ 2,102,277	\$ 3,245,041
Equipment replacement	3,631,425	649,859
Kitchen equipment replacement	-	240,762
Theatre equipment replacement	-	136,644
Stabilization	<u>553,034</u>	<u>567,971</u>
	<u>\$ 6,286,736</u>	<u>\$ 4,840,277</u>

13. BUDGETED FIGURES

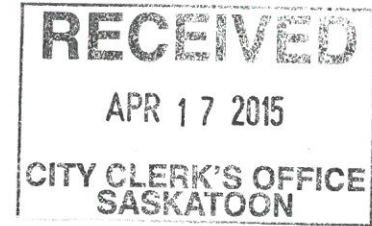
Budgeted figures included in the financial statements were approved by the Board of Directors on October 31, 2013 and by the City of Saskatoon Council on December 4, 2013.

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT SCHEDULE OF OPERATING EXPENDITURES
Year ended December 31, 2014, with comparative information for 2013

	Budget (Note 13)	2014	2013
DIRECT			
Cost of food and beverages	\$ 3,095,872	\$ 3,070,744	\$ 3,084,133
Salaries and benefits	2,092,306	1,942,967	2,045,170
Supplies	842,500	709,955	841,534
Credit card charges	132,000	133,635	120,728
Theatre production costs	307,000	260,715	303,561
Advertising and promotion	102,500	91,373	90,711
Telephone	45,000	31,511	27,938
Other	24,400	21,938	19,270
Equipment maintenance	12,500	10,420	12,470
Bad debts	5,000	8,712	12,345
	<u>\$ 6,659,078</u>	<u>\$ 6,281,970</u>	<u>\$ 6,557,859</u>
PLANT MAINTENANCE			
Salaries and benefits	\$ 1,049,026	\$ 961,653	\$ 1,059,795
Utilities	642,475	728,302	606,605
Maintenance	318,390	284,851	309,035
Insurance	68,387	68,387	65,443
Service contracts	29,000	32,500	29,758
Equipment	-	-	15,906
	<u>\$ 2,107,278</u>	<u>\$ 2,075,693</u>	<u>\$ 2,086,542</u>
ADMINISTRATION			
Salaries and benefits	\$ 1,146,956	\$ 1,031,677	\$ 1,041,304
Travel	56,840	49,789	44,764
Office supplies and equipment	48,100	31,203	47,844
Training and staff morale	54,500	23,949	34,905
IT consultant and support	24,000	20,731	22,863
Printing and postage	13,000	13,436	10,883
Professional fees	28,350	20,219	27,000
Memberships, subscriptions and licenses	14,500	12,007	15,330
Bank charges and interest expense	15,000	11,994	12,129
Board of directors	8,000	5,764	8,002
	<u>\$ 1,409,246</u>	<u>\$ 1,220,769</u>	<u>\$ 1,265,024</u>

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION
DRAFT SCHEDULE OF RESERVES
Year ended December 31, 2014, with comparative information for 2013

	2014	2013
CAPITAL EXPANSION RESERVE		
Balance, beginning of year	\$ 3,245,041	\$ 2,126,564
Allocation from operations	161,727	157,352
Transfer from stabilization reserve	909,229	978,957
Interest earned	65,279	38,001
Transfer to equipment replacement reserve	(2,279,000)	-
Expenditures	-	(55,833)
Balance, end of year	<u>\$ 2,102,277</u>	<u>\$ 3,245,041</u>
EQUIPMENT REPLACEMENT RESERVE		
Balance, beginning of year	\$ 649,859	\$ 484,385
Transfer from capital expansion reserve	2,279,000	-
Transfer from kitchen equipment replacement reserve	240,762	-
Transfer from theatre equipment restoration reserve	136,644	-
Allocation from operations	529,798	247,604
Interest earned	41,374	12,789
Expenditures	(246,012)	(94,919)
Balance, end of year	<u>\$ 3,631,425</u>	<u>\$ 649,859</u>
KITCHEN EQUIPMENT REPLACEMENT RESERVE		
Balance, beginning of year	\$ 240,762	\$ 141,104
Transfer to equipment replacement reserve	(240,762)	-
Allocation from operations	-	102,059
Interest earned	-	4,290
Expenditures	-	(6,691)
Balance, end of year	<u>\$ -</u>	<u>\$ 240,762</u>
THEATRE EQUIPMENT RESTORATION RESERVE		
Balance, beginning of year	\$ 136,644	\$ 186,182
Transfer to equipment replacement reserve	(136,644)	-
Allocation from operations	-	167,052
Interest earned	-	1,487
Expenditures	-	(218,077)
Balance, end of year	<u>\$ -</u>	<u>\$ 136,644</u>
STABILIZATION RESERVE		
Balance, beginning of year	\$ 567,971	\$ 607,672
Allocation from operations	894,292	939,256
Transfer to capital expansion reserve	(909,229)	(978,957)
Balance, end of year	<u>\$ 553,034</u>	<u>\$ 567,971</u>
TOTAL RESERVES	<u>\$ 6,286,736</u>	<u>\$ 4,840,277</u>
INVESTMENT IN TANGIBLE CAPITAL ASSETS	<u>3,277,503</u>	<u>3,438,411</u>
ACCUMULATED SURPLUS	<u>\$ 9,564,239</u>	<u>\$ 8,278,688</u>



April 15, 2015

The Mayor and City Coucillors
City of Saskatoon
City Hall
222 – 3rd Avenue North
Saskatoon, SK
S7K 0J5

RE: Tourism Saskatoon 2014 Audited Financial Statements

I am enclosing for your records a copy of Tourism Saskatoon's audited financial statements as prepared by KPMG LLP for the year ending December 31, 2014.

Should you have questions, please call Todd Brandt (306) 931-7574.

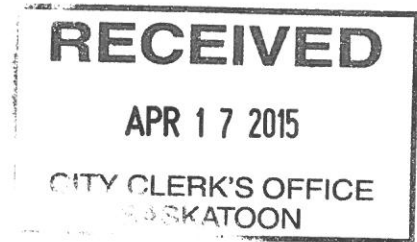
Sincerely,



Angela Wallman
Finance & Personnel Officer

Enclosure

cc: Kerry Tarasoff



Financial Statements of

**SASKATOON VISITOR &
CONVENTION BUREAU INC.**

Year ended December 31, 2014



KPMG LLP
Chartered Accountants
500 – 475 Second Avenue South
Saskatoon Saskatchewan S7K 1P4
Canada

Telephone (306) 934-6200
Fax (306) 934-6233
Internet www.kpmg.ca

INDEPENDENT AUDITORS' REPORT

To the members

We have audited the accompanying financial statements of Saskatoon Visitor & Convention Bureau Inc. ("the Entity"), which comprise the statement of financial position as at December 31, 2014 and the statements of operations, changes in net assets and cash flows for the year then ended and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Saskatoon Visitor & Convention Bureau Inc. as at December 31, 2014, and its results of operations and its cash flows for the year then ended December 31, 2014 in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Accountants

Saskatoon, Canada
March 3, 2015

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

SASKATOON VISITOR & CONVENTION BUREAU INC.

Statement of Financial Position

December 31, 2014, with comparative information for 2013



	2014	2013
Assets		
Current assets:		
Cash	\$ 211,730	\$ 193,159
Restricted cash and investments (note 10)	427,712	-
Accounts receivable - Destination Marketing Program	432,052	527,429
Accounts receivable	17,134	26,778
Prepaid expenses and deposits	269,533	138,946
Short-term investments	155,872	153,473
Inventories	2,281	4,240
	<u>1,516,314</u>	<u>1,044,025</u>
Property and equipment (note 3)	235,148	316,213
	<u>\$ 1,751,462</u>	<u>\$ 1,360,238</u>

Liabilities and Net Assets

Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 144,315	\$ 222,063
Deferred contributions (note 5)	1,005,269	480,088
	<u>1,149,584</u>	<u>702,151</u>
Deferred contributions for property and equipment (note 6)	254,320	292,228
Net assets:		
Operating surplus	260,517	253,551
Equity in property and equipment	87,041	112,308
	<u>347,558</u>	<u>365,859</u>
Commitments (note 7)		
	<u>\$ 1,751,462</u>	<u>\$ 1,360,238</u>

See accompanying notes to financial statements.

On behalf of the Board:


 _____ Director

 _____ Director

SASKATOON VISITOR & CONVENTION BUREAU INC.

Statement of Operations

Year ended December 31, 2014, with comparative information for 2013

	2014	2013
Revenue:		
Partnership projects and sales (note 8)	\$ 2,518,606	\$ 2,524,629
City of Saskatoon	405,000	392,000
Membership	86,651	82,348
Amortization of deferred contributions	55,549	44,238
In-kind revenue	5,520	7,483
	<u>3,071,326</u>	<u>3,050,698</u>
Expenses:		
Leisure, travel and convention marketing	2,851,744	2,756,891
Visitor services	121,481	139,358
Membership services	133,142	136,195
In-kind expenses	5,520	7,483
	<u>3,111,887</u>	<u>3,039,927</u>
Excess (deficiency) of revenue over expenses before the undernoted	(40,561)	10,771
Gain on sale of North Centre building	22,260	-
Excess (deficiency) of revenue over expenses	<u>\$ (18,301)</u>	<u>\$ 10,771</u>

See accompanying notes to financial statements.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Statement of Changes in Net Assets

Year ended December 31, 2014, with comparative information for 2013

	Operating surplus	Equity in property and equipment	Total 2014	Total 2013
Balance, beginning of year	\$ 253,551	\$ 112,308	\$ 365,859	\$ 355,088
Excess (deficiency) of revenue over expenses	(18,034)	(267)	(18,301)	10,771
Purchase of property and equipment	(4,910)	4,910	-	-
Allocation of deferred contributions	4,910	(4,910)	-	-
Proceeds on disposal of North Centre building	25,000	(25,000)	-	-
Balance, end of year	\$ 260,517	\$ 87,041	\$ 347,558	\$ 365,859

See accompanying notes to financial statements.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Statement of Cash Flows

Year ended December 31, 2014, with comparative information for 2013

	2014	2013
Cash flows from (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ (18,301)	\$ 10,771
Items not involving cash:		
Amortization of property and equipment	78,076	66,855
Amortization of deferred contributions	(55,549)	(44,238)
Gain on sale of North Centre building	(22,260)	-
	(18,034)	33,388
Change in non-cash operating working capital:		
Accounts receivable	9,644	81
Accounts receivable - Destination Marketing Program	95,377	(14,393)
Inventories	1,959	1,062
Prepaid expenses and deposits	(130,587)	(902)
Accounts payable and accrued liabilities	(77,748)	101,449
Deferred contributions	525,181	(425,910)
	405,792	(305,225)
Investing activities:		
Purchase of property and equipment	(4,910)	(152,366)
Proceeds on disposal of property and equipment	25,000	-
Purchase of investments	(2,399)	(55,068)
Deferred contributions for property and equipment (note 6)	22,800	161,187
Restricted cash and investments	(427,712)	289,262
	(387,221)	243,015
Increase (decrease) in cash	18,571	(62,210)
Cash, beginning of year	193,159	255,369
Cash, end of year	\$ 211,730	\$ 193,159

See accompanying notes to financial statements.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements

Year ended December 31, 2014

General:

Saskatoon Visitor and Convention Bureau Inc. (the "Bureau") is incorporated under the *Non-Profit Corporations Act of Saskatchewan* and operates as Tourism Saskatoon with a mission to realize economic benefits for Saskatoon through tourism. The Bureau is not liable for federal or provincial income taxes under the Income Tax Act (Canada).

1. Economic dependence:

Ongoing operation of the Bureau is dependent on continuing support of the City of Saskatoon and the membership of the Bureau.

2. Significant accounting policies:

(a) Use of estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenses during the reporting period. Areas that require significant management estimates include the valuations of accounts receivables and the useful lives of property and equipment. Actual results could differ from these estimates.

(b) Cash:

Cash consists of cash and cash equivalents with an initial term to maturity of three months or less.

Restricted cash and investments consists of cash received from Destination Marketing Program contributions where the cash received is restricted for purposes of the related agreement for expenditure of the funds received. The Bureau may invest cash received from Destination Marketing Program contributions in short-term investments bearing interest.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

2. Significant accounting policies (continued):

(c) Financial instruments:

Financial assets and liabilities are initially recognized at fair value and their subsequent measurement is dependent on their classification as described below:

- Cash, restricted cash and short-term investments are measured at fair value. Fair value fluctuations in these assets which may include interest earned, interest accrued, gains and losses realized on disposal and unrealised gains and losses are included in revenue.
- Accounts receivable, accounts receivable - Destination Marketing Program and accounts payable and accrued liabilities are recorded at amortized cost.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Bureau determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Bureau expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(d) Property and equipment:

Property and equipment are stated at cost. Amortization is provided over the estimated useful lives of the assets using the following methods and annual rates:

Property and equipment	Method	Rate
Information centres	Declining balance	10%
Furnishings and equipment	Declining balance	20%
E-Commerce	Declining balance	30%
Leasehold improvements	Straight-line	10%

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

2. Significant accounting policies (continued):

(e) Net assets:

The Bureau segregates net assets between operating surplus and equity in property and equipment.

Operating surplus represents amounts available for on-going operation of the Bureau.

Equity in property and equipment represents property and equipment less unamortized capital contributions used to purchase property and equipment.

(f) Inventories:

Inventories of promotional items and various publications for resale are valued at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis. Net realized value is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale.

(g) Revenue recognition:

The Bureau recognizes revenue from grants as earned based on the terms of the agreements. Membership revenue is recognized when received. Revenue from fees, contracts and items for resale are recognized when the services are provided or the goods are sold.

The Bureau recognizes revenue and expenses for contributed products and services that would otherwise have been purchased by the Bureau, at the estimated value of such products and services. The current year's membership revenue includes \$3,817 of in-kind memberships (2013 - \$3,919).

Revenue received for externally restricted special projects where the related costs will be incurred in future periods is deferred on the statement of financial position. These revenues will be recorded on the statement of operations in the period when the related costs are incurred.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

2. Significant accounting policies (continued):

(h) Allocation of general administration expenses:

The Bureau classifies expenses on the statement of operations by function. The Bureau allocates certain costs by identifying the appropriate basis of allocating and applying that basis consistently each year. Administration expenses are allocated based on estimates of staff activities and resource usage.

Administration expenses of \$440,819 (2013 — \$421,833) have been allocated as follows:

	2014		2013	
Leisure, travel and convention marketing	\$	352,655	\$	316,375
Visitor services		44,082		63,275
Membership services		44,082		42,183
	\$	440,819	\$	421,833

3. Property and equipment:

	2014		2013	
	Cost	Accumulated amortization	Net book value	Net book value
Furnishings and equipment	\$ 373,996	\$ 336,664	\$ 37,332	\$ 45,480
E-Commerce	394,397	287,932	106,465	147,409
Information centres	-	-	-	8,617
Leasehold improvements	230,275	138,924	91,351	114,707
	\$ 998,668	\$ 763,520	\$ 235,148	\$ 316,213

During 2014, the North Information Centre building was sold. A summary of the sale is as follows:

Proceeds on sale	\$	25,000
Net book value of building sold		(7,899)
Unamortized deferred contributions for property and equipment		5,159
Gain on sale of North Centre building	\$	22,260

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

4. Accounts payable:

Included in accounts payable and accrued liabilities are government remittances payable of \$34,313 (December 31, 2013 - \$1,522), which includes amounts payable for GST and PST.

5. Deferred contributions:

The Bureau receives operational and special project funding that has been deferred and will be recognized as revenue on the statement of operations in the year to which the funding relates. All deferred contributions relate to the next fiscal year. Deferred contributions is comprised of funding from the following sources:

	2014	2013
Destination Marketing Program (note 10)	\$ 859,764	\$ 336,801
City of Saskatoon	109,350	106,950
Canadian Country Music Awards	36,155	36,337
	<u>\$ 1,005,269</u>	<u>\$ 480,088</u>

Restricted cash and investments of \$427,712 (2013 - \$nil) relates to deferred contributions from Destination Marketing Program (See Note 10).

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

6. Deferred contributions for property and equipment:

Deferred contributions for property and equipment is comprised of the unamortized contributions used to purchase property and equipment and the contributions that have not yet been used to purchase property and equipment. The amortization of these deferred contributions is recorded as revenue in the statement of operations.

	2014	2013
Balance, beginning of year	\$ 292,228	\$ 175,279
Additional contributions received:		
City of Saskatoon	22,800	22,800
Destination Marketing Strategy (note 10)	-	138,387
Less amounts amortized to revenue	(55,549)	(44,238)
Less amounts related to sale of North Centre building	(5,159)	-
	\$ 254,320	\$ 292,228

The balance of unamortized capital contributions and unspent contributions related to property and equipment consists of the following:

	2014	2013
Unamortized capital contributions used to purchase assets	\$ 148,107	\$ 203,904
Unspent contributions	106,213	88,324
	\$ 254,320	\$ 292,228

7. Commitments:

The Bureau is committed to marketing support bids through the fiscal year 2018 and leases office space and office equipment under long-term operating leases which expire in the fiscal years through 2018.

Future payments are estimated as follows:

	Marketing support bids	Office space	Equipment	Total
2015	\$ 60,000	\$ 72,597	\$ 8,297	\$ 140,894
2016	8,250	72,597	8,297	89,144
2017	-	72,597	5,098	77,695
2018	5,000	48,398	2,392	55,790
	\$ 73,250	\$ 266,189	\$ 24,084	\$ 363,523

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

8. Partnership projects and sales:

	2014	2013
Saskatoon Hotel Association	\$ 2,421,616	\$ 2,333,718
Saskatchewan Tourism Authority	-	100,000
Member events, sales missions, advertising and other	89,423	82,629
Sales of specialty items and maps	7,567	8,282
	<u>\$ 2,518,606</u>	<u>\$ 2,524,629</u>

9. Financial risks and concentration of credit risk:

(a) Liquidity risk:

Liquidity risk is the risk that the Bureau will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Bureau manages its liquidity risk by monitoring its operating requirements. The Bureau prepares budgets to ensure it has sufficient funds to fulfill its obligations.

(b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in financial loss. The Bureau is exposed to credit risk with respect to accounts receivable, short-term investments and restricted cash and investments. The Bureau assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. Credit risk related to cash, restricted cash and investments and short-term investments is minimized by dealing with institutions that have strong credit ratings.

(c) Interest rate risk:

The Bureau is exposed to interest rate risk arising from fluctuation in interest rates on amounts invested in interest bearing accounts and short term investments.

10. Destination Marketing Program Contributions:

On June 11, 2014 the Bureau signed an agreement with the Saskatoon Hotel Association to provide funding to the Bureau for the Destination Marketing Program to increase total overnight visitation and expenditures in Saskatoon. The agreement is for the period April 1, 2014 to March 31, 2017. Funding received and current expenditures for each of the years ended December 31, 2014 and 2013 are as follows:

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

10. Destination Marketing Program Contributions (continued):

	2014	2013
Funding:		
Destination Marketing	\$ 3,521,469	\$ 3,067,727
Expenditures:		
Salaries and benefits	471,886	362,410
Saskatchewan market	385,806	431,998
Web marketing	233,995	207,257
Saskatoon Sports Tourism Inc.	225,407	207,860
Printing	167,217	193,089
Joint marketing	157,753	153,700
Meetings	149,849	29,567
International market	130,567	109,138
Other market	113,729	57,233
Business plan development	100,262	85,000
Familiarization tours	91,048	54,166
Travel media promotions	87,708	207,508
Alberta market	69,045	121,778
Administrative	36,107	35,277
Manitoba market	34,773	18,881
Research	33,651	57,641
Images	32,426	29,765
Initiatives	31,361	91,056
Memberships	25,088	25,962
Marketing	17,863	8,147
Local planners	13,783	11,922
Campaign design	11,415	16,044
Writing services	9,758	7,219
Saskatchewan Association of Travel Writers	8,683	5,530
Consumer shows	8,235	4,273
Travel media	6,923	6,777
Travel trade Rendez-vous Canada	4,558	8,387
Communications and promotions	2,809	4,500
Software purchase	-	138,387
Contract services	-	23,500
Canadian Society of Association Executives	-	16,954
	2,661,705	2,730,926
Deferred contributions	\$ 859,764	\$ 336,801

SASKATOON VISITOR & CONVENTION BUREAU INC.

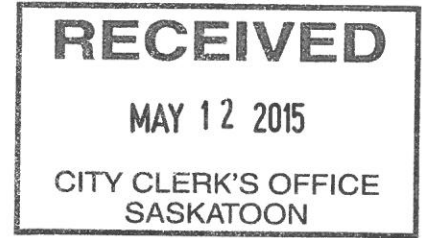
Notes to Financial Statements (continued)

Year ended December 31, 2014

10. Destination Marketing Program Contributions (continued):

An analysis of deferred contributions is as follows:

Balance, beginning of year	\$	336,801	\$	802,298
Cash received		3,280,045		2,251,036
Accounts receivable, end of year		432,052		527,429
Accounts receivable, beginning of year		(527,429)		(513,036)
Expenditures		(2,661,705)		(2,730,926)
<hr/>				
Balance, end of year	\$	859,764	\$	336,801
<hr/>				
Restricted cash and investments	\$	427,712	\$	-
<hr/>				
Restricted cash and investments are comprised of the following:				
Cash	\$	191,395	\$	-
Short-term investments		236,317		-
<hr/>				
	\$	427,712	\$	-
<hr/>				



Opening 2016

11 May, 2015

To: Executive Committee, Saskatoon City Council

From: Alain Gaucher, Board Chair and Gregory Burke, Executive Director and CEO, Remail Modern Gallery Art Gallery of Saskatchewan

Leaseholder Improvements/Scope Addition - Remail Modern Gallery Art Gallery of Saskatchewan

We are pleased to report that the Remail Modern Art Gallery of Saskatchewan has successfully met our \$1.6M commitment to the City to fund the deferred items in the gallery construction project. In addition Remail Modern has confirmed an agreement with the gallery lead donor Mrs. Remail that the Frank and Ellen Remail Foundation will make available \$2M in funding for completion of the Shell Gallery and Ground Floor Security Wall and Perimeter, currently outside of the scope of the project. Mrs. Remail's intention is that these spaces will be completed in time for the opening of the Remail Modern Art Gallery of Saskatchewan.

The Remail Modern Art Gallery of Saskatchewan requests that the Executive Committee approve additional scope in the Remail Modern Art Gallery of Saskatchewan Construction Project to allow for the completion of the Shell Gallery and Ground Floor Security Wall and Perimeter with these additions managed by the Remail Modern Gallery and on condition they are fully funded through the Remail Modern capital campaign.

An additional \$6M allocation was approved in the 2015 Capital Budget for Capital Project 1813 – Remail Modern Art Gallery of Saskatchewan for completion of the construction of the building, funded through the Civic Facilities Funding Plan. This allocation did not allow for the completion of the Shell Gallery and Ground Floor Security Wall and Perimeter.

There are significant operational issues that support these works being completed prior to the opening of the gallery.

1. The main floor changes approved in 2014 to allow for the restaurant and security improvements were based on the inclusion of the Security Wall and Perimeter (the glass partition wall between the restaurant and the atrium, and the security perimeter screening from the foyer to the restaurant.) Subsequently the cost to construct this Perimeter was beyond the approved budget. Nevertheless not completing this Perimeter has significant implications for gallery security, visitor access and restaurant operations. Impacts of not completing this work would include a major increase in security operational

costs; impaired ability for the gallery to secure international loans and exhibitions; impaired after-hours visitor access to restaurant and Persephone Theatre and impaired contract agreement with the food services operator due to restricted access to the restaurant.

2. Completion of the Shell Gallery allows for a broader range of programming and exhibition space once the building is operational. Importantly the space was designed as a link space between the Picasso Gallery and the large changing exhibitions gallery. It is intrinsic to the building design and flow of gallery visitors. According to the Gallery's Brand Plan it is important to have this gallery complete for the opening when national and international press will be reporting on the building and its design. In practical terms it is prudent to complete this work before artwork has been brought into the building, due to off-gassing, heat and moisture that will ensue from the concrete and other materials used in the gallery completion. Attempting this work at some point after opening would have significant impact on gallery operations, as the Shell Gallery would be a construction zone, close to visitor spaces and gallery spaces containing artworks. Lastly the Shell Gallery links with the Picasso Gallery, through an adjoining corridor. This allows for expanded Picasso exhibitions, which is part of the gallery plan.

Mrs. Remai has agreed to make available \$2M for the completion of these works in readiness for the opening of the gallery. \$1M will be in addition to previous pledges and \$1M will be provided by bringing forward payments committed under a previous pledge.

The Gallery understands that \$2M is a realistic budget for the completion of these works and is currently seeking price estimates to confirm this. The gallery would then manage the works and issue requests for proposals. Should these proposals exceed \$2M, the gallery would either fund the excess through the capital campaign or complete as much work as available within its capital campaign resources. The Gallery is not seeking an increase in the City contribution to complete these works.

We appreciate your consideration of this request.

Yours sincerely,



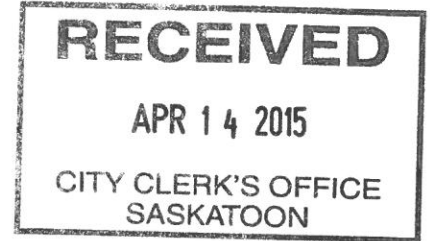
Alain Gaucher

Board Chair



Gregory Burke

Executive Director/CEO



April 14, 2015

Ms. Joanne Sproule

City Clerk

City of Saskatoon

Re: Tourism Saskatoon – annual presentation to Executive Committee

Dear Ms. Sproule;

I request the opportunity to make a short presentation to Executive Committee at their meeting on May 19th, 2015.

This presentation is an element of our Fee-for-Service Agreement with the City and will feature a brief summary of the measures achieved in 2014, our focus for 2015 as well as our 2015 financial plan. These summaries will be circulated to you prior to the meeting.

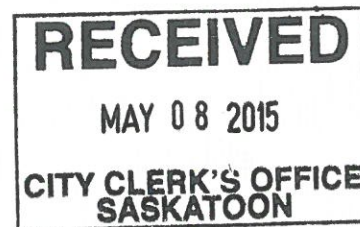
Both Dale Grant (our Board Chair) will attend the meeting to present and answer questions.

Thank you,



Todd Brandt
President & CEO

7870-10



May 7, 2015

To: Executive Committee of Council
From: Todd Brandt
Re: Presentation by Tourism Saskatoon

I am pleased to provide you with the following documents in preparation for the meeting. These documents are in keeping with the recommendations from the 2004 Program Audit completed by Bob Prosser and Associates.

Package Index

- 2014 Measures - Final
- 2014 Audited Statements
- 2015 World Markets Map and Highlight Sheet
- 2015 Measures – Planned (results to April 2014 are plotted)
- 2015 Operating and Capital Budget summary, including statement of leveraging ratio of City Funding

I look forward to our discussions.

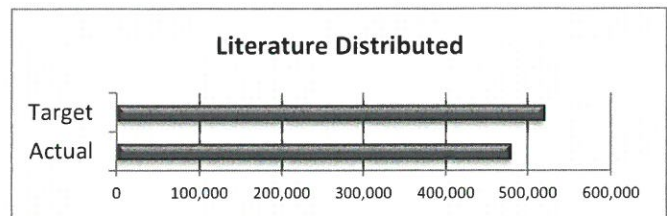
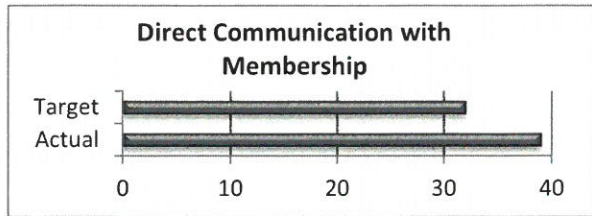
Sincerely,



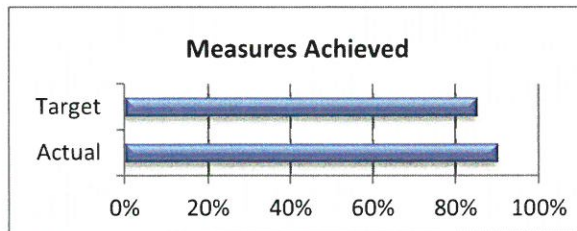
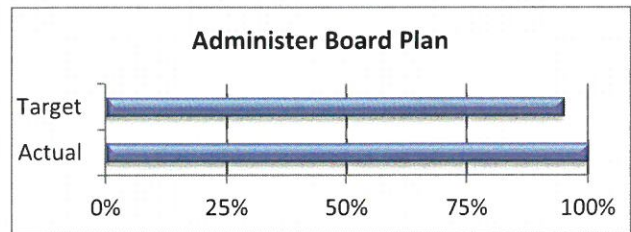
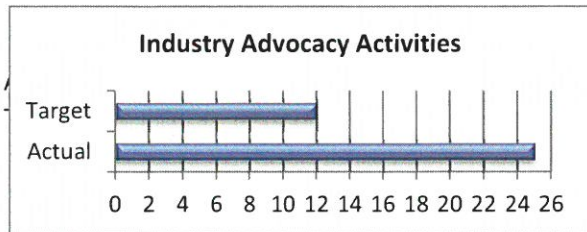
Todd Brandt,
President & CEO

2014 Measures - Dashboard - Final December 31, 2014

Membership

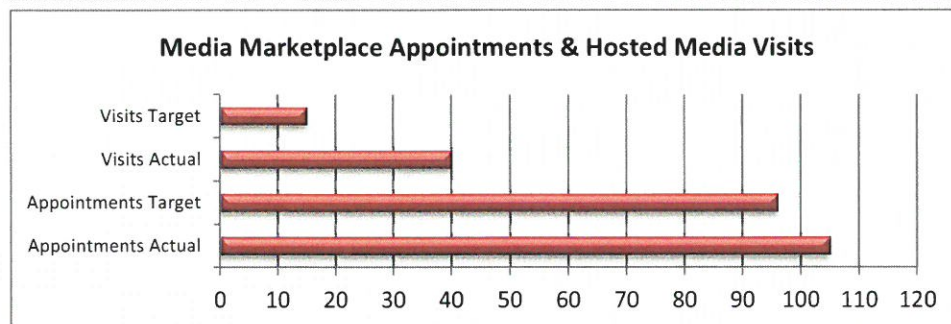
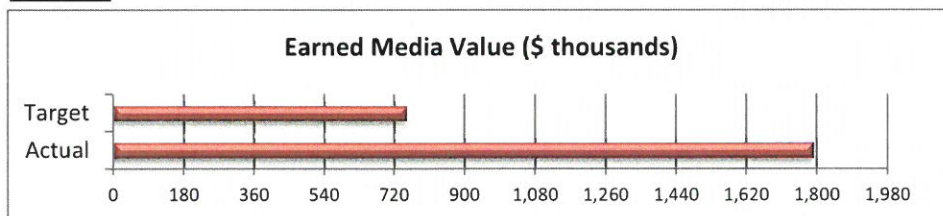


Administration/Industry Development



Clean Audit YES NO

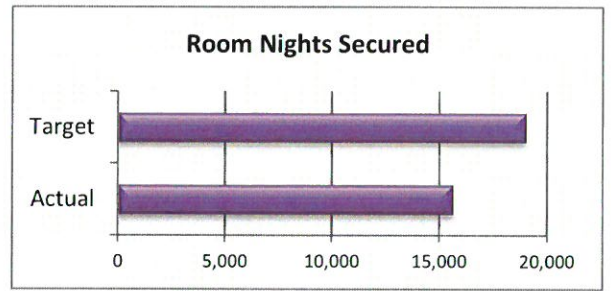
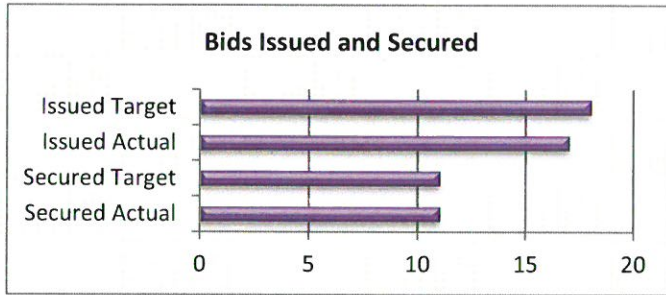
Media



<i>Klout Score:</i>	Target	55	Actual	53
<i>Facebook Total Reach:</i>	Target	2800	Actual	3565
<i>Facebook Engaged Users daily:</i>	Target	100	Actual	123

2014 Measures - Dashboard - Final December 31, 2014

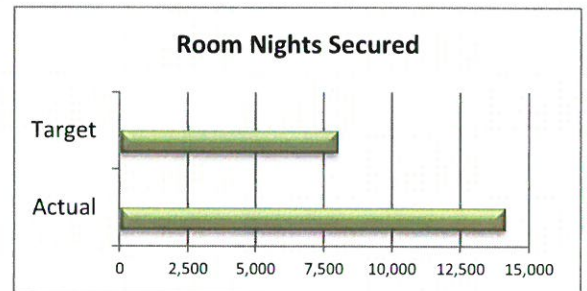
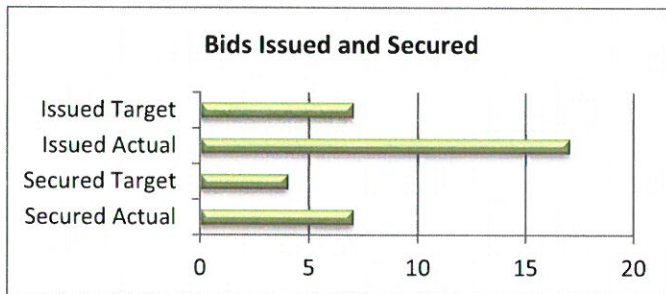
National Conventions and Events



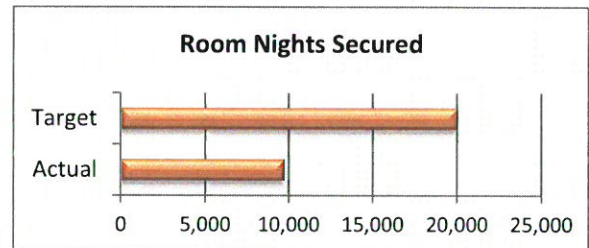
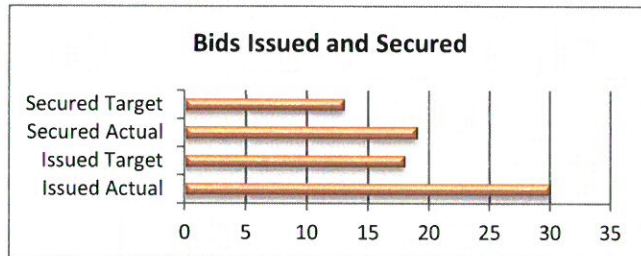
Conduct Sales Appointments Target 55
 Site Visits Hosted Target 15

Actual 49
 Actual 8

International Conventions and Events

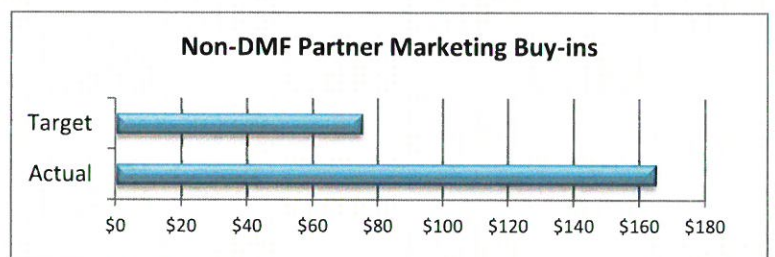
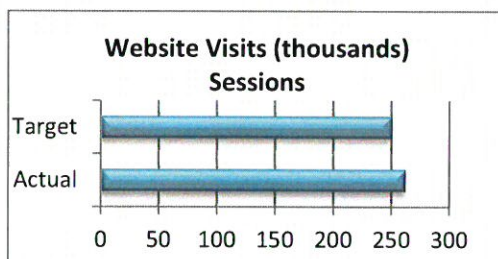


Sport Tourism



* Room nights carried over to 2015 - 20,000

Leisure Marketing



Experience Passes booked/distributed
 Target: 1200
 Actual: 1617

Travel Trade Marketplace Appointments
 Target: 69
 Actual: 73

Financial Statements of

**SASKATOON VISITOR &
CONVENTION BUREAU INC.**

Year ended December 31, 2014



KPMG LLP
Chartered Accountants
500 – 475 Second Avenue South
Saskatoon Saskatchewan S7K 1P4
Canada

Telephone (306) 934-6200
Fax (306) 934-6233
Internet www.kpmg.ca

INDEPENDENT AUDITORS' REPORT

To the members

We have audited the accompanying financial statements of Saskatoon Visitor & Convention Bureau Inc. ("the Entity"), which comprise the statement of financial position as at December 31, 2014 and the statements of operations, changes in net assets and cash flows for the year then ended and notes, comprising a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Saskatoon Visitor & Convention Bureau Inc. as at December 31, 2014, and its results of operations and its cash flows for the year then ended December 31, 2014 in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Accountants

Saskatoon, Canada
March 3, 2015

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

SASKATOON VISITOR & CONVENTION BUREAU INC.

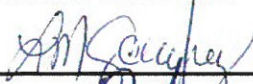
Statement of Financial Position

December 31, 2014, with comparative information for 2013


	2014	2013
Assets		
Current assets:		
Cash	\$ 211,730	\$ 193,159
Restricted cash and investments (note 10)	427,712	-
Accounts receivable - Destination		
Marketing Program	432,052	527,429
Accounts receivable	17,134	26,778
Prepaid expenses and deposits	269,533	138,946
Short-term investments	155,872	153,473
Inventories	2,281	4,240
	<u>1,516,314</u>	<u>1,044,025</u>
Property and equipment (note 3)	235,148	316,213
	<u>\$ 1,751,462</u>	<u>\$ 1,360,238</u>
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 144,315	\$ 222,063
Deferred contributions (note 5)	1,005,269	480,088
	<u>1,149,584</u>	<u>702,151</u>
Deferred contributions for property and equipment (note 6)	254,320	292,228
Net assets:		
Operating surplus	260,517	253,551
Equity in property and equipment	87,041	112,308
	<u>347,558</u>	<u>365,859</u>
Commitments (note 7)		
	<u>\$ 1,751,462</u>	<u>\$ 1,360,238</u>

See accompanying notes to financial statements.

On behalf of the Board:



Director



Director

SASKATOON VISITOR & CONVENTION BUREAU INC.

Statement of Operations

Year ended December 31, 2014, with comparative information for 2013

	2014	2013
Revenue:		
Partnership projects and sales (note 8)	\$ 2,518,606	\$ 2,524,629
City of Saskatoon	405,000	392,000
Membership	86,651	82,348
Amortization of deferred contributions	55,549	44,238
In-kind revenue	5,520	7,483
	<u>3,071,326</u>	<u>3,050,698</u>
Expenses:		
Leisure, travel and convention marketing	2,851,744	2,756,891
Visitor services	121,481	139,358
Membership services	133,142	136,195
In-kind expenses	5,520	7,483
	<u>3,111,887</u>	<u>3,039,927</u>
Excess (deficiency) of revenue over expenses before the undernoted	(40,561)	10,771
Gain on sale of North Centre building	22,260	-
Excess (deficiency) of revenue over expenses	<u>\$ (18,301)</u>	<u>\$ 10,771</u>

See accompanying notes to financial statements.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Statement of Changes in Net Assets

Year ended December 31, 2014, with comparative information for 2013

	Operating surplus	Equity in property and equipment	Total 2014	Total 2013
Balance, beginning of year	\$ 253,551	\$ 112,308	\$ 365,859	\$ 355,088
Excess (deficiency) of revenue over expenses	(18,034)	(267)	(18,301)	10,771
Purchase of property and equipment	(4,910)	4,910	-	-
Allocation of deferred contributions	4,910	(4,910)	-	-
Proceeds on disposal of North Centre building	25,000	(25,000)	-	-
Balance, end of year	\$ 260,517	\$ 87,041	\$ 347,558	\$ 365,859

See accompanying notes to financial statements.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Statement of Cash Flows

Year ended December 31, 2014, with comparative information for 2013

	2014	2013
Cash flows from (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ (18,301)	\$ 10,771
Items not involving cash:		
Amortization of property and equipment	78,076	66,855
Amortization of deferred contributions	(55,549)	(44,238)
Gain on sale of North Centre building	(22,260)	-
	(18,034)	33,388
Change in non-cash operating working capital:		
Accounts receivable	9,644	81
Accounts receivable - Destination Marketing Program	95,377	(14,393)
Inventories	1,959	1,062
Prepaid expenses and deposits	(130,587)	(902)
Accounts payable and accrued liabilities	(77,748)	101,449
Deferred contributions	525,181	(425,910)
	405,792	(305,225)
Investing activities:		
Purchase of property and equipment	(4,910)	(152,366)
Proceeds on disposal of property and equipment	25,000	-
Purchase of investments	(2,399)	(55,068)
Deferred contributions for property and equipment (note 6)	22,800	161,187
Restricted cash and investments	(427,712)	289,262
	(387,221)	243,015
Increase (decrease) in cash	18,571	(62,210)
Cash, beginning of year	193,159	255,369
Cash, end of year	\$ 211,730	\$ 193,159

See accompanying notes to financial statements.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements

Year ended December 31, 2014

General:

Saskatoon Visitor and Convention Bureau Inc. (the "Bureau") is incorporated under the *Non-Profit Corporations Act of Saskatchewan* and operates as Tourism Saskatoon with a mission to realize economic benefits for Saskatoon through tourism. The Bureau is not liable for federal or provincial income taxes under the Income Tax Act (Canada).

1. Economic dependence:

Ongoing operation of the Bureau is dependent on continuing support of the City of Saskatoon and the membership of the Bureau.

2. Significant accounting policies:

(a) Use of estimates:

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenue and expenses during the reporting period. Areas that require significant management estimates include the valuations of accounts receivables and the useful lives of property and equipment. Actual results could differ from these estimates.

(b) Cash:

Cash consists of cash and cash equivalents with an initial term to maturity of three months or less.

Restricted cash and investments consists of cash received from Destination Marketing Program contributions where the cash received is restricted for purposes of the related agreement for expenditure of the funds received. The Bureau may invest cash received from Destination Marketing Program contributions in short-term investments bearing interest.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

2. Significant accounting policies (continued):

(c) Financial instruments:

Financial assets and liabilities are initially recognized at fair value and their subsequent measurement is dependent on their classification as described below:

- Cash, restricted cash and short-term investments are measured at fair value. Fair value fluctuations in these assets which may include interest earned, interest accrued, gains and losses realized on disposal and unrealised gains and losses are included in revenue.
- Accounts receivable, accounts receivable - Destination Marketing Program and accounts payable and accrued liabilities are recorded at amortized cost.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method.

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If there is an indicator of impairment, the Bureau determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the Bureau expects to realize by exercising its right to any collateral. If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(d) Property and equipment:

Property and equipment are stated at cost. Amortization is provided over the estimated useful lives of the assets using the following methods and annual rates:

Property and equipment	Method	Rate
Information centres	Declining balance	10%
Furnishings and equipment	Declining balance	20%
E-Commerce	Declining balance	30%
Leasehold improvements	Straight-line	10%

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

2. Significant accounting policies (continued):

(e) Net assets:

The Bureau segregates net assets between operating surplus and equity in property and equipment.

Operating surplus represents amounts available for on-going operation of the Bureau.

Equity in property and equipment represents property and equipment less unamortized capital contributions used to purchase property and equipment.

(f) Inventories:

Inventories of promotional items and various publications for resale are valued at the lower of cost and net realizable value. Cost is determined on a first-in, first-out basis. Net realized value is the estimated selling price in the ordinary course of business, less the estimated costs necessary to make the sale.

(g) Revenue recognition:

The Bureau recognizes revenue from grants as earned based on the terms of the agreements. Membership revenue is recognized when received. Revenue from fees, contracts and items for resale are recognized when the services are provided or the goods are sold.

The Bureau recognizes revenue and expenses for contributed products and services that would otherwise have been purchased by the Bureau, at the estimated value of such products and services. The current year's membership revenue includes \$3,817 of in-kind memberships (2013 - \$3,919).

Revenue received for externally restricted special projects where the related costs will be incurred in future periods is deferred on the statement of financial position. These revenues will be recorded on the statement of operations in the period when the related costs are incurred.

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

2. Significant accounting policies (continued):

(h) Allocation of general administration expenses:

The Bureau classifies expenses on the statement of operations by function. The Bureau allocates certain costs by identifying the appropriate basis of allocating and applying that basis consistently each year. Administration expenses are allocated based on estimates of staff activities and resource usage.

Administration expenses of \$440,819 (2013 — \$421,833) have been allocated as follows:

	2014		2013	
Leisure, travel and convention marketing	\$	352,655	\$	316,375
Visitor services		44,082		63,275
Membership services		44,082		42,183
	\$	440,819	\$	421,833

3. Property and equipment:

			2014		2013	
	Cost	Accumulated amortization	Net book value	Net book value		
Furnishings and equipment	\$ 373,996	\$ 336,664	\$ 37,332	\$ 45,480		
E-Commerce	394,397	287,932	106,465	147,409		
Information centres	-	-	-	8,617		
Leasehold improvements	230,275	138,924	91,351	114,707		
	\$ 998,668	\$ 763,520	\$ 235,148	\$ 316,213		

During 2014, the North Information Centre building was sold. A summary of the sale is as follows:

Proceeds on sale	\$	25,000
Net book value of building sold		(7,899)
Unamortized deferred contributions for property and equipment		5,159
Gain on sale of North Centre building	\$	22,260

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

4. Accounts payable:

Included in accounts payable and accrued liabilities are government remittances payable of \$34,313 (December 31, 2013 - \$1,522), which includes amounts payable for GST and PST.

5. Deferred contributions:

The Bureau receives operational and special project funding that has been deferred and will be recognized as revenue on the statement of operations in the year to which the funding relates. All deferred contributions relate to the next fiscal year. Deferred contributions is comprised of funding from the following sources:

	2014	2013
Destination Marketing Program (note 10)	\$ 859,764	\$ 336,801
City of Saskatoon	109,350	106,950
Canadian Country Music Awards	36,155	36,337
	<u>\$ 1,005,269</u>	<u>\$ 480,088</u>

Restricted cash and investments of \$427,712 (2013 - \$nil) relates to deferred contributions from Destination Marketing Program (See Note 10).

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

6. Deferred contributions for property and equipment:

Deferred contributions for property and equipment is comprised of the unamortized contributions used to purchase property and equipment and the contributions that have not yet been used to purchase property and equipment. The amortization of these deferred contributions is recorded as revenue in the statement of operations.

	2014	2013
Balance, beginning of year	\$ 292,228	\$ 175,279
Additional contributions received:		
City of Saskatoon	22,800	22,800
Destination Marketing Strategy (note 10)	-	138,387
Less amounts amortized to revenue	(55,549)	(44,238)
Less amounts related to sale of North Centre building	(5,159)	-
	<u>\$ 254,320</u>	<u>\$ 292,228</u>

The balance of unamortized capital contributions and unspent contributions related to property and equipment consists of the following:

	2014	2013
Unamortized capital contributions used to purchase assets	\$ 148,107	\$ 203,904
Unspent contributions	106,213	88,324
	<u>\$ 254,320</u>	<u>\$ 292,228</u>

7. Commitments:

The Bureau is committed to marketing support bids through the fiscal year 2018 and leases office space and office equipment under long-term operating leases which expire in the fiscal years through 2018.

Future payments are estimated as follows:

	Marketing support bids	Office space	Equipment	Total
2015	\$ 60,000	\$ 72,597	\$ 8,297	\$ 140,894
2016	8,250	72,597	8,297	89,144
2017	-	72,597	5,098	77,695
2018	5,000	48,398	2,392	55,790
	<u>\$ 73,250</u>	<u>\$ 266,189</u>	<u>\$ 24,084</u>	<u>\$ 363,523</u>

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

8. Partnership projects and sales:

	2014	2013
Saskatoon Hotel Association	\$ 2,421,616	\$ 2,333,718
Saskatchewan Tourism Authority	-	100,000
Member events, sales missions, advertising and other	89,423	82,629
Sales of specialty items and maps	7,567	8,282
	<u>\$ 2,518,606</u>	<u>\$ 2,524,629</u>

9. Financial risks and concentration of credit risk:

(a) Liquidity risk:

Liquidity risk is the risk that the Bureau will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The Bureau manages its liquidity risk by monitoring its operating requirements. The Bureau prepares budgets to ensure it has sufficient funds to fulfill its obligations.

(b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in financial loss. The Bureau is exposed to credit risk with respect to accounts receivable, short-term investments and restricted cash and investments. The Bureau assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts. Credit risk related to cash, restricted cash and investments and short-term investments is minimized by dealing with institutions that have strong credit ratings.

(c) Interest rate risk:

The Bureau is exposed to interest rate risk arising from fluctuation in interest rates on amounts invested in interest bearing accounts and short term investments.

10. Destination Marketing Program Contributions:

On June 11, 2014 the Bureau signed an agreement with the Saskatoon Hotel Association to provide funding to the Bureau for the Destination Marketing Program to increase total overnight visitation and expenditures in Saskatoon. The agreement is for the period April 1, 2014 to March 31, 2017. Funding received and current expenditures for each of the years ended December 31, 2014 and 2013 are as follows:

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

10. Destination Marketing Program Contributions (continued):

	2014	2013
Funding:		
Destination Marketing	\$ 3,521,469	\$ 3,067,727
Expenditures:		
Salaries and benefits	471,886	362,410
Saskatchewan market	385,806	431,998
Web marketing	233,995	207,257
Saskatoon Sports Tourism Inc.	225,407	207,860
Printing	167,217	193,089
Joint marketing	157,753	153,700
Meetings	149,849	29,567
International market	130,567	109,138
Other market	113,729	57,233
Business plan development	100,262	85,000
Familiarization tours	91,048	54,166
Travel media promotions	87,708	207,508
Alberta market	69,045	121,778
Administrative	36,107	35,277
Manitoba market	34,773	18,881
Research	33,651	57,641
Images	32,426	29,765
Initiatives	31,361	91,056
Memberships	25,088	25,962
Marketing	17,863	8,147
Local planners	13,783	11,922
Campaign design	11,415	16,044
Writing services	9,758	7,219
Saskatchewan Association of Travel Writers	8,683	5,530
Consumer shows	8,235	4,273
Travel media	6,923	6,777
Travel trade Rendez-vous Canada	4,558	8,387
Communications and promotions	2,809	4,500
Software purchase	-	138,387
Contract services	-	23,500
Canadian Society of Association Executives	-	16,954
	2,661,705	2,730,926
Deferred contributions	\$ 859,764	\$ 336,801

SASKATOON VISITOR & CONVENTION BUREAU INC.

Notes to Financial Statements (continued)

Year ended December 31, 2014

10. Destination Marketing Program Contributions (continued):

An analysis of deferred contributions is as follows:

Balance, beginning of year	\$ 336,801	\$ 802,298
Cash received	3,280,045	2,251,036
Accounts receivable, end of year	432,052	527,429
Accounts receivable, beginning of year	(527,429)	(513,036)
Expenditures	(2,661,705)	(2,730,926)
Balance, end of year	\$ 859,764	\$ 336,801
Restricted cash and investments	\$ 427,712	\$ -
Restricted cash and investments are comprised of the following:		
Cash	\$ 191,395	\$ -
Short-term investments	236,317	-
	\$ 427,712	\$ -

Tourism Saskatoon 2015 MARKETPLACES



International Convention & Event Sales:
 Dates TBA Vancouver Sales Mission
 May TBA U of S Annual Supplier Trade Show - PAC
 May 19 - 21 IMEX Frankfurt, Germany
 June 27 - 28 Incentive Canada - Banff, AB
 Oct 14 - 16 IMEX America - Las Vegas, NV
 Oct 31 - Nov 4 International Congress and Convention Assoc. (ICCA) - Buenos Aires, Argentina

Sports Tourism:
 April TBA C-STA Sport Events Congress
 Toronto, ON
 November TBA Travel Events and Management in Sports (TEAMS) - USA

National Convention & Event Sales:
 Jan 11 - 14 PCMA (Professional Convention Management Assoc.) Convening Leaders
 Chicago
 Jan 29 CSAE (Canadian Society of Assoc. Executives) Tete-a-Tete - Ottawa
 Mar 10 - 11 Sales Mission and Client Event - Ottawa
 May 6 - 7 Sales Mission and MPI (Meeting Planners International) event - Ottawa
 Apr 15 Ignite Business Event Expo - Toronto
 Aug 18 - 19 Incentive Works - Toronto
 Oct 29 - 31 CSAE (Canadian Society of Assoc. Executives) National Conference - Calgary
 Nov 23 PCMA (Professional Convention Management Assoc.) Canadian Innovation - Toronto
 Dec 1 - 4 Sales Mission and MPI/CSAE Events
 Toronto
 Dec TBA Sales Mission - Ottawa

Travel Media:
 Jan 28 - Feb 2 Winter Pride - Whistler, BC
 Apr 19 - 23 Canadian Media Marketplace
 New York, NY
 June 10 - 14 Travel Media Assoc. of Canada
 Peterborough, ON
 Sept 26 - Oct 2 Go Media - Penitction, BC
 Oct 3 - 10 Society of American Travel Writers
 Las Vegas, NV

Travel Trade:
 Jan 10 - 13 American Bus Assoc Marketplace
 St. Louis, MO
 Jan 18 - 22 Travel Exchange NTA
 New Orleans, LA
 May 26 - 29 Rendezvous Canada
 Niagara Falls, ON

Consumer shows:
 March 12 - 15 International Sportsmen Expo
 Salt Lake City, UT
 March 19 - 22 Edmonton Home and Garden





Tourism Saskatoon – Highlight Sheet

1. **Bureau Location and Geographic Region** – Saskatoon and Region
2. **Organizational Status** (public/private, membership, Board of Directors, incorporated)
 - Membership-based Not-For-Profit (450 members)
 - 12-member Board of Directors (new); Policy Governance structure. New bylaws.
 - Conventions Saskatoon Committees and Saskatoon Sports Tourism are key structures for action
3. **Source of Revenues 2015**

• Municipal	\$ 405,000
• DMP (3%)	\$ 3,232,492
• Memberships	\$ 100,380
• Other Investments	\$ 149,815
	\$ 3,887,687
4. **Budget Allocation**

• Marketing	\$ 3,278,673
• Admin/Operations	\$ 431,626
• Visitor Services	\$ 79,047
• Member Services	\$ 98,341
	\$ 3,887,687
5. **Destination Stats**
 - 1.04 M rooms sold in 2014, no change from 2013
 - Average occupancy – 2014: 72.5% with new supply this is lower than 2013 which was at 73.4%/ RevPAR flat. ADR is at \$146/night
 - Air Traffic was 1.5 M passenger movements, up slightly from 2013.
 - 2.8 million Canadian visitors per year, expenditure \$553 million (28% of provincial industry)

6. Marketing Highlights

- Eight year managing Saskatoon's Destination Marketing Program. Mentoring many other communities in and out of the province.
- Generated \$1.2 M in earned media ad equivalency.
- Will participate in 23 trade events and 6 sales missions in Canada, the US and overseas in 2015.
- Integration of SMART content on our website, and conversion of leisure marketing activities integrating EQ.
- Confirmed 7 international congresses (14,500 room nights)
- Bid secured ratio of 69% (national/cultural/sport/international)
- Increased efforts with good results in LGBTQ market.

7. Operational Highlights

- Accredited by Destination Marketing Association International (since 2009)
- Continue to incubate new events, and formed joint marketing partnerships with 23 other events and attractions.
- Trails of 1885 becoming a major program linking Alberta, Saskatchewan and Manitoba
- 90% compliance with 207 measures in 2014.
- Green Stem sustainability initiative now has 32 signatories.
- Involved in 19 product incubation projects!

8. Major Issues/Trends/Plans

- New 5-year Strategic Plan launched.
- Core funding a continuing stress.
- Proposal to secure federal support for international convention/export initiative pending.
- 8 new hotel properties opening in current 18 month period. Critical to engage in Self-Directed Destination Marketing Program.
- Loss of direct air service to 2 US hubs a major issue.

9. Name & Contact Information

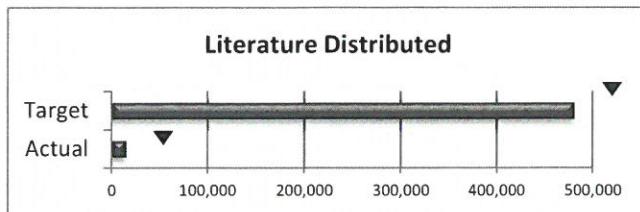
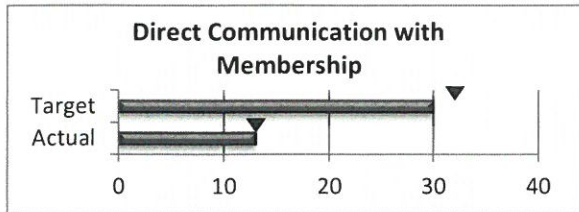
- Todd Brandt
President & CEO
101 – 202 4th Avenue North
Saskatoon, SK S7K 0K1

Phone: 306-931-7574

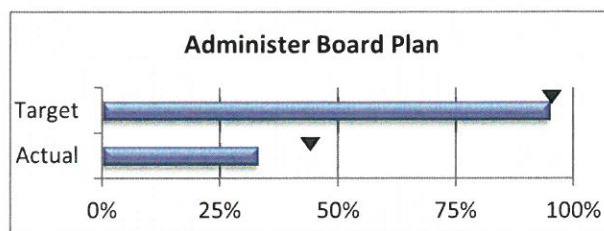
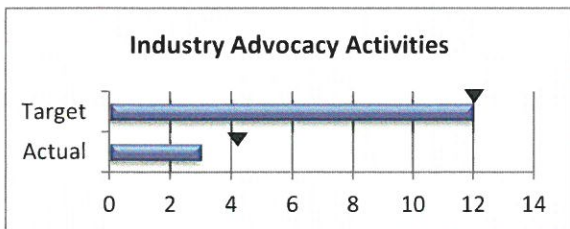
Email: tbrandt@tourismsaskatoon.com

2015 Measures - Dashboard - March 31, 2015

Membership



Administration/Industry Development

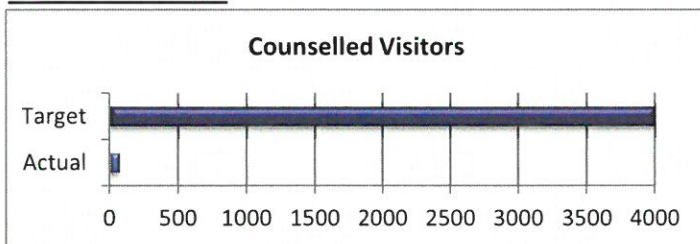


Clean Audit

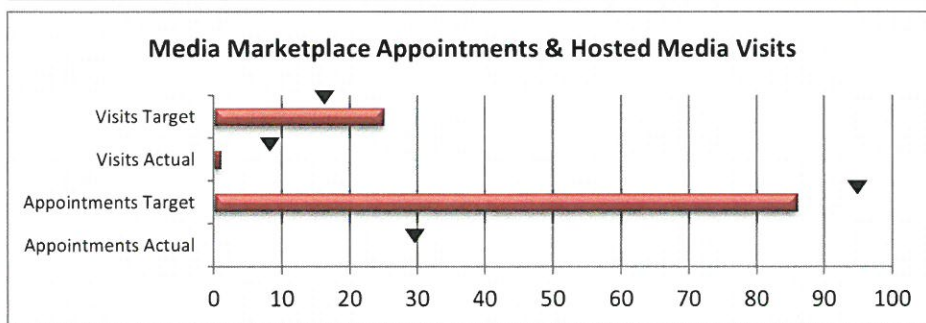
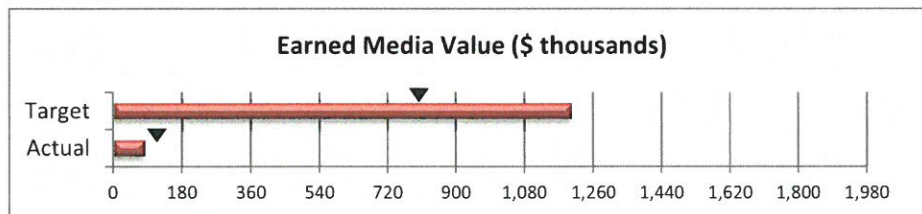


NO

Visitor Services



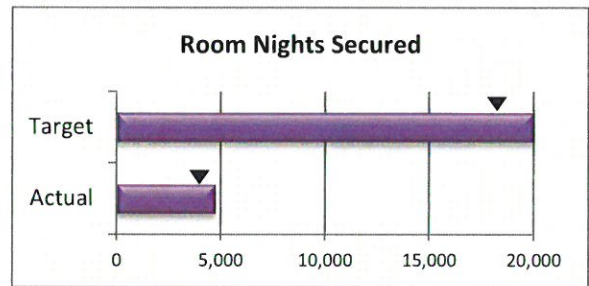
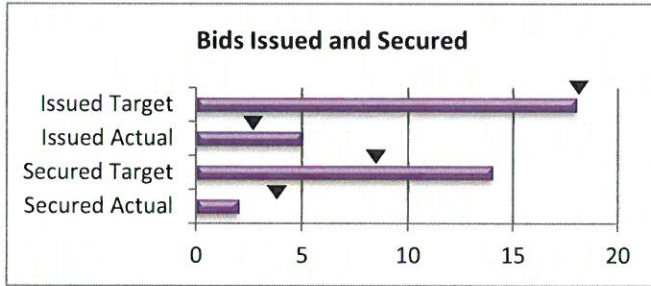
Media



<i>Klout Score:</i>	Target	55	Actual	54
<i>Facebook Total Reach:</i>	Target	2800	Actual	538
<i>Facebook Engaged Users daily:</i>	Target	115	Actual	52

2015 Measures - Dashboard - March 31, 2015

National Conventions and Events

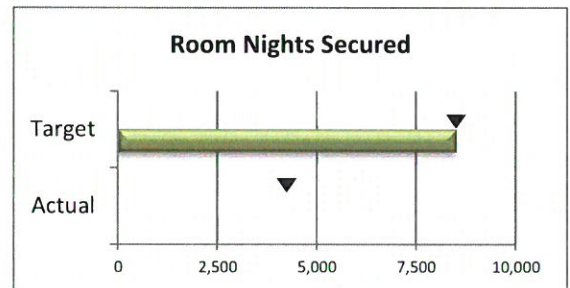
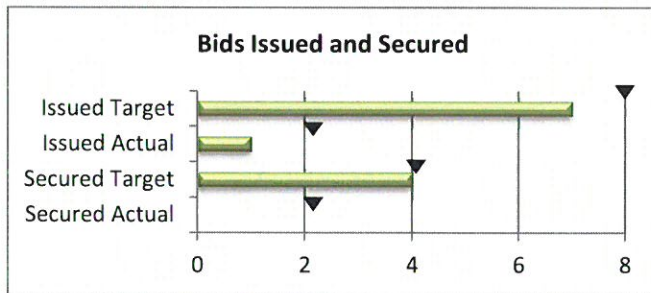


Conduct Sales Appointments

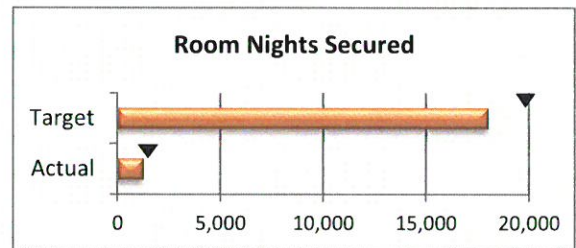
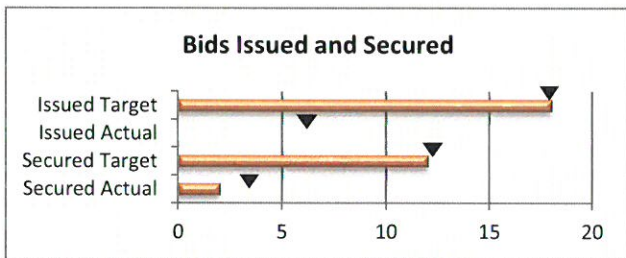
Target 45

Actual 13

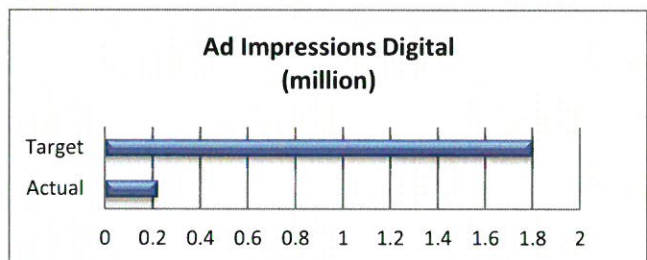
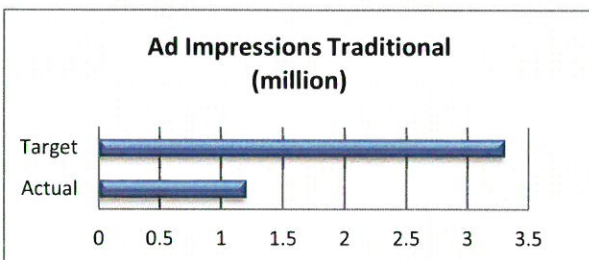
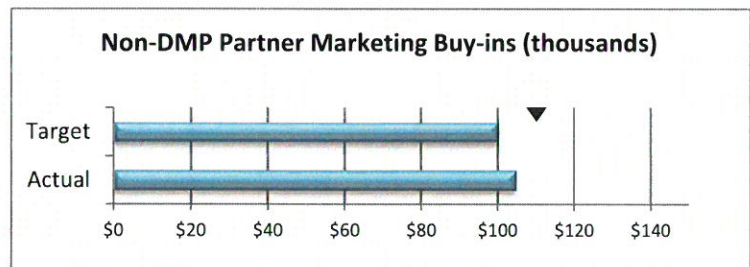
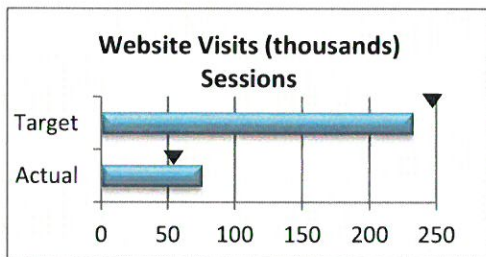
International Conventions and Events



Sport Tourism



Leisure Marketing



Experience Passes issued
 Target: 1700
 Actual:

Travel Trade Marketplace Appointments
 Target: 68
 Actual: 42

Leveraging Comparison - Year to year

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012
Budgeted Revenue	873,375	923,574	1,106,385	1,299,977	966,901	1,909,613	2,174,909	3,062,725	2,989,653	2,645,495	2,539,378
City Fee for Service	271,200	321,200	321,200	325,857	328,898	333,832	341,700	353,400	368,100	368,100	372,009
Leveraging Ratio	2.22:1	1.88:1	2.44:1	2.99:1	1.94:1	4.72:1	5.36:1	7.67:1	7.1:1	6.2:1	5.8:1

	2013	2014	2015
Budgeted Revenue	3,050,698	3,236,930	Projected 3,887,687
City Fee for Service	392,000	405,000	414,315
Leveraging Ratio	6.8:1	6.9:1	8.4:1

Remai Modern Art Gallery of Saskatchewan – Construction Update

Recommendation

That the information be received.

Topic and Purpose

The purpose of this Report is to provide the Executive Committee with an update on the Remai Modern Art Gallery of Saskatchewan (Remai Modern AGS).

Report Highlights

1. The Contractor is projecting total performance of their work by May 24, 2016 which is the updated date prescribed by the Contract.
2. The Project has had schedule challenges, there is an outstanding delay claim associated with structural steel, and there are potential upcoming schedule impacts due to drawing corrections.
3. The largest immediate challenge to the project is completion timing, and for the Contractor to keep the City apprised of its completion dates and the status of the work.
4. The project faces financial challenges and is being managed to the approved budget.

Strategic Goal

This project supports the Strategic Goal of Quality of Life relating to the implementation of the Municipal Culture Plan. It supports the four year priority to enhance the quality of life in Saskatoon by directing expenditures toward amenities in neighbourhoods to enhance and protect property values and encourage private investment.

Background

The Remai Modern AGS construction contract was awarded in March 2013, with a target completion in 2016.

Report

The Contractor is continuing to progress on the gallery construction contract. The Contractor updates their schedule monthly, and continues to project total performance of their work by May 24, 2016. Project schedule and financial challenges continue to be encountered for a variety of reasons.

Ongoing schedule and financial claims from the Contractor are being processed, and in particular, the Architect is reviewing the impacts of outstanding Change Notices they have issued to correct the drawings. Financial and schedule challenges have been more prevalent than would be expected at this point in the project. Vigilant oversight of

this project will continue, and the Administration will do everything within its control to ensure both project budget and schedule are met. This may require project scope revisions and other measures to keep the project on schedule and within budget.

As previously reported, there is an outstanding delay claim associated with structural steel which does not affect construction going forward but will ultimately be dealt with by the terms of the Contract. The contract is being administered by the Architect team hired by the City in June 2010, with overall project oversight provided by the Major Projects Division.

The Remai Modern AGS is planning the move, and transition into the building which will begin once substantial completion, as defined by the Builders’ Lien Act, is achieved approximately 2 months prior to total performance. The building is currently planned to be turned over to the Gallery completely at total performance of the contract approximately three months ahead of the 2016 Labour Day weekend, which is the current planned opening date. The Gallery and their Board will be reporting on their opening plans for the new Remai Modern AGS.

Financial Implications

Capital Project #1813 Remai AGS has been approved for funding in the amount of \$81,834,160. The project scope is being managed within these budgeted amounts.

The funding is made up of the following components:

Funding	Source
\$22,095,160	Remai Gallery Pre & Post 2013 Fundraising
\$29,487,000	City Contribution (Borrowing for 25 years, \$1.3 million annual repayment) And Major Recreational and Cultural Facilities Mill Rate Funding Plan
\$ 488,000	Remai Board Loan from City for Kitchen Equipment
\$ 4,093,000	Provincial Funding – Building Communities
\$12,651,000	Provincial Funding – Building Canada
\$13,020,000	Federal Funding – Building Canada
\$81,834,160	Total

In addition to the capital project approved by City Council on March 18, 2013:

- i) Land costs of \$1,890,000 were excluded from the total project costs as the City would be required to borrow additional funds and pay the River Landing Project who developed and assembled the land.
- ii) That Persephone Theater fund an additional \$662,577 worth of construction for the Remai Arts Centre portion of the construction contract.

In addition to the construction costs, land costs and Persephone work, the Remai Modern Art Gallery is funding transition and implementation costs associated with becoming the Remai Modern Art Gallery of Saskatchewan.

Communication Plan

All public project reports and updates are being posted to the City's Website.

Environmental Implications

As a LEED® building, the Remai Modern AGS will be designed, constructed and operated to optimize energy efficiency and indoor air quality. Construction and operation will result in the consumption of non-renewable resources and the generation of greenhouse gas emissions; however, meeting the performance requirements of LEED® will result in a net decrease in greenhouse gas emissions when compared to a non-LEED® building.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The next project update will be brought to the Executive Committee in late fall 2015.

Public Notice

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

Report Approval

Written by: Mike Gutek, Director of Major Projects
Approved by: Jeff Jorgenson, General Manager, Transportation & Utilities
Department
Approved by: Murray Totland, City Manager

Exec MG – Remai MAGS-Construction Update-May 2015

River Landing Parkade – Construction Update

Recommendation

That the information be received.

Topic and Purpose

The purpose of this Report is to provide the Executive Committee with an update on the River Landing Parkade Project.

Report Highlights

1. Work on the parkade is largely complete.
2. The Contractor is projecting total performance of their work by May 24, 2016 which is the updated date prescribed by the Contract.
3. The River Landing Parkade (Parkade) is targeting public opening approximately five weeks after total completion of the construction contract.

Strategic Goal

This project supports the Strategic Goal of Quality of Life, relating to the implementation of the Municipal Culture Plan. It supports the four year priority to enhance the quality of life in Saskatoon by directing expenditures toward amenities in neighbourhoods to enhance and protect property values and encourage private investment.

Background

The construction contract was awarded in March 2013, with a target for completion in 2016.

Report

Construction on the Parkade is largely complete. The Parkade is bundled with and occupies the same site as the Rемаi Modern Art Gallery of Saskatchewan. As such, the Parkade will be available for commissioning by the River Landing Project after total performance of the entire construction contract. With a commissioning period estimate of five weeks, the Parkade is currently targeting a public opening June 29, 2016, based on the construction total performance date of May 24, 2016.

Financial Implications

Capital Project #1814 – River Landing Parkade has been approved for funding in the amount of \$19,469,000. The budget remains the same since City Council approved the contract award and funding of the project on March 18, 2013.

River Landing Parkade – Construction Update

The funding is made up of the following components:

Funding	Source
\$12,100,000	City Borrowing 25 years, Mill Rate and Parking Revenue Repayment
\$ 369,000	Provincial Funding – Building Canada
\$ 7,000,000	Reallocated City Capital Fund, reassigning fully funded project dollars from other Capital Projects displaced by other external funding
\$19,469,000	Total

In addition to the capital project approved by City Council on March 18, 2013:

- i) Land costs of \$468,000 were excluded from the total project costs as the City would be required to borrow additional funds and pay the River Landing Project who developed and assembled the land.
- ii) That Persephone Theatre funded an additional \$662,577 worth of total construction for the Remai Arts Centre portion of the construction contract, part of which is in the Gallery portion of the contract, and part of which is in the parkade portion of the contract.

In addition to the construction costs, land costs and Persephone work, the City will install a revenue collection system, and will commission and operate the parkade. Currently these costs are being planned and estimated in 2015 and will be funded by the River Landing Project as part of their annual operating and capital budgets.

Communication Plan

All public project reports and updates are being posted to the City's Website.

Environmental Implications

Construction of a parkade will have negative short and long term greenhouse gas impacts. The City strives to balance all forms of transportation in the City, and the need for additional downtown parking has been demonstrated.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The next project update will be brought to the Executive Committee in late fall 2015.

Public Notice

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

Report Approval

Written by: Mike Gutek, Director of Major Projects

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

Approved by: Murray Totland, City Manager

Exec MG – River Landing Parkade-Construction Update-May 2015

Incentive Application – Howatt Enterprises Ltd.

Recommendation

That the Executive Committee recommend to City Council:

1. That the application from Howatt Enterprises Ltd. for a five-year tax abatement on the incremental portion of taxes at 202 Gladstone Crescent, as a result of their expansion in 2016, be approved as follows:

100% in Year 1

80% in Year 2

70% in Year 3

60% in Year 4

50% in Year 5

2. That the City Solicitor be instructed to prepare the appropriate agreements.

Topic and Purpose

The purpose of this report is to obtain City Council's approval for a five-year tax abatement on the incremental portion of taxes at Howatt Enterprises Ltd.'s new location of 202 Gladstone Crescent.

Property tax abatements are under the policy area of the Standing Policy Committee on Finance. The Administration is tabling this report with the Executive Committee as this is an item of urgent nature for Howatt Enterprises Ltd., as they are not able to start the recruiting and hiring process of new employees, which will help them expand and grow their business, until they receive City Council's approval of the recommended tax abatement. Delaying this report until the June 1, 2015, Standing Policy Committee on Finance meeting would result in Howatt Enterprises Ltd. not being able to proceed until July or later.

Report Highlights

1. Howatt Enterprises Ltd. has met the eligibility requirements of Council Policy No. C09-014 – Business Development Incentives.

Strategic Goal

This report supports the long-term strategy of creating a business-friendly environment where the economy is diverse and builds on our city and region's competitive strengths.

Background

City Council approved Council Policy No, C09-014 – Business Development Incentives on October 15, 1991, with the most recent updated approved on March 26, 2012.

The purpose of this policy is to make incentives available to businesses which meet the eligibility requirements listed within this Policy to:

- encourage them to locate or expand their operations in Saskatoon in order to create long term, skilled or semi-skilled jobs;
- provide tax relief that will flow to companies creating new jobs;
- place Saskatoon in a competitive position in attracting businesses that it would not otherwise occupy;
- increase the long-term viability of a project; or
- demonstrate the City's commitment to a business or industry.

In accordance with this policy, the SREDA Board of Directors, through a sub-committee, reviews the applications and brings forward recommendation to City Council.

Report

Attached is a report from Wanda Hunchak, Chair, Saskatoon Regional Economic Development Authority (SREDA) Board of Directors. The report is self-explanatory and provides the required information for City Council to consider the request from Howatt Enterprises Ltd. for a five-year tax abatement.

Options to the Recommendation

City Council has the option of denying the tax abatement; however, that would be contrary to policy.

Financial Implications

The tax abatement will be offset by an equivalent amount of incremental property tax until it expires in year five. The impact in the first year is estimated at \$88,300. The total estimated value of the five-year abatement is \$317,880.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

A further follow-up report is not required, however, the abatement will be subject to an annual compliance audit undertaken by SREDA.

Public Notice

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

Attachment

1. Report from Wanda Hunchak, Chair, SREDA Board of Directors, April 30, 2015

Report Approval

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

Approved by: Murray Totland, City Manager

Incentive App_Howatt Enterprises Ltd.docx



MEMO

**TO: Kerry Tarasoff, CFO/General Manager, Asset & Financial Management
 City of Saskatoon**

**FROM: Wanda Hunchak, Chair
 SREDA Board of Directors**

RE: Incentive Application Review

DATE: April 30, 2015

The Saskatoon Regional Economic Development Authority's Board of Directors reviewed a tax incentive application from Howatt Enterprises Ltd., and has determined that it meets the eligibility requirements of the City of Saskatoon Business Development Incentives Policy, C09-014.

Howatt Enterprises Ltd., is the parent company to the proposed building permit holder, developer and real estate owner, Howatt Holdings Ltd. Howatt Holdings Ltd., will be developing a new building at 202 Gladstone Crescent (Lot 5, Block 272, Plan 102031186). The company plans to break ground and begin development of the new building May 2015 with March 2016 as the planned completion date.

The company's expansion plans include a 20,416 sq ft footprint and 27,160 sq ft of leasable space on a 4.2 acre plot of land. This building will be constructed and owned by Howatt Holdings Ltd. and leased to the operating companies Continental Mine & Industrial Supply and Howatt Consulting Ltd., both of whom provide services and equipment to the Saskatchewan mining industry. They currently employ 6.5 people in Saskatoon and they plan to create an additional 13.4 new full time or equivalent jobs as a result of their expansion.

The Saskatoon Regional Economic Development Authority's Board of Directors approved the following resolution on April 16, 2015:

Recommendations

THAT the SREDA Board of Directors recommends, to the City of Saskatoon, approval of the Howatt Enterprises Ltd.'s tax incentive application.

The Board's recommendations are forwarded to City Council for consideration and approval. A summary of the tax abatement application from Howatt Enterprises Ltd. is attached for reference.

Wanda Hunchak, Chair



City of Saskatoon
Business Development Incentives Application

COMPANY: Howatt Enterprises Ltd.
 JOBS CREATED: 13.4 full time or equivalent jobs
 INVESTMENT: \$8.745 Million

COMPANY BACKGROUND:

Howatt Enterprises Ltd. is the parent company to the proposed building permit holder, developer and real estate owner, Howatt Holdings Ltd. Howatt Holdings Ltd. will undertake the financing and construction of the new building. As a group, Howatt enterprises and its subsidiary companies have provided the security and guarantees in varying degrees to support Howatt Holdings construction loan and mortgage.

Howatt Enterprises has investigated a number of business opportunities, both within and outside of Saskatchewan. With the help of the incentive program, Howatt enterprises has decided to invest in developing supporting infrastructure within Saskatoon to aid in the future growth of its subsidiaries.

Continental Mine & Industrial Supply is one of Howatt Enterprises’ subsidiaries. This company does custom designed and manufactured equipment solutions and distribution of equipment and components to mining and industrial companies. Howatt Consulting is another subsidiary which does engineering consulting services, specializing in mining, mechanical engineering, drafting and design as well as equipment design and prototyping.

EXPANSION PROJECT DESCRIPTION:

Howatt Enterprises subsidiary companies Continental Mine & Industrial Supply and Howatt Consulting Ltd. will become tenants of the newly constructed 27,160 sq ft facility, requiring 17,778 sq ft of warehouse space and office space. The remaining 9,382 sq ft of shop/warehouse space will be used for a new mining equipment development opportunity involving the conversion of underground diesel powered equipment to electric battery power. In the unlikely event that the battery power opportunity proves not to be viable, the space will be earmarked for other growth initiatives, but would be leased out to a third party for an interim period.

All tax incentives related to this application will be utilized by Howatt Holdings, the owner of the constructed building. Various mechanisms to share the benefits of the tax incentives within the family group of companies are being contemplated (e.g. through lease agreements).

ESTIMATED VALUE OF TAX ABATEMENT:

Total estimated increase in property taxes as a result of the expansion project is \$88,300. Total estimated value of the 5-year tax abatement is \$317,880 calculated at the following rate:

- Year 1 @ 100% \$88,300
- Year 2 @ 80% \$70,640
- Year 3 @ 70% \$61,810
- Year 4 @ 60% \$52,980
- Year 5 @ 50% \$44,150

First Quarter Results – City of Saskatoon’s Corporate Business Plan and Budget – Sustaining the Saskatoon Advantage

Recommendation

That the report of the General Manager, Corporate Performance Department dated May 19, 2015, be forwarded to City Council for information.

Topic and Purpose

In an effort to be more accountable, transparent, and efficient in the management of the City of Saskatoon’s (City) key priorities and financial resources, this report presents the first quarter results for the City of Saskatoon’s 2015 Corporate Business Plan and Budget – *Sustaining the Saskatoon Advantage*, as of March 31, 2015.

Report Highlights

1. The 2015 budget projections to year-end is a net deficit of \$1.043 million upon reviewing quarter one results. The Administration will be taking all reasonable measures to bring in a balanced budget at year-end.
2. The key projects outlined in the 2015 Corporate Business Plan and Budget are on track and initiatives are progressing well.

Strategic Goals

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

Report

Quarterly status updates on the City’s Corporate Business Plan and Budget help to ensure that City Council and the Administration are aware of emerging business plan and budget issues and challenges, so it can react accordingly. By providing these quarterly reports, this helps the City to mitigate any financial or corporate risks that may result from unplanned events or new challenges that may emerge throughout 2015.

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

Business Plan Highlights

Attachment 1 provides a summary of the status (as of March 31, 2015) of the key projects outlined in the 2015 Corporate Business Plan and Budget. A number of initiatives are complete and overall are on target and progressing as planned.

Of note, the number of building permits issued to the end of March is slightly lower than the number issued in 2014 for the same time period. Building permits issued for the creation of Multi Unit Dwellings are approximately 143% higher than at the end of March in 2014. This has resulted in the creation of 776 residential units compared to 563 residential units at the end of March 2014. Value of construction associated with permits issued to the end of March 2015 is slightly higher by approximately 14% from March 2014 (Attachment 2).

As of the end of March, there were two permits issued that had a construction value higher than \$10,000,000. In the first quarter of 2014 there were no construction permits with a value higher than \$10,000,000.

Year-end Budget Projections

With respect to the 2015 budget projections to year-end, a net deficit of \$1.043 million is being projected (Attachment 3). It is cautioned that this is still an early projection and subject to substantial variance as the remainder of the year proceeds. The Administration will be taking all reasonable measures to bring in a balanced budget at year-end.

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

Transportation (\$2.16 million deficit)

- Snow Removal: An estimated \$0.461 million over budget due to additional staffing and 1A training costs required for six additional road utility workers and material consumables for grader and power blades. Reductions in overtime and preventative maintenance inspections will help reduce this deficit.
- Street Cleaning: An estimated \$0.519 million over budget from increased services for the Business Improvement Districts and Industrial areas. Transportation is focusing on overtime reductions and closely managing contractors to bring costs within budget.
- Transit: Forecasted \$1.17 million over budget due to decreased ridership, revenue reductions from discounted passes and reduced cash/ticket sales. Transit is mitigating this projected deficit by continued cost control efforts on non-critical expenditures, a targeted marketing plan related to the University Bridge Closure and developing a revamped short and long term marketing plan.

Taxation and General Revenues (\$1.065 million surplus)

- \$1.137 million projected in additional revenue due to increased payments from the Provincial Utility Crowns, partially offset by lower interest earnings from a marginal reduction in interest rates.

Utilities (\$1.475 million deficit)

- Saskatoon Light and Power: \$0.980 million unfavourable variance due to energy sales being down 3.6% and reduced heating days down by 3.8%. This projected

deficit will be reduced through cost control efforts and can be offset by the appropriate Utility Stabilization Reserve if still present at year end.

- **Waste Services:** An estimated \$0.775 million deficit due to the delayed roll out of the Provincial Multi-Material Recycling Program (MMRP). Since this utility does not have a corresponding stabilization reserve, the deficit will be funded through the Environmental Health surplus due to the non-transfer of funds to the Landfill Replacement Reserve.
- **Waste Water:** Projected \$0.305 million surplus due to reduced costs associated with water and sewer connections. This surplus will be transferred to the appropriate stabilization reserve if realized.

Environmental Health (\$0.704 million surplus)

- **Waste Handling Services:** A projected \$0.775 million surplus due to the non-transfer of funds to the Landfill Replacement Reserve in order to offset the projected deficit in the Waste Services utility.
- **Waste Reduction and Resource Recovery:** An estimated 0.092 million over budget due to increased costs for additional labour associated with recycling depot clean up.

Recreation and Culture (\$0.351 million deficit)

- **Recreation Competitive Facilities:** An estimated \$0.300 million deficit due to lower than anticipated LeisureCard sales and marginal decreases in indoor rink leases/rentals. This deficit is being reduced through implementation of a new Leisure Centre brand and marketing campaign beginning in May 2015, designed to increase revenues and volumes by retaining and increasing participation. Additionally, promotional passes are being introduced which are expected to increase revenues by \$0.060 million. Recreation and Culture will also continue to review staffing levels at indoor Leisure Centres to reduce cost while delivering quality services in a safe environment.
- **Parks Maintenance and Design:** Projected \$0.050 million over budget due to increased staffing costs associated with park pathway snow removal.

Corporate Asset Management (\$0.316 million surplus)

- **Fleet Services:** \$0.350 million surplus related to corporate fuel savings as the budget was based on \$1.05/litre and current projections are an annual average of \$0.95/litre.

Police (\$0.300 million deficit)

- \$0.300 million unfavourable variance due to increased expenditures in staff compensation for overtime, contractual obligations and increased facility and operating maintenance. The Police Service will continue to monitor overtime usage and are considering deferring non-essential equipment purchases for the remainder of the year.

Communication Plan

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

A news release will be prepared to highlight the reasons for the projected deficit and to highlight the progress that has been made to date on the projects and initiatives in the 2015 Corporate Business Plan.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Second Quarter Report for 2015 will be tabled with Executive Committee in August, 2015.

Public Notice

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

Attachments

1. 2015 Corporate Business Plan – First Quarter Report (January 1, 2015 – March 31, 2015)
2. Building Permit Statistics for YTD March 31, 2015 vs. YTD March 31, 2014
3. Year-end Project for period ending March 31, 2015

Report Approval

Written by: Kim Matheson, Director of Strategic & Business Planning
Clae Hack, Director of Finance, Asset & Financial Management
Department
Reviewed & Catherine Gryba, General Manager, Corporate Performance
Department
Approved by: Murray Totland, City Manager



2015 Corporate Business Plan
First Quarter Report
January 1 to March 31, 2015

Community Support

Action	Comments
<p>A feasibility study for cemeteries, which involves hiring a Cemetery Consultant to assist with providing: an accurate count of the years remaining in Woodlawn Cemetery; a strategic plan to develop all unallocated areas within Woodlawn Cemetery; and a report to outline the future needs of the City, by providing the number and size of future cemeteries.</p>	<p>Working on identifying the scope, high level costs, and potential funding sources to support this project.</p>
<p>Enhance and develop new partnerships and programs for the Urban Aboriginal Leadership Program. These programs will assist in enhancing economic, employment, and training opportunities.</p>	<p>Applied to the Urban Aboriginal strategy and were successful in receiving a grant for \$116,360 to primarily support the hiring of a coordinator for a new Aboriginal Leadership Program called Wanska. Wanska has been developed in partnership with the Saskatoon Tribal Council, Justice unit. The Voice of Youth Leadership Summit was hosted in partnership with the Saskatoon Open Door Society on March 25, with 60 youth from the Aboriginal community, the newcomer community and the non-Aboriginal community.</p> <p>Also, the City of Saskatoon sponsored and participated in two Saskatoon Aboriginal Professionals Association (SAPA) events, the “Rising to the Top” event hosted on March 18, and SAPA’s first breakfast bite event on February 25, where the topic was: Top 10 Practices in Aboriginal Employment.</p>
<p>Collaborate with the Saskatoon Council on the Age Friendly Saskatoon Initiative. Develop an action plan to become a more “age-friendly” city where older adults can lead healthy independent lives and are active and engaged members of the Saskatoon community.</p>	<p>There are no new updates in the first quarter. The Saskatoon Council on Aging has a workshop planned for mid-April to continue work on connecting with the community in implementing the recommendations within their phase 2 report.</p>
<p>Implement the Immigration Action Plan, through community intersectoral collaboration. Ensure the City’s programs and services are changing along with the changes in the community.</p>	<p>Coordinated and hosted an intersectoral learning program with the Office of the Treaty Commissioner. The program was a train the trainer Treaty Awareness opportunity attended by 52 participants for two days. In partnership with the University of Saskatchewan and the Newcomer Information Centre, two bus tours were offered in January and March to welcome newcomer residents to Saskatoon and introduce them to the City’s facilities and services.</p>

Community Support

Action	Comments
<p>Update and continue implementation of the Corporate Accessibility Action Plan, a collaborative, long-range plan that includes the installation of audible pedestrian signals and curb ramps, barrier free facility assessments, establishing an Accessibility webpage, and formalizing the Universal Design Standards for the City.</p>	<p>Audible pedestrian signal installations are incorporated into the annual work plan with installation beginning in the second quarter; no funding has been allocated to curb ramps for 2015. The new website launched in the first quarter.</p>
<p>Promote existing cultural education and awareness programs. Establish an anti-racism, anti-discrimination education strategy aimed at increasing inter-cultural competencies.</p>	<p>The completed draft of the Public Education anti-racism implementation strategy is to be reviewed by the Social Diversity Section for revisions and updates. Also, a meeting with marketing will be set up to develop a communications plan to accompany various elements within.</p>
<p>Enhance activities for youth to increase positive race relations and civic engagement among the young adult community.</p>	<p>A partnership proposal with Canadian Roots Exchange was drafted to provide opportunities for youth connected to the Unified Minds initiative with a very similar mission to "build bridges between Indigenous and non-Indigenous youth by facilitating dialogue, strengthening relationships through leadership programs".</p>
<p>Undertake initiatives to strengthen relations and partnerships with Aboriginal organizations and focus the provision of programs and services on identified gaps.</p>	<p>The information from the Kitsakinaw project and the City Urban Aboriginal Gathering has been presented to a number of staff groups who are in the process of identifying new initiatives to address the gaps.</p>
<p>Continued implementation of the Culture Plan recommendations with a focus on a long term strategy to invest in and support the cultural sector in Saskatoon. Specific initiatives are highlighted in the Recreation & Culture business line.</p>	<p>The Culture Plan implementation continues to be a priority. Actions implemented to date were reviewed, outcomes were evaluated and priority actions moving forward were determined, one of which was a long-term strategy to support the cultural sector through community investment grants.</p>

Community Support

Action	Comments
<p>Through our involvement with the Saskatoon Collaborative Funders Partnership an evaluation and reporting tool among local community organizations that have a similar mandate will be piloted. This reporting tool will help community organizations to better report on their collective impact in the community and streamline the reporting.</p>	<p>An initial meeting was held to identify the parameters of the project and the timelines.</p>
<p>Support community building through direct investment, community development expertise, and support to volunteers on committees and community associations.</p>	<p>Continued to work through the Neighbourhood Services Section in the Strategic Plan to improve our services to the community.</p>
<p>The continued implementation of the Animal Services Program Plan is highlighted within the Recreation & Culture business line and includes the following: providing reasonable access to off leash areas within all quadrants of the City, reviewing licensing fees, and ensuring the SPCA and SACA are consulted regarding plans for addressing the growing demand for animal services as the city continues to grow.</p>	<p>Awarded the Sign Strategy Request for Proposals to Public Design Inc. for the design and development of new etiquette and user signs at all dog parks in the city.</p> <p>Issued the Advertising in Dog Parks Request for Proposals in March. The City is seeking proposals for the administration and implementation of advertising at the City's dog park. The revenue generated will offset the additional costs associated with the Animal Services Program.</p> <p>City Council approved a report recommending that the SPCA be contracted to provide pound services and animal protection services for the City of Saskatoon. Will be executing an agreement with the SPCA in the spring.</p>

Corporate Asset Management

Action	Comments
Develop energy management programs and strategies for effective management of water, electrical, and natural gas consumption within civic facilities.	Currently writing a Request for Proposals for an Owner's Consultant for Energy Performance Contracting. Installed water meters at City Hall, Harry Bailey, and SaskTel Centre will confirm utility savings before and after these improvements.
Construction of a permanent snow storage facility as a part of the new Civic Operations Centre (COC).	A contract was awarded to Integrated Team Solutions SCOC Partnership as the P3 partner. Construction started in first quarter on the site.
Construction of a new Transit facility in 2015/2016 as a part of the new Civic Operations Centre (COC).	A contract was awarded to Integrated Team Solutions SCOC Partnership as the P3 partner. Construction started in first quarter on the site.
Continue work on civic accommodation in City Hall to further examine the immediate and long-term space requirements and opportunities within newly acquired office spaces.	A preliminary design of the vacant space on the 2nd floor at Civic Square East (CSE) has been initiated. Three temporary part-time employees have been hired to begin shell space improvements to the 2nd floor of CSE. The Corporations Accommodation Vision continues to be a priority as vacant desk/office space at both City Hall and CSE are extremely limited.
Continue radio system enhancements to meet civic demand and provincial emergency communication networks, including expansion to accommodate expanded city coverage.	This project has not yet started; the engineering design will be completed in 2017 to predict the best location and to eliminate coverage issues; will then be built in 2018.
Develop alternate maintenance and operations service delivery models for maximizing resources.	Requests for services are evaluated for optimum service delivery to provide maximum flexibility and minimize cost and Corporate Risk. Evaluations of Mendel transitional operations, Remai Modern operations, Fleet operations, and PotashCorp Playground and project delivery, are all currently underway.
Establish mutually derived service level agreements with our customers to reflect their requirements and documenting expectations for service levels.	A review of Service Agreements is underway with Recreation & Sport for all leisure facilities, rinks, and other amenities such as the Gordie Howe Campground and the Forestry Farm.

Corporate Asset Management

Action	Comments
Develop infrastructure (asset) management plans for all the City's key assets which will include asset condition, rehabilitation and investment needs, and service levels for each class.	Work is currently underway in gathering and documenting the city's key asset inventories including values and the condition of these assets. A series of reports will be presented in the third and fourth quarters for each of the majority asset groups confirming service levels as well as the investment requirements to meet these confirmed levels of service.

Corporate Governance and Finance

Action	Comments
Continue implementation of an electronic agenda and meeting management system to streamline process, improve access to information from City Council and Standing Policy Committee meetings, increase staff efficiencies, and reduce photocopying and paper costs.	An internet publishing component (public facing) has been developed, and will be implemented in the second quarter.
Develop a long-term financial plan which combines financial forecasting with financial strategizing to identify future challenges and opportunities, causes of fiscal imbalances, and strategies to secure financial sustainability.	A plan has been developed and will be tabled with Executive Committee and City Council in the second quarter.
Development of a business plan for a core corporate financial system.	Started the development of a Request for Proposals for the business case.

Corporate Governance and Finance

Action	Comments
<p>Launch the “Investing in Leaders” staff development program that will provide training and development opportunities for staff at all levels and align leadership development with the Strategic Plan.</p>	<p>Completed the gap analysis of current staff development opportunities and researched potential training programs to fill the identified gaps. The research findings will be presented to the Senior Management Team in the second quarter for feedback.</p>
<p>Coordinate the Civic Service Reviews (CSR) and Continuous Improvement initiatives in collaboration with all Divisions across the organization, to improve the effectiveness and efficiency of programs and service delivery to our citizens.</p>	<p>The CSR Model was updated to include: Asset Service Levels, Maintenance Service Levels, and Efficiencies. Each review will include all three of these components. The Waste Handling and Fleet Services CSRs continued in the first quarter. Both teams are currently working on action plans related to the recommendations.</p>
<p>Create and encourage a workplace culture of Continuous Improvement that encourages innovation and forward thinking. Identify targeted opportunities to implement specific Continuous Improvement tools within each division.</p>	<p>Continuous Improvement (CI) initiatives for each business line were identified in the 2015 Corporate Business Plan and Budget. Divisions will be updating these initiatives quarterly. The Innovation League has been working to identify CI initiatives they could assist Divisions with using the i5 Process and tools.</p>
<p>Develop a formalized corporate fund-raising strategy and/or a philanthropic policy.</p>	<p>Research has now been completed and the Policy is in draft form and continues to evolve as it is reviewed by various stakeholders.</p>
<p>Lead the transition from manual meter reading to Advanced Metering Infrastructure (AMI).</p>	<p>A contract was awarded to Elster Solutions Canada on March 23 to supply the AMI system and network devices, electricity meters, and water meter communication modules. Contract negotiations are underway with Harris Utilities for a Meter Data Management System and with SaskTel for the Wide Area Network Services. The system is expected to be operational by the summer of 2016.</p>
<p>Develop an Employee Rewards and Recognition Program in consultation with employees.</p>	<p>A draft survey has been completed; the intent of the survey is to learn from employees what they value for rewards and recognition. Once the survey has been conducted and the results have been analyzed, we will use this information to develop the program.</p>

Corporate Governance and Finance

Action	Comments
Implement a Succession Planning Process that will include a smooth transition of knowledge and skills to successors.	The succession planning framework and a guide to succession planning were developed and the framework was presented to the Leadership Team in the fourth quarter of 2014. The Leadership Team used the framework to assess internal readiness for General Manager and Director positions. The succession planning framework and guide to succession planning will be presented to the Senior Management Team in the third quarter of 2015.
Begin the process of implementing Service Saskatoon - a coordinated approach to responding to citizen calls and inquiries on programs and services. Develop a detailed project plan and facilitate the implementation process for a 311/Customer Relationship Management (CRM) system.	An Internal Process Review of the customer experience in the Public Work's Customer Service Call Centre One is now underway as one of the first initiatives in the implementation of Service Saskatoon. The review has analyzed the collection of data, process mapped the current state, defined what success would look like, and a number of recommendations have been identified. When the review is complete, the results will be included in the Service Saskatoon strategy for a 311/CRM system.
Launch a new website for the City that is more customer and citizen friendly and adopt a Digital Policy and Standards Guide to enhance online services and maintain a consistent user experience.	The new website was launched on February 4. A draft of the Digital Policy and Standards Guide was presented to the City by the Consultant.
Develop a plan to increase awareness on levels of service and associated costs.	The CSR Model was updated to include Asset Service Levels and Maintenance Service Levels. The Strategic & Business Planning Division will be working with other Divisions to define the asset and maintenance service levels for key infrastructure.

Environmental Health

Action	Comments
Report on environmental implications and resiliency to climate change impacts.	All Committee and City Council Reports now include a section on environmental implications. Improved tools and training will be provided in 2015. A report will go to Committee this quarter addressing resiliency to climate change.

Environmental Health

<p>Develop an Energy and Greenhouse Gas Reduction Business Plan that identifies key initiatives to achieve emissions reductions targets by 2020.</p>	<p>Performance target setting will establish the goals of the Business Plan. Completion of target setting is expected by May. Completion of the Business Plan is anticipated by October.</p>
<p>Establish an Environmental Sustainability Reserve to fund initiatives that reduce greenhouse gas emissions, save costs, and reduce impacts on the environment.</p>	<p>The concept of an Environmental Sustainability Reserve to fund initiatives identified in the Energy and Greenhouse Gas Reduction Business Plan will be introduced following completion of a review of the sufficiency of current reserves and the Business Plan itself.</p>
<p>Implement energy-efficient practices within the City fleet of vehicles and equipment including the development of a Green Fleet Strategy that researches the use of bio-fuels, compressed natural gas (CNG), and route optimization using GPS.</p>	<p>Project commissioning for the route optimization for the garbage fleet is nearing completion. New, fuel and time-saving routes will be developed in the third quarter with expected launched in 2016. Meetings have been held with SaskEnergy regarding the potential of CNG vehicle use in Saskatoon.</p>
<p>Implement energy-efficient practices at the Water and Wastewater Treatment Plants.</p>	<p>Meetings with the Water and Wastewater Treatment Plants are anticipated to be initiated in the second quarter.</p>
<p>Implement Sustainable Procurement policies to maximize the economic, social, and environmental benefits of the City's purchasing practices.</p>	<p>The award to write a procurement policy for the City was awaiting recommendations from Priority Saskatchewan. These were received by the City in April. The Procurement Committee will now send the recommendation for award to the Standing Policy Committee on Finance in June.</p>
<p>Continue to replace conventional energy sources with clean energy technologies at civic facilities and within park irrigation systems.</p>	<p>No new initiatives are being explored at this time. The potential to introduce clean energy will be considered in 2016 as part of the Energy Performance Contracting project.</p>
<p>Implement community waste audits to track the performance of recycling and composting programs.</p>	<p>In late 2014, a waste characterization provided a snapshot of the current waste stream. A Request for Proposals to conduct a comprehensive assessment of the composition of the city's waste and recycling over an entire year will be issued this quarter.</p>
<p>Implement a comprehensive City of Saskatoon (corporate) recycling program for all civic operations.</p>	<p>Single-stream recycling bins are now in place at most Civic Facilities. Environmental & Corporate Initiatives is troubleshooting concerns and barriers to program adoption, developing an education and engagement plan to encourage recycling across the corporation, and is preparing a policy that establishes expectations for waste management.</p>

Environmental Health

<p>Implement the Landfill Optimization Strategy to extend the life of the Landfill indefinitely.</p>	<p>The Alternative Daily Cover (ADC) system is being used on an ongoing basis. This system will help reduce litter and leachate generation as well as extend the life of the Landfill by not filling up valuable airspace with soil.</p>
<p>Continue to expand programs to divert organics from the Landfill.</p>	<p>The new East Side Compost Transfer Station opened in early April as did the existing Highway 7 compost depot. The green cart program begins collections on May 5, and promotions for its expansion are ongoing. The Compost Education Program, delivered through the Saskatchewan Waste Reduction Council, began promotions in March and training sessions begin in May.</p>
<p>Complete Master Plan for Recovery Park, a facility adjacent to the Landfill including a 'Take-It or Leave-It' household item reuse centre, recycling depot, and processing areas for soil, stone, bricks, concrete, asphalt, wood, metal, drywall, and glass.</p>	<p>Civic departments worked together to develop a vision and design concept for Recovery Park through brainstorming. A report on next steps to implement this vision will be brought forward to the Standing Policy Committee on Environment, Utilities, and Corporate Services in the second quarter.</p>
<p>Communicate the financial benefit of environmental initiatives.</p>	<p>Financial benefits are estimated as a part of every environmental initiative brought forward to City Council and Committee through reports. Financial benefits are also included as key messages in communications materials developed in support of environmental initiatives.</p>
<p>Participate in the South Saskatchewan River Watershed Stewards as a leader in watershed protection and improvement, including studies of water quality.</p>	<p>Attended an Open House with presentations on Lake Diefenbaker Management Plan Development, Species at Risk, Water Well Decommissioning, and Aquatic Invasive Species. A Provincial Program for Adult Invasive Mussel Monitoring (AIMM) was launched.</p>
<p>Establish a storm water monitoring program.</p>	<p>Data was compiled and reviewed from 2014 and data management options were investigated. Future progress is dependent on replacement of the City's Senior Storm Water Engineer.</p>
<p>Implement soil protection and remediation policies and procedures on City-owned properties.</p>	<p>Training sessions were developed around Land Management and Protection Division of the new Environmental Code.</p>
<p>Develop enhanced spill response capabilities to protect the watershed.</p>	<p>A Communication Plan was drafted and spill reporting information was updated on the website. A report was prepared for the Leadership Team.</p>

Environmental Health

Participate in the newly-established West Yellowhead Air Management Zone to guide air protection efforts within the region.	The Ministry of Environment has completed six months of air quality monitoring in Saskatoon. A review and summary of data is underway.
Develop an Emergency Response Plan for pest management should an invasive species threaten the urban forest.	Response plans have been completed for Dutch Elm Disease (DED) and Emerald Ash Borer (EAB). This project is now complete.
Complete the Garbage Service Verification project to improve service and achieve cost savings through efficiencies.	On-board computers, cameras, and GPS have been implemented on garbage collection trucks. RFID barcode tags will be installed on all garbage containers and Phase 1 of route optimization will be implemented in the second quarter.
Improve the customer experience at the Saskatoon Regional Waste Management Centre (Landfill) while appropriately managing safety and environmental risk.	Landfill staff continue to participate in ongoing safety and customer service training and spotters are available at multiple locations on-site. Improvements to internal roads, tipping areas, drainage, signs, and litter clean-up have all contributed to a better on-site experience.

Fire

Action	Comments
Construction of Fire Station No.10 in the Northwest sector in 2016/2017.	Project design has been initiated and construction is expected in 2016/2017, pending on citizen engagement for the Elk Point location and the land being serviced.
Develop a coordinated approach to address derelict residential structures.	Further discussions with partners regarding derelict structures are ongoing. No further report.
Develop a plan for future upgrades or replacement of the department training/mechanical maintenance shop.	Discussions have started with a Private Partner for a P2 project to be located at Civic Operations Centre, Phase 2.
Identify a station location in the South Saskatoon area.	Working with Land and Planning to optimize the location through GIS mapping based on NFPA 1710.

Creation of vacant properties/buildings bylaw.	A report was submitted and there is nothing further to report.
Continue building partnerships with Provincial Emergency Management and Fire Safety in the areas of disaster response, communications, and departmental certifications.	Continue to lead training of the Incident Command System. Coordination of key members of the critical infrastructure advisory network is ongoing.
Station headquarters upgrade to accommodate accessibility needs and communications upgrades.	Committee to address future requirements for larger fire apparatus, wheelchair accessibility, and expansion.

Land Development

Action	Comments
Review the funding source for the Urban Design - Business Improvement District program to better meet community expectations and the goals of the City Centre Plan. Revising the current formula for allocating Parking Meter Revenue is a priority.	In consultation with the Business Improvement Districts and internal stakeholders, the funding source will be reviewed. Anticipated to start in 2015.

Land Development

Action	Comments
<p>Servicing of multi-family land - A total of 53 acres of multi-family land will be serviced in 2015.</p> <ul style="list-style-type: none"> - Evergreen - Kensington - Aspen Ridge 	<p>Evergreen - 58 acres of multi-family land was planned for servicing completion and sale in 2014. Construction tenders have been awarded and work on-site will start in late May, weather permitting. Public tenders for these sites will take place in the fall.</p> <p>Kensington -16.5 acres of multi-family parcels are planned for completion and sale in 2015. All construction tenders for servicing this land have been awarded. Release of these sites by public tender will take place in the fall pending multi-family parcel absorption throughout 2015.</p> <p>Aspen Ridge - 8.5 acres of multi-family land will be serviced and offered for sale. All tenders for this construction were awarded in 2014 with completion expected in the fall.</p>
<p>Neighbourhood Concept Plan Development</p> <ul style="list-style-type: none"> - Elk Point - Blairmore 3 (B3) - University Heights (UH3) 	<p>Elk Point - NCP circulation is complete and comments have been collected. A Concept Plan will be submitted to committees beginning in April with the targeted City Council meeting on June 22.</p> <p>Blairmore 3 – An initial draft Concept Plan is nearing completion. Circulation for comments is expected to take place in the summer/fall.</p> <p>University Heights 3 - Background studies and initial design work are currently underway.</p>
<p>Servicing of single- family land and lot sales</p> <ul style="list-style-type: none"> - Kensington - Aspen Ridge - Marquis Industrial - Parkridge - Elk Point 	<p>Kensington - 268 lots are planned for servicing completion and sale in 2015. The roadway curb tender was recently awarded to Central Asphalt. 200 lots remain in inventory for sale over the counter. Release of lots upon completion will be dependent on current inventory absorption.</p> <p>Aspen Ridge - 378 lots are planned for servicing in 2015. All tenders for roadway curb work were awarded in 2014. Lot draws are planned for the summer/fall.</p> <p>Marquis Industrial - A public tender for eight heavy industrial sites closed in February. Servicing of 37 parcels totaling approximately 117 acres will start when site conditions allow.</p> <p>Parkridge - 174 lots are planned for release by lot draw in April.</p> <p>Elk Point - Servicing is on hold pending concept plan approval and sufficient build out in Kensington.</p>

Recreation and Culture

Action	Comments
<p>Develop and implement a special event application and event monitoring process to ensure residents neighbouring special use parks are able to enjoy Saskatoon river valley during the special event and festival season.</p>	<p>Project to begin in second quarter.</p>
<p>Continued development of off-leash dog parks on available City-owned land or park space based on the approved program plan.</p>	<p>City Council approved 3.2 acres of Municipal Reserve (District Park) in Hampton Village to be designated as an off-leash dog park. A tender for construction will be issued in late spring.</p> <p>Coordinated a public engagement meeting to review, discuss, and comment on a proposed dog park in Pierre Radisson District Park. The meeting was well attended and the Administration was able to gather feedback and comments on some proposed concept plans.</p>
<p>In recent years, admission volumes at the Leisure Centres have been showing a decline, specifically in the sale and usage of LeisureCards. Based on a market survey conducted in 2014, there is evidence of admission price, quantity of recreation programs, and awareness levels of Leisure Centre facilities are impacting admission volumes. Additional research is being conducted that will identify possible admission price strategies and fee options that will increase attendance at Leisure Centres.</p>	<p>Research has now been completed and a report is being prepared that will identify new admission price strategies to address declining attendance at Leisure Centres. Will be reporting out to City Council in June.</p>
<p>Work with the Meewasin Valley Authority (MVA) to complete the detail design for Chief Whitecap Park followed by construction of the north parking lot, installation of parking lot fencing, and off-leash dog park area, and the installation of site amenities (garbage cans, benches, dog waste dispensers).</p>	<p>The Recreation & Sport Division has finalized a design letter agreement with the MVA for them to complete the detail design of Chief Whitecap Park. The detail design has already been started.</p>

Recreation and Culture

Action	Comments
Complete the construction of the PotashCorp Playland at Kinsmen Park that includes new rides (train, train station, Ferris wheel and carousel) and an adventure playground area.	Construction on PotashCorp Playland at Kinsmen Park has continued on all buildings (ticket booth, train station, and old train tunnel) throughout the winter. There is approximately ten weeks of 2015 spring time work remaining prior to the park opening. The contractor has committed to finishing the hard landscaping (concrete, stone paving) and soft landscaping (seeding, tree installation) once the frost comes out of the ground and the site is able to dry out.
Implement a plan targeted at potential markets to increase activity space rentals during low usage periods at indoor Leisure Centres.	Plan implementation will begin in the second quarter.
Complete the construction of a new Zoo Entrance and Gift Shop Building.	The Gift Shop opened to the public on April 1. External work will start the week of April 20 with a planned opening of the zoo admission windows for late May or early June, weather dependent.
Complete Phase 2 construction of the Saskatoon Minor Football Field at Gordon Howe Park.	Construction of Phase 2 started and is being completed in three stages. Stage 1 was comprised of the clubhouse foundation work, which has been completed. Stage 2 includes the clubhouse exterior frame and the ground level interior finish, enclosing the 2nd floor and interior finish. Work has started and is scheduled for completion in the fall. Stage 3 will include the entrance plaza and the landscaping.
Development and implement a new service delivery model that includes new satellite maintenance buildings and equipment strategically located geographically closer to parks in new neighbourhoods.	A new service delivery model has been created, test sites have been chosen and operations within the Willowgrove and Parkridge/Hampton Village neighbourhoods are being planned.
Develop a new “Naturalized Park” classification that will reflect the unique nature of the management vision, policies, goals and maintenance strategies associated both with existing naturalized areas and new naturalized parks that will be established in accordance with the Wetlands Policy.	Collaborating with the Community Development Division on the inclusion of the Naturalized Park classification within the updated Park Development Guidelines. Currently providing review and comment.

Recreation and Culture

Action	Comments
<p>City Council identified a recreation facility located in one of the core neighbourhoods as a 4-year priority. The City has since been approached by the YMCA and the Saskatoon Tribal Council about a potential partnership for this city centre recreation facility. The Administration will undertake discussions about a potential partnership of a new recreation facility in a core neighbourhood.</p>	<p>In January, worked with staff from YMCA and Saskatoon Tribal Council to develop the terms of reference for a facility feasibility study for a city centre recreation facility. In February, a Request for Proposals was issued for the feasibility study, and awarded to MNP in early March. Work is underway with MNP on the first phase of the needs assessment and the feasibility study.</p>
<p>Establish a process to ensure the City's major infrastructure projects undergo a cultural assessment to determine opportunities to incorporate cultural expressions in civic spaces and places.</p>	<p>The City's new Heritage Plan was reviewed to identify opportunities for collaboration with the Planning and Development Division on establishing such a process.</p>
<p>Identify and move forward with necessary amendments to the Official Community Plan (OCP) to align with the Culture Plan.</p>	<p>Sections of the OCP where amendments could be made to support the Culture Plan were identified and reviewed.</p>
<p>Continue to develop a database and map of cultural facilities, public art, heritage and civic institutions, and artist studio spaces.</p>	<p>The 2014 cultural facilities map and inventory was presented to arts and culture stakeholders and the inventory was made public on the City's website. Potential cultural mapping projects for 2015 were reviewed and discussed with partners at the University of Saskatchewan.</p>
<p>Continue to research and report-out on impacts and benefits of cultural investments and cultural spending; includes participation in the Department of Canadian Heritage's Cultural Statistics Strategy as well as in the Saskatchewan Partnership for Arts Research (SPAR) Arts Ecology Project, established by Saskatchewan Arts Alliance to examine how the arts work and how they are funded in Saskatchewan.</p>	<p>The Community Development Division continued to participate in this province-wide initiative. The Division agreed to partner with the project leads at SPAR to host a Newcomer Artists' Focus group, to be held in Saskatoon later in 2015.</p>

Recreation and Culture

Action	Comments
Identify new opportunities for ongoing winter recreation programs at the neighbourhood level.	Weekend winter recreation programs, including learn-to-skate lessons, were successfully tested this past winter in four neighbourhoods. The programs were evaluated and recommendations for further programming in 2016 were made.
Completion of the Recreation and Parks Master Plan.	Public engagement was completed in the first quarter. The Consultants are finalizing the Master Plan for presentation to the Standing Policy Committee on Planning, Development & Community Services on May 4 and City Council on May 25.
Complete a review of the Park Development Guidelines in relation to new neighbourhood development and existing park upgrades so that the parks continue to meet the needs of citizens while providing ongoing maintenance in a cost effective way.	A meeting with internal stakeholders was held on January 28 to refine changes to the Park Development Guidelines.
Document and compile infrastructure deficiencies with respect to paddling pools and park/recreation buildings, and research potential options for the long term sustainability of these facilities, including solutions from other cities.	Scheduling for Infrastructure and Asset condition assessment needs to be included in the 2015 FAME asset evaluations, along with updated valuations.

Taxation

Action	Comments
Investigate revenue sources to help alleviate pressure on the property tax levy.	The Hemson Consulting report revealed that the City's own source, non-tax revenues are declining as a share of operating revenues. As part of the 2016 Budget process, the Administration is reviewing its existing non-tax revenues to help take pressure off the property tax.

Transportation

Action	Comments
Establish a long-term Transit Plan with a vision of rapid transit corridors for Saskatoon to guide investment, transportation and urban planning as part of the Growth Plan to 500,000.	A long-term Transit Plan has been developed and 10-year implementation priorities have been identified. The third round of public engagement has been completed with input going towards refining implementation priorities. Final public engagement will occur in the fall and the Transit Plan report will go to City Council in early 2016.
Continue to support the Province on the Perimeter Highway project.	Communication with Highways on the current alignment is ongoing.
Implement the 10-year Transportation Network Priorities.	The 10-year Transportation Network Priorities will be updated upon completion of the Growing Forward! Project. A long range transportation master plan will commence in 2016.
Continue to implement a new Neighbourhood Traffic Management Process.	2014 Neighbourhood Traffic Plans adopted by City Council: Brevoort Park, Holliston, Hudson Bay Park, and Westmount (five plans to be approved during the second quarter: Caswell Hill, City Park, Haultain, Nutana, and Varsity View). 2015 reviews: Adelaide, Churchill, Avalon, Confederation Park, Greystone Heights, Lakeview, Meadowgreen, Montgomery Place, and Mount Royal. Implementation of the temporary measures from the 2014 reviews are to occur in the second quarter. The 2015 initial public consultation is underway and one meeting has been completed.
Build interchanges at Boychuk Drive and Highway 16 and at Highway 5 and McOrmond Drive to improve traffic flows and enhance safety as the areas continue to develop.	<p>The City has retained Stantec as the City's Owner-Engineer. Preliminary work (Geotechnical investigation, data collection, etc.) is ongoing. A contractor will be retained to undertake a Design-Build of the interchange by the fall, pending budget and design issues.</p> <p>Work will begin on site after the contract is awarded, which is pending the project funding and design issues.</p> <p>Noticeable work (i.e. dirt moving), is not likely to occur until the spring of 2016.</p>
Build the North Commuter Parkway project and the Traffic Bridge.	A P3 Request for Proposals was issued in December 2014. The project is currently on schedule for award of the Project Agreement and start of design and construction in late 2015.

Transportation

Implementation of the Intelligent Transportation System (ITS) and significant software upgrades to improve transit customer experience.	The ITS has been implemented and Real-Time Mapping was launched in February along with the new Transit website.
Secure funding to meet approved service levels to promote repair and maintenance of our roads, lanes, sidewalks and bridges.	Public Works continues to identify and establish levels of service for roadway operations.
Increase transit ridership through education around public transit and provide service that is safe, convenient, reliable, and affordable.	A targeted marketing campaign has been developed to encourage citizens to use the bus while the University Bridge is closed for repairs and Transit will have priority access. The campaign aims to build new commuting habits so that citizens stay on the bus when the bridge is open again.
Continue to evaluate and define the condition of Saskatoon’s Roadway network providing recommended funding levels to achieve the level of service endorsed by City Council.	An annual report will be submitted to Committee and Council, similar to the report summarizing the 2014 program.

Urban Planning and Development

Action	Comments
Work collaboratively with all Civic Departments and external stakeholders to complete the Mayfair and Kelsey Woodlawn, Meadowgreen and Montgomery Place Local Area Plans (LAP).	The Mayfair and Kelsey Woodlawn LAP are expected to be brought to City Council for consideration in late spring. The Meadowgreen LAP is currently in progress and the Montgomery LAP will begin in late spring.
Establish a Local Area Plan (LAP) renewal process to review and update the earliest Local Area Plans with community stakeholders.	A renewal program will be established to revisit early LAPs. This is anticipated to begin in 2017.

Urban Planning and Development

Action	Comments
<p>Complete a community engagement process to revisit the South Caswell Concept Plan in preparation for redevelopment following the move of Saskatoon Transit to the new Civic Operations Centre.</p>	<p>Community engagement began in December 2014 with a second information meeting in February. The Administration will work with internal project partners to develop technical options for consideration by the community in mid-2015.</p>
<p>South West Sector Plan is currently in progress with completion in 2015.</p>	<p>A report is being prepared for internal circulation.</p>
<p>Holmwood Sector Plan amendment process has begun and is anticipated to be completed in spring 2016.</p>	<p>A project proposal has been prepared and a list of required amendments has been created. An inter-departmental project team will be formed in April to steer the project.</p>
<p>Complete North Sector Plan and present for City Council adoption.</p>	<p>A report has been circulated internally and externally for comments. A landowners meeting and a public open house occurred in March. Engagement with stakeholders will occur in April.</p>
<p>Complete construction of the 20th Street West Streetscape and the Central Avenue Streetscape Master Plans.</p>	<p>A final tender of civil work for construction on 20th Street was issued in March. Furniture and public art components for both 20th Street and Central Avenue are to be completed in 2015. This will complete the 20th Street Master Plan. No additional funding is available for further construction on Central Avenue at this time.</p>
<p>Complete the Pleasant Hill Village Project by successfully securing builders for the three remaining development sites in Pleasant Hill Village, and complete the coordination of all remaining project elements. Review the funding source for the Urban Design - Business Improvement District program to better meet community expectations and the goals of the City Centre Plan. Revising the current formula for allocating Parking Meter Revenue is a priority.</p>	<p>A Request for Proposals was issued on January 15 and closed on March 12. Community Review Committee meetings are scheduled for March and April. A report on a recommended developer will go to the Standing Policy Committee on Planning, Development & Community Services on May 4 or June 1. Crosswalk re-location, lane paving, and neighbourhood gateway sign construction are all planned for 2015.</p>

Urban Planning and Development

Action	Comments
<p>Successfully conclude the Community Support Program pilot project and make recommendations to City Council on the future of the program.</p>	<p>An interim report will be brought to the Standing Policy Committee on Planning, Development & Community Services and City Council in May as information.</p>
<p>Complete a new Heritage Registry.</p>	<p>This project is in progress. The register will be contained on the City of Saskatoon website. Completion is expected in 2015.</p>
<p>Amend Zoning Bylaw to implement the new Neighbourhood Level Infill Development Guidelines.</p>	<p>Zoning Bylaw Amendments for Primary Dwellings were approved at a Public Hearing on March 23. Amendments for "4-unit dwellings on corner sites" will be brought forward later in 2015.</p>
<p>Long Range Transportation Plan to be prepared following the adoption of the Growth Plan to 500,000 by City Council.</p>	<p>No work to be undertaken until the fourth quarter.</p>
<p>Active Transportation Plan is currently in progress as part of the Growth Plan to 500,000 and is expected to be completed by the spring of 2016.</p>	<p>Urban Systems Ltd. was selected as the consultant in February. From March to May they will be gathering, analyzing, and compiling background data. Stakeholder and public engagement will take place in May/June.</p>
<p>Expand the capacity of the Urban Design City-Wide program with a stable funding source to enable continued construction of streetscape projects aligned with the Growth Plan to 500,000. Capacity in the Urban Design program will be increased to meet the needs of the new Growth Plan.</p>	<p>The Urban Design City-Wide program will become an integral component of the new Corridor Redevelopment Program which will be developed upon completion of the Growth Plan. Funding and implementation details will be determined during the development of the Corridor Redevelopment Program.</p>
<p>Establish a new corridor redevelopment program to address the priorities and goals of the Growth Plan to 500,000. Land use, design, streetscaping, and transition to adjacent neighbourhoods will be important considerations.</p>	<p>A long-term prioritized plan and 10-year implementation priorities for corridor redevelopment have been identified. A design guide is being developed to help guide redevelopment along all corridors in Saskatoon. Final public engagement will occur in the fall and the Corridor Redevelopment report will go to City Council in early 2016.</p>

Urban Planning and Development

Action	Comments
Financing Growth Report will be completed with recommendations to explore new funding models to economically implement the new Growth Plan to 500,000.	Financing Growth Report will be completed on April 27 with a presentation to City Council. New funding options will be explored in the Growing Forward! Growth Plan to 500,000.
Employment Area Plan is currently in development as part of the Growth Plan to 500,000 with completion expected in 2015.	Refining growth model, scenario development, and policy work is continuing. Completion is expected by the end of 2015.
Draft Land Use Map and an Interim Development Strategy to guide development in the Regional Plan study area before the Regional Plan is finalized.	The Saskatoon North Partnership for Growth (P4G), which consists of Saskatoon, Martensville, Warman, Osler, and the Rural Municipality of Corman Park, has engaged O2 Planning+Design to prepare a Regional Plan. P4G's Regional Oversight Committee met with the consultant on February 12 and will meet again on April 30.
Inform and engage First Nations and Metis about Regional Growth Planning through educational materials, events and face-to-face meetings.	Several First Nations with land holdings and Reserves in the Saskatoon Region have been participating in regional planning discussions through the Broader Regional Committee, which is led by the Saskatoon Regional Economic Development Authority (SREDA). This group last met on November 20, 2014, and will meet again in April. To encourage ongoing partnership opportunities, First Nation Community Profiles have been drafted for 11 First Nations in the Saskatoon Region. This project was done in partnership with SREDA and is expected to be completed by April.
Pursue legislative changes to allow for the collection of development levies in advance of urban development.	The P4G wrote to the Ministry of Government Relations in February to request this legislative change, which would facilitate development in the region. The City of Saskatoon is preparing a similar letter.
Comprehensive review and re-write of the Building Bylaw to reflect current legislative requirements and to remove or add relevant items.	Project to begin in the third quarter.
Develop and implement an occupancy permit or approval process.	Project to begin in the second quarter.

Urban Planning and Development

Action	Comments
Investigate the feasibility of updating the Plumbing Permits Bylaw to include enforcement tools.	Project to begin in the fourth quarter.

Utilities

Action	Comments
Conservation education programs will continue in an effort to help ensure citizens understand how they can reduce costs and lower their environmental footprint.	The healthy yards program was launched this quarter to incorporate conservation messages on water quality and quantity, and waste reduction in the home.
Continue to expand curbside collection of organics through the Green Cart Program.	Promotions to increase the number of subscribers in the green cart program is underway. A survey of existing subscribers and others interested in the Green Cart Program will be conducted in the second quarter to assess the interest in adding food waste to the subscription program.
Saskatoon Light & Power will continue to explore options for new green energy generation projects. Potential future projects include a hydropower project at the Saskatoon Weir and a solar project at the Saskatoon Landfill. Comprehensive assessments of these projects will be completed to determine project viability.	<p>A report on the hydropower project will be presented to the Standing Policy Committee on Environmental, Utilities & Corporate Services on April 14, and recommends the Administration report back with development options and potential next steps to advance the hydropower initiative.</p> <p>A Request for Proposals for a solar project at the Saskatoon Landfill is planned for this spring, with construction expected this fall.</p>

Utilities

<p>A Capital Development Planning Study was completed in 2012 to review the condition of the City's electrical distribution system against industry standards. A Bulk Power System Planning Study was also completed in 2014 to review the transmission system's ability to meet growth requirements in the future and to identify critical renewal projects involving transmission power lines and major substations. Work will continue in 2015 to develop an appropriate funding strategy to address these infrastructure renewal issues.</p>	<p>Capital reserve contributions have been increased through the last rate increase and through a slight reduction in ROI. Work will continue in clarifying long-term funding requirements. Revenue rates for existing joint-use customers are under review to better reflect current service costs.</p>
<p>At a cost of \$22.2 million, construction will continue into 2015 to expand the 42nd Street water reservoir and add a new pumping facility to service the industrial and northeast residential areas.</p>	<p>The new reservoir and pump-house were fully commissioned and operational in the first quarter. Minor work remains on the existing reservoir and will be completed in the second quarter.</p>
<p>Upgrades to the filter infrastructure at the Water Treatment Plant at a cost of \$8.3 million will ensure continued filtration reliability of the plant and automation of controls.</p>	<p>A review of the project and determination of professional engineering services is to be undertaken in the third quarter.</p>
<p>Transfer pumping and electrical upgrades at the Water Treatment Plant at a cost of \$13.5 million will provide dedicated efficient pumps to transfer water to the Avenue H Reservoir facility.</p>	<p>Preparing a Terms of Reference and securing a project consulting engineering firm will take place in the second quarter.</p>
<p>An investment of \$9.0 million will be made to upgrade existing lift stations integral to the wastewater collection system to improve efficiency and reliability.</p>	<p>A contract was awarded to Allan Construction and work started in the first quarter.</p>

Utilities

<p>Due to growth, the Wastewater Treatment Plant will require an additional fourth digester at a total cost of \$20.0 million. Design of the digester will begin in 2017.</p>	<p>An estimate to be refined in 2016 and funding will be built into the 2017-2020 Capital Budget.</p>
<p>The Wastewater Utility is proceeding with a \$10.0 million odor abatement capital project. Construction is scheduled to be complete in 2016. It is estimated that this work will reduce approximately 76% of all odor emissions during normal operation.</p>	<p>The design was completed by Stantec Consulting in 2014. The construction tender was called and publicly opened on February 11. The contract was awarded on March 12. The construction is scheduled to start in May and is scheduled to be complete by the fall of 2016.</p>
<p>A surface flooding control strategy has been developed which will provide recommended remedial options to the critical flood zones in Saskatoon. This strategy will provide a long term plan to construct flood control measures to reduce the frequency and severity of surface flooding due to rain events.</p>	<p>A report for Committee and City Council is tentatively planned for June to address these issues.</p>
<p>Seek and maintain accreditation for the Environmental Lab located at the Wastewater Treatment Plant and maintain accreditation at the Water Lab at the Water Treatment Plant.</p>	<p>A site assessment for the Environmental Lab was completed on February 26. The next step is a report review by the CALA advisory committee and the Canada Accreditation Council.</p>

Building Permit Statistics for YTD March 31, 2015 vs. YTD March 31, 2014

Category	Number of Permits			Construction Value (\$million)		
	YTD Mar 31/15	YTD Mar 31/14	Change %	YTD Mar 31/15	YTD Mar 31/14	Change %
Residential	602	657	-8.4%	\$60.2	\$87.8	-31.4%
Apartments & Housing Projects	57	44	29.5%	\$69.8	\$28.7	143.7%
Commercial	72	67	7.5%	\$38.3	\$30.0	27.3%
Industrial	55	45	22.2%	\$22.2	\$19.8	12.4%
Institutional & Assembly	10	10	0.0%	\$3.5	\$4.1	-12.5%
Other (includes demolition permits)	50	34	47.1%	\$1.9	\$1.1	69.2%
TOTAL	846	857	-1.3%	\$196.0	\$171.5	14.3%

Summary of permits over \$10M approved to March 31, 2015

New Apartment Condominium - 545 Hassard Close	\$10.0M	(Included in "Apartments & Housing Projects" above)
New Apartment - 241 Willis Crescent	\$22.0M	(Included in "Apartments & Housing Projects" above)

City of Saskatoon
2015 First Quarter Operating Variance Summary
(as of March 31, 2015)

	2015 YTD Actuals (March)	2015 YTD Budget (March)	2015 YTD Variance Actuals vs. Budget	2015 Total Budget	2015 Forecasts	2015 Variance Forecast vs Budget
Community Support	3,294	5,577	(2,282)	13,448	13,448	0
Corporate Asset Management	1,649	2,460	(811)	7,444	7,128	(316)
Corporate Governance and Finance	5,705	7,295	(1,590)	53,033	53,033	0
Environmental Health	2,060	2,839	(779)	12,979	12,275	(704)
Fire & Protective Services	10,857	9,353	1,504	44,985	44,985	0
Land Development	1,144	(2,076)	3,220	0	0	0
Policing	18,404	20,051	(1,647)	80,066	80,366	300
Recreation & Culture	5,692	4,253	1,439	32,236	32,586	351
Taxation and General Revenues	(19,310)	(19,499)	189	(337,690)	(338,755)	(1,065)
Transportation	22,089	22,300	(211)	88,014	90,178	2,164
Urban Planning and Development	1,488	1,386	102	5,485	5,485	0
Utilities	(87)	(2,212)	2,125	0	1,475	1,475
Less Utility Transfer to/from Reserve					(700)	(700)
TOTAL DEFICIT / (SURPLUS)	52,984	51,726	1,258	0	1,505	1,505
Transfer from reserve (Snow & Ice)						(462)
ADJUSTED TOTAL DEFICIT / (SURPLUS)						1,043

2015 (Q1) OPERATING BUDGET VARIANCE SUMMARY

The 2015 first quarter financial operating position for the Corporation is a **\$1.043M deficit**.

The \$1.04M deficit is net of **\$925k in combined corporate fuel savings** (captured in fleet services and transit).

This deficit is comprised of the consolidation of the corporations twelve business lines.

The 2015 Financial Summary of each "contributing" business line is as follows:

1. Corp. Asset Mgmt:	\$316k favourable variance resulting from increased expenditures for labour costs, maintenance, electrical and ceiling upgrades to the Fieldhouse and Cosmo recreation facilities. These expenditures are offset by \$350 in identified corporate fuel savings in Fleet Services.
2. Environmental Health:	\$704k favourable variance due to \$775 reduction in reserve transfers, offset by \$92k of increased costs for additional labour associated with recycling depot clean up. Cost increases are being offset by internal cost saving measures.
3. Police:	\$300k unfavourable variance due to increased expenditures in staff compensation for overtime & contractual obligations, and increased facility & operating maintenance, partially offset by increased revenue from provincial grants.
4. Recreation & Culture:	\$351k unfavourable variance due to lower admission revenue of leisure card sales at leisure centers, lower external rentals at leisure centers, increased staffing costs associated to park pathway snow removal, and marginal decreases in indoor rink leases/rentals.
5. Taxation & General Revenues:	\$1.07M favourable variance due to \$1.2M increased municipal payments from the Provincial Utility Crowns, partially offset by lower interest earnings from a marginal reduction in interest rates, increases in cash balances, and a reduction in metered electrical revenue causing a reduction in utility grants-in-lieu.
6. Transportation:	\$2.16M total unfavourable variance due to: Snow & Ice: \$462k unfavourable variance for additional staffing and 1A training costs for six additional road utility workers, and consumable materials for grader & plower blades. Reductions in OT, & increased preventive maintenance inspections will help mitigate this deficit. Street Cleaning: \$519 unfavourable variance for required service levels identified in BID & Industrial areas, heavy debris removal (although reduced significantly from past years due to favourable 2015 contract negotiations), and increased costs of broom materials for street sweepers and rentals. Priorities are in place to reduce OT, manage contractors and increase production efficiencies. Transit: \$1.17M unfavourable variance is mainly due to decreased ridership, decreased cash/ticket sales and revenue reductions from continued transition to discounted passes (Employer EcoPass, Low Income Pass, etc). Access Transit: \$116k unfavourable variance from increases in overtime, managerial staff costs, additional fleet repairs, and overestimated revenue from constrained capacity. The Transit program is currently undergoing extensive reviews to identify efficiencies and increase ridership.
7. Utilities	SL&P: \$980k unfavourable variance due to energy sales down 3.6%, and reduced heating days down by 3.8%. Storm: \$84k favourable variance Waste Services: \$775 unfavourable variance due to MMRP funding anticipated to be lower than expected. Wastewater: \$305k favourable variance due to reduced costs associated with water and sewer connections. Water: \$109k unfavourable variance due to higher than expected salary costs.

The 2016 Business Plan and Budget Process – A Fiscal Update

Recommendation

That the Administration report back to the Executive Committee with key issues and options so that the Committee can consider providing policy direction to the Administration to address the fiscal challenges and opportunities for the 2016 Business Plan and Budget.

Topic and Purpose

The primary purpose of this report is provide the Executive Committee with preliminary revenue and expenditure assumptions as the Administration begins the process of preparing the 2016 Business Plan and Budget. The Administration believes that by providing this information to Committee at this time, it will help to ensure that City Council and the public have a good understanding of the fiscal challenges and opportunities facing the City as it starts preparing the 2016 Business Plan and Budget.

This also allows the Committee to provide some early feedback and/or direction to the Administration on the 2016 Business Plan and Budget.

Report Highlights

1. The Administration is projecting an operating revenue increase of \$12.2 million over the previous year.
2. The Administration is projecting an operating expenditure increase of \$17.7 million over the previous year.
3. The City of Saskatoon's 2016 Business Plan and Budget will need to carefully balance the fiscal constraints facing the City and the expanding service demands of a growing city.

Strategic Goal

The information contained in this report aligns with all of the City's Strategic Goals because the Business Plan and Budget process addresses all seven goals.

Background

At its April 20, 2015, meeting, the Executive Committee considered a report by the City Manager.

That report contained several elements, including an overview of the 2016 Business Plan and Budget process, which aims to implement a more integrated, accountable, and transparent process.

The report indicated that the Administration would provide regular updates to the Executive Committee throughout the process, so that the Committee and the public are informed about the fiscal opportunities and challenges that the City is addressing in 2016.

Report

In preparation of the 2016 Business Plan and Budget, the Administration has started the process of projecting its fiscal position for the 2016 Budget. As a starting point, the Administration reviews its revenue and expenditure projections early in the process so it can address any anomalies that may emerge, provide some intelligence on the City's fiscal situation, and establish initial guidance to Departments as they begin to prepare their budgets.

In undertaking this work, the Administration considers several factors, such as: previous expenditure commitments, the Strategic Plan, City Council priorities, service level changes, growth, inflation, and any legislative or regulatory requirements to build its budget assumptions.

1. Revenue Projections:

Based on the preliminary analysis of the 2016 Budget, the Administration is projecting a revenue increase of approximately \$12.2 million, over the previous year. The primary assumptions underlying this projection are in Table 1.

**Table 1:
2016 Budget Revenue Assumptions**

Revenue Assumption	Projected Increase
Assessment Growth	\$4.5 million
Grants-in-Lieu & Franchise Fees	\$3.6 million
Fines, Penalties, & User Fees	\$0.4 million
Municipal Revenue Sharing	\$3.7 million*
Total Preliminary Increase	\$12.2 million

**Based on Provincial Sales Tax revenue projections contained in the 2015/16 provincial budget. This assumption will be confirmed in late June once the provincial government releases Public Accounts for the fiscal year-end 2014/15.*

The Administration is currently reviewing all revenue assumptions and these assumptions are subject to change as the Budget process continues to emerge.

2. Expenditure Projections:

Based on the preliminary analysis of the 2016 Budget, the Administration is projecting an expenditure increase for tax supported programs of approximately \$17.7 million over the previous year. The expenditure projections exclude utilities and commercial type operations, such as golf courses and building permits. The main expenditure assumptions are provided in Table 2 and they address only negotiated wage increases for current staff and other expenditures previously identified or committed for the 2016 Budget.

**Table 2:
2016 Budget Expenditure Assumptions**

Expenditure Assumption	Projected Increase
Negotiated Salary Increases & Benefits	\$9.4 million
Dedicated Road & Traffic Noise Levies	\$4.1 million
Civic Funding Plans	\$1.6 million
Remai Modern Art Gallery	\$1.3 million
Capital Transfers & Phase-ins	\$1.3 million
Total Preliminary Increase	\$17.7 million

The expenditure assumptions do not include any inflationary adjustments, growth related increases, or service level improvements (except for roadway and traffic noise improvements). More specifically, the expenditure assumptions do not account for the maintenance of new roads, new parks, and the required increases for materials and utilities required to maintain City-owned facilities.

The Committee may recall that the City uses the property tax to fund the gap between revenues and expenditures, as the City is required by provincial law to pass a balanced operating budget each year. Therefore, based on the revenue and expenditure assumptions outlined in Tables 1 and 2, the City of Saskatoon is facing a fiscal gap of approximately \$5.5 million.

As a result, if the revenue and expenditure projections hold for the 2016 Budget, then City Council would need to raise the property tax by approximately 2.9 percent to address this budget gap. To reiterate, this gap does not include any inflationary adjustments or growth requirements, but reflects previously committed expenditures, or the City’s so called “fixed costs”.

3. Balancing the Fiscal Constraints in a Growing City

The Committee may recall from its April 20, 2015, meeting, that a report from Hemson Consulting Ltd. attempted to explain why the City’s property tax increases are higher than average over the past couple of years. According to Hemson’s research, there are several factors contributing to a rise in property tax increases:

- Population growth has increased faster than household growth.
- A decreasing trend in per capita property assessment.
- Residential taxable assessment is growing faster than non-residential assessment (i.e. residential sector is funding a greater share of costs than non-residential).
- City, non-tax revenues (general revenues, user fees, and grants-in-lieu of property taxes) are not keeping pace with costs.
- Major cost increases are related to capital investments and service level increases.
- Inflation as measured by the Municipal Price Index (MPI) is rising at a more rapid pace.

These findings suggest that the City may have some structural fiscal issues that it will need to address in order to reduce reliance on the property tax. The City will also continue to control expenditures and manage its variable costs through continuous improvement efforts.

Given the above fiscal situation facing the City, the Administration is proposing to bring key issues and options to the next two Executive Committee meetings so that the Committee and City Council can provide policy direction to the Administration. The issues and options will focus on non-tax revenue opportunities, expenditure reduction opportunities, and service level adjustments that aim to make long-term adjustments to the City's fiscal framework.

Public and/or Stakeholder Involvement

The 2016 Business Plan and Budget will include a variety of public and stakeholder engagement opportunities as the process emerges.

Communication Plan

A communication and engagement plan has been prepared for the 2016 Business Plan and Budget. The goal is to inform citizens of the budgeting process, and to provide an opportunity for citizens to give their input into the Budget, well in advance of City Council approval.

Policy Implications

There are no policy implications at this time. However, during the preparation of the 2016 Business Plan and Budget, the Administration may propose various policy changes for consideration by Executive Committee and/or City Council.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The Administration will provide issues and options at the next two Executive Committee meetings. The preliminary 2016 Business Plan and Budget will be tabled at the October 19, 2015, Executive Committee meeting.

Public Notice

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

Report Approval

Written by: Mike Jordan, Director of Government Relations
Approved by: Murray Totland, City Manager

The 2016 Business Plan and Budget Process – Public Engagement

Recommendations

1. That the Executive Committee hold a special Town Hall, public engagement meeting, as described in this report;
2. That this meeting be held on either Monday June 15, 2015, from 6:30-9:00 p.m. or Wednesday, June 17, 2015, from 6:30-9:00 p.m., at an off-site location.

Topic and Purpose

The purpose of this report is to outline a proposed public engagement plan for the 2016 Business Plan and Budget. More specifically, the Administration is proposing that a Budget “Town Hall” meeting be held either on Monday, June 15, 2015, or Wednesday, June 17, 2015, so that City Council and the Administration can obtain public input early in the budget process.

The goal is to create a more integrated, transparent, and accountable process that will help City Council and the Administration make more informed decisions on how best to allocate resources to the proposed projects, programs, and services in the 2016 Business Plan and Budget.

Report Highlights

1. Community input into the 2016 Business Plan and Budget is a key driver of the process.
2. A June public engagement, Town Hall meeting would provide an excellent opportunity for the public to interact with City Council and provide input into the 2016 Business Plan and Budget.

Strategic Goal

The information contained in this report aligns with all of the City’s Strategic Goals because the Business Plan and Budget process impacts all seven goals.

Background

At its April 20, 2015, meeting, Executive Committee considered a report from the City Manager outlining a five-phased approach to the 2016 Business Plan and Budget.

The report noted that the Administration was proposing to develop extensive communication and public engagement plans to give the public, stakeholders, and City Council ways in which to participate throughout the budget process.

The Administration committed to Executive Committee that it would provide more details and some recommendations to the Committee at its next meeting about some public

engagement opportunities that would allow participation from the public and members of City Council, if they so choose.

Report

Community Input into Business Plan and Budget Process:

Following City Council's 2015 Business Plan and Budget deliberations in December 2014, members of City Council and the City Manager discussed the possibility of implementing a new approach to the City of Saskatoon's (City) Business Plan and Budget Process. The Administration conducted some best practice research to determine the approach other major Canadian cities have taken with respect to their budgeting process. One common theme that emerged from this research is that many cities have implemented very extensive public engagement opportunities to generate interest and participation from the public.

Although the City of Saskatoon's process has been evolving and improving in very incremental steps since 2010, the Administration found Saskatoon's process is lacking in three key areas – transparency, engagement, and technology. For example, in building previous Business Plans and Budgets, the City of Saskatoon has not included an extensive public engagement process that generates both interest and input from the public early on in the process. Essentially, the City has relied on the Civic Services Survey and focused stakeholder meetings or feedback to develop its Business Plan and Budget, and then City Council would often receive public input once the City's Business Plan and Budget is tabled.

As a result, the Administration is proposing to change the process to prepare the 2016 Business Plan and Budget by ensuring that it:

- is open and transparent so that City Council and the public have the necessary information to provide input;
- includes public engagement and consultation; and
- uses digital tools and web-based applications to make the process more interactive.

The process will also include an education process so as to create a better public understanding of the factors and constraints that the City needs to consider in preparing the Business Plan and Budget. More details on the components of the Business Plan and Budget process are provided in Attachment 1.

June Public Engagement:

At its April 20, 2015, meeting, the Executive Committee considered a report from the City Manager that outlined the 2016 Business Plan and Budget process. That report suggested that the Administration would provide Executive Committee with more details on a public engagement meeting to be held in June 2015.

In follow-up to this commitment, the Administration has considered options that attempt to provide a meaningful opportunity for City Council to engage with the community in a public format. The primary goals of this engagement opportunity are to:

- create public confidence by opening the doors of City Hall and inviting the public to learn more about how the City prepares its budget; and
- obtain the public's input about spending priorities and our future investments so City Council and the Administration can consider what matters most to residents in 2016.

To accomplish these goals, the Administration is recommending a unique opportunity for the public and City Council to discuss the 2016 Budget process in a less formal, more inviting atmosphere. The following format will provide citizens with the opportunity to learn about the budget and to provide input either in person, online, using social media or regular mail:

- Town Hall hosted on Monday, June 15, 2015, or Wednesday, June 17, 2015, from 6:30-9:00 p.m. held at an off-site location.
- Presentation of results from the 2015 Annual Civic Satisfaction Survey where a representative sample of Saskatoon residents will have been polled for their opinions on the same topic (spending priorities).
- Interactive opportunity for the public to provide input on four questions:
 - Should we be spending more, less, or about the same on a variety of services?
 - What are your top three priorities?
 - What are your top three concerns?
 - What are your top three items you feel City Council and the Administration need to consider during the early stages of the Business and Budget Planning process?
- Question and Answer Period – An opportunity for the public to ask their City Councillor about the 2016 Business Plan and Budget. The facilitator would moderate the discussion to ensure there is a variety of questions, answers, respondents, etc. The public would be able to provide their questions in advance via email, submit them live on Twitter (and potentially Facebook), or handwrite them with assigned staff collecting them right at the Town Hall meeting. This would ensure as much inclusiveness as possible.
- Community and Business Leaders, and Individual Thoughts – An online opportunity could be created for Community and Business Leaders and the public to provide input on the four questions listed above. Time could be allocated to summarize the feedback submitted online prior to the Town Hall meeting. If time doesn't permit, this information can still be shared on the website.
- Video streaming of the public engagement meeting on the City's website (or alternate website if required) to enable those not attending the meeting in person to follow the discussion.

Additional opportunities would be available to the public to participate in the same questions throughout the month of June. The current opportunities the Administration is looking to incorporate may include:

- Keeping it Digital – Including a link to the survey questions on Shaping Saskatoon and saskatoon.ca.

- Taking it on the Road – Staff conducting intercept surveys at a variety of our City leisure centres and libraries.
- Keeping it Simple – Simple interactive display panels so people can participate in a simple dotting exercise one or more of the questions found online. For example, the lobby of City Hall could provide visitors with an opportunity to participate, and at the same time see the perspective of other citizens participating.

Options to the Recommendation

Option 1 – Host in Council Chambers

- June 15, 2015, 7:00 p.m. – 9:00 p.m.
- Executive Committee begins at 1:00 p.m. and must end by 6:00 p.m. but consideration could be given to extending the regular meeting to accommodate a public component dedicated to the 2016 Corporate Business Plan and Budget.
- Live video stream available to the public.
- The format and agenda would be subject to the same rules of a regular Executive Committee meeting. As a result, the format would be based on an Administrative Report to Executive Committee on the 2016 Corporate Business Plan and Budget centered around the issues and challenges facing the City (i.e. revenue challenges, costs, existing commitments, etc.).
- The format would allow for written submissions, speakers scheduled in advance and questions from Executive Committee to the Administration.
- This format would not include an interactive engagement opportunity with an external facilitator.
- Estimated Cost – The Administration estimates that this option would have no significant costs other than staff time.

Option 2 – Town Hall meeting with more online and real-time input

This option would be similar to the recommended format, but it would have added online and real-time features with more interactive components to engage the public:

- Town Hall Meeting Format
- Public invited to attend in person but there is a virtual twist so people can choose to participate in the comfort of their own home.
 - Interactive Engagement with Live Results on the spending priorities where people attending in person or at home access their Smart Phone or another electronic device to feed into the live results. Depending on the available time, the results of those participating live could be displayed beside the preliminary results of those who participated in the Civic Services Survey to identify variances.
- Estimated Cost – The Administration estimates that this option would cost approximately \$35,000.

Public and/or Stakeholder Involvement

The 2016 Business Plan and Budget will include a variety of public and stakeholder engagement opportunities in five major project phases (Attachment 1).

This report focuses on the first two phases which are Education and Engagement.

The engagement opportunities outlined in this report offer a variety of ways to participate depending on an individual's available time and interest:

- Time Sensitive – opportunities for those who have limited time but are willing to invest 5-15 minutes (e.g. short telephone, online, or in-person/intercept surveys).
- Interested and Busy – opportunities for those who have limited time but are willing to invest 15-30 minutes (e.g. social media chats and budget information sessions).
- Interested and Invested – opportunities for those who are interested and able to invest more than 30 minutes time (e.g. in person and/or virtual public meetings).

Communication Plan

A communication and engagement plan has been prepared for the 2016 Business Plan and Budget. The goal is to inform citizens of the budgeting process, and to provide an opportunity for citizens to give their input into the budget, well in advance of City Council approval.

The June Town Hall meetings and other engagement opportunities would be promoted through news media, website advertising on saskatoon.ca and Shaping Saskatoon, social media posting on Twitter and Facebook, City Page advertisement, ads to various organizations and community groups (Community Associations, business leaders, etc.), posters at the leisure facilities and libraries, etc. Electronic artwork and social media messages would be provided to the Mayor and City Councillors to share with their constituents.

Financial Implications

The estimated cost for the proposed engagement strategy is approximately \$15,000.

The project may be funded through the City Manager's Project Reserve Fund, which has sufficient funding to cover this expenditure.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The results of all public engagement activities for the 2016 Business Plan and Budget will be compiled and shared with the Executive Committee prior to the tabling of the 2016 Business Plan and Budget on October 19, 2015.

Public Notice

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

Attachment

1. The Business Plan and Budget Process (May 19, 2015)

Report Approval

Written by: Mike Jordan, Director of Government Relations
Reviewed by: Catherine Gryba, General Manager, Corporate Performance
Department
Approved by: Murray Totland, City Manager

Administrative Report – The 2016 Business Plan and Budget Process – Public Engagement.docx

Communications Support to Councillors – 2014

Recommendation

That the information be received and posted on the City's website.

Topic and Purpose

The purpose of this report is to provide a summary of Councillors' Communication expenses for 2014.

Strategic Goal

The information contained in this report and attachment aligns with the Strategic Goal of Continuous Improvement and demonstrates the Leadership Commitment of Openness and Accountability.

Report

City Council, at its meeting held on June 10, 2013, approved the preliminary parameters and guidelines for communications support to Councillors, which included providing Executive Committee with usage updates.

In this regard, attached is the final report for 2014. In accordance with the established parameters and guidelines, details of the expenditures will be posted on the City's website, with personal and other exempted information governed by *The Local Authority Freedom of Information and Protection of Privacy Act*, being redacted.

The following are the expenditures in 2014 for Councillors' Communication expenses including applicable taxes.

Public Notice

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

Attachments

1. Communications Allowance 2014
2. His Worship the Mayor Communications Allowance 2014

Admin Report – Communications Support to Councillors 2014 final.docx

01-5500-102 SPECIAL SERVICES / COMMUNICATIONS ALLOWANCE

Attachment 1

submitted to Executive Committee May 19, 2015

Process Date	Document	Description	Debit	Clr	Credit	Cost	Ind. Balance	Acct Balance
1-Jan		Opening Balance (\$10,000/Councillor/year)						\$ 100,000.00
CLARK, Charlie								
22-Apr	R528546	Parking Meeting Flyer - admail delivery	\$449.17	x	21.39	\$427.78		
13-May	R528551	Communications Work - website updates & database management	\$1,037.50	x		\$1,037.50		
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
20-Jun	R532031	Tourism Leadership Celebration	\$65.00	x	3.10	\$61.90		
27-Jun	R532036	Ward 6 Update Postcard - design	\$164.00	x		\$164.00		
2-Jul	R532039	Communications Work - website updates & database management	\$575.00	x		\$575.00		
18-Jul	R534402	Ward 6 Update Postcard - printing	\$240.09	x	10.91	\$229.18		
4-Nov	R534492	Communications Work - website updates & database management	\$500.00	x		\$500.00		
23-Dec	R542009	Nationbuilder service January - December	\$456.00	x		\$456.00		
							\$3,638.86	
DAVIES, Troy								
17-Mar	R528523	NSBA Business Builder Awards & Banquet	\$115.50	x	5.50	\$110.00		
4-Apr	R528538	Jeans & Jewels Gala (fundraiser for Children's Hospital Foundation)	\$450.00	x		\$450.00		
29-May	R532017	Junior Achievement Business Hall of Fame Awards Banquet	\$75.00	x		\$75.00		
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
29-Aug	R534425	Potash Corp Mayor's Cultural Gala	\$700.00	x		\$700.00		
29-Aug	R534424	Exhibition Parade Billboard Painting	\$251.21	x		\$251.21		
15-Oct	R534481	KofC Celebrity Dinner & Auction - children's hospital found. fundraiser	\$250.00	x		\$250.00		
15-Oct	R534480	RUH Royal Ball - fellowship fundraiser	\$650.00	x		\$650.00		
20-Oct	R534486	Bus Stop Sign Rentals (Dundonald, Hampton Village, 33rd & Junor)	\$2,481.68	x		\$2,481.68		
20-Oct	R534485	Saskatoon Shines! pins	\$55.00	x	2.50	\$52.50		
25-Nov	R534565	Ward 4 brochures & postage	\$3,510.21	x	182.37	\$3,327.84		
19-Dec	R534578	Sponsorship - The Christmas Store Campaign	\$500.00	x		\$500.00		
"		Mount Royal Community Association - September 2014 Newsletter Ad	\$40.00	x		\$40.00		
"		Hospitality Expenses - volunteer appreciation night meal; flowers for 105-year old Ward resident	\$603.40	x	28.45	\$574.95		
23-Dec	R542007	Bus Stop Sign Rentals - Dundonald & Hampton	\$567.00	x		\$567.00		
							\$10,217.68	
							*City has been reimbursed the overage	
DONAUER, Randy								
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00		
3-Feb	R525874	Chef's Gala & Showcase (arts organizations fundraiser)	\$155.00	x		\$155.00		
4-Apr	R528531	Annual Vegetarian Banquet (fundraiser for Hindu Society temple)	\$130.00	x		\$130.00		
29-Aug	R534425	Potash Corp Mayor's Cultural Gala	\$700.00	x		\$700.00		
29-Aug	R534424	Exhibition Parade Billboard Painting	\$251.21	x		\$251.21		
28-Nov	R534568	Ward 5 brochures - design & print	\$2,274.50	x	99.75	\$2,174.75		
3-Dec	R534570	NSBA Fundraising Luncheon for Children's Wish Foundation	\$29.40	x	1.40	\$28.00		
11-Dec	R534575	Ward 5 brochures - admail delivery	\$1,416.16	x	67.44	\$1,348.72		
31-Dec	R542036	Chinese Benevolent Association Dinner	\$60.00	x		\$60.00		
							\$4,972.68	
HILL, Darren								
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00		
5-Mar	R528510	S'toon & District Labour Council Community Service Award Dinner	\$35.00	x		\$35.00		
13-Mar	R528517	LUGO (Mendel fundraiser)	\$30.00			\$30.00		
"		Facebook Advertisements	\$92.76	x		\$92.76		
21-Mar		Artists Against Hunger - Auction in support of CHEP	\$75.00	x		\$75.00		
		Promotional Items - City Park Community Association T-Shirts (rink opening)	\$60.00	x		\$60.00		
28-Mar	R528530		\$60.00	x		\$60.00		
22-Apr	R528545	Spring Newsletter Ad - HBPMKW Community Association	\$225.00	x		\$225.00		

Process Date	Document	Description	Debit	Clr	Credit	Cost	Ind. Balance	Acct Balance
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
23-Jul	R534408	Bus Stop Sign Rental (Preston/108th)	\$437.85	x	20.85	\$417.00		
23-Jul	R534407	Bus Stop Sign Rental (Preston/108th) - prepaid 2014	\$1,313.55	x	62.55	\$1,251.00		
29-Jul	R534411	City Park Community Association - Newsletter Ad	\$60.00	x		\$60.00		
21-Aug	R534419	Postage Stamps - Ward 1 mail	\$223.13	x	10.63	\$212.50		
29-Aug	R534424	Exhibition Parade Billboard Painting	\$251.21	x		\$251.21		
31-Aug	R534429	Fall Newsletter Ad - HBPMKW Community Association	\$225.00	x		\$225.00		
3-Sep	R534432	Facebook Advertisements	\$538.54	x		\$538.54		
4-Dec	R534572	Winter Newsletter Ad - HBPMKW Community Association	\$225.00	x		\$225.00		
31-Dec	R542034	Postage Stamps - Ward 1 mail	\$178.50	x	8.50	\$170.00		
"	"	Facebook Advertisements	\$210.55	x		\$210.55		
31-Dec	R542038	City Park Crime & Safety Meeting - Flyer delivery	\$104.00	x		\$104.00		
							\$4,495.06	
IWANCHUK, Ann								
28-Jan	R525804	Sponsprship Pkg/Ad - Saskatoon Aces Winter Classic	\$250.00	x		\$250.00		
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00		
7-Apr	R532052	SPCA Spring Gala	\$200.00	x		\$200.00		
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
10-Jul	R532043	Visnyk Ad - Summer 2014	\$120.00	x		\$120.00		
29-Aug	R534424	Exhibition Parade Billboard Painting	\$251.21	x		\$251.21		
9-Sep	R534436	Newsletter Ad - Fairhaven Community Association	\$25.00	x		\$25.00		
20-Oct	R534531	Bus Stop Sign Rental (McCormack/Fairlight)	\$291.90	x	13.90	\$278.00		
18-Nov	R534561	Visnyk Ad - Fall 2014	\$108.00	x		\$108.00		
19-Nov	R534562	Visnyk Ad - Spring 2014	\$120.00	x		\$120.00		
23-Dec	R542008	Visnyk Ad - Winter 2014	\$108.00	x		\$108.00		
29-Dec	R542012	Parkridge Community Association Newsletter Ad	\$160.00	x		\$160.00		
"	"	Saskatoon & District Labour Council Banquet	\$70.00	x		\$70.00		
"	"	Glass Slipper Event (in support of The Princess Shop)	\$75.00	x		\$75.00		
"	"	Advertising at Mohyla Golf Tournament & Banquet ticket	\$175.00	x		\$175.00		
"	"	Ward 3 Holiday postcards - small batch printing	\$211.20	x	9.60	\$201.60		
"	"	Ward 3 Holiday postcards - large batch printing, postage and delivery	\$2,688.19	x	125.64	\$2,562.55		
							\$5,016.86	
JEFFRIES, Zach								
16-Jan	R525812	domain registration - ward10survey.ca	\$13.60	x	0.65	\$12.95		
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00		
21-Feb	R525882	Glass Slipper Event (in support of The Princess Shop)	\$65.00	x		\$65.00		
"	"	READ S'toon Speed Scrabble Tournament (literacy fundraiser)	\$50.00	x		\$50.00		
"	"	Ward Texting service	\$67.53	x		\$67.53		
"	"	Database Management - Constituent Contacts	\$27.49	x		\$27.49		
"	"	Facebook, Twitter & Google Advertisements	\$425.86	x		\$425.86		
"	"	Chinese New Year Banquet (invited as honourable guest)	\$28.00	x		\$28.00		
5-May	R528548	NSBA Business Builder Awards & Banquet	\$115.50	x	5.50	\$110.00		
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
18-Jul	R534403	Ward Texting service	\$167.02	x		\$167.02		
"	"	Database Management - Constituent Contacts	\$128.67	x		\$128.67		
"	"	Google Ads	\$23.17	x		\$23.17		
"	"	SYPE Silver Spades Entrepreneurship Awards Gala	\$52.50	x	2.50	\$50.00		
"	"	Banners	\$79.50	x	7.60	\$71.90		
"	"	Magnets	\$404.24	x	19.25	\$384.99		
"	"	Tourism Leadership Celebration	\$65.00	x	3.10	\$61.90		
"	"	Sponsorship - ward event - Canada Day	\$60.00	x		\$60.00		
"	"	NSBA Business Builder Awards & Banquet	\$115.50	x	5.50	\$110.00		
"	"	Willowgrove University Heights Community Association - Web Ads	\$200.00	x		\$200.00		
"	"	RBC Folkfest Gala	\$80.00	x		\$80.00		
29-Aug	R534424	Exhibition Parade Billboard Painting	\$251.21	x		\$251.21		

Process Date	Document	Description	Debit	Clr	Credit	Cost	Ind. Balance	Acct Balance
29-Aug	R534423	Newsletter Printing and Distribution	\$2,341.89	x	110.07	\$2,231.82		
9-Sep	R534435	General Office Supplies	\$257.16	x	11.94	\$245.22		
"	"	Silent Auction donation - Sons of Norway Sports Weekend	\$20.00	x		\$20.00		
"	"	Ward 10 brochures/newsletters - design; Web ad for Community Assoc.	\$438.38	x		\$438.38		
"	"	Billboard / signage rental (Aug 1 - 28)	\$167.35	x	7.85	\$159.50		
"	"	Communications Work - data entry, community list building	\$187.50	x		\$187.50		
"	"	Broadway Street Fair - vendor registration (non-profit)	\$40.00	x		\$40.00		
"	"	Ward Texting service	\$71.60	x		\$71.60		
"	"	Database Management - Constituent Contacts	\$53.33	x		\$53.33		
13-Nov	R534498	Database Management - Constituent Contacts	\$422.61	x	17.50	\$405.11		
"	"	Ward Texting service	\$68.73	x		\$68.73		
"	"	Communications Work - data entry, community event listings	\$131.25	x		\$131.25		
31-Dec	R542042	Newsletter Design, Printing and Distribution	\$2,200.37	x	92.20	\$2,108.17		
"	"	Postage Stamps - Ward 10 mail	\$508.73	x	24.23	\$484.50		
"	"	Automated Dialing Credits	\$238.02	x		\$238.02		
"	"	Upgraded Dropbox Account Renewal	\$114.93	x		\$114.93		
"	"	Ward Texting service, Database Management, Constituent Contacts,						
"	"	Telephone Service	\$164.85	x		\$164.85		
"	"	Door hanger bags - resident packages	\$74.12	x	3.53	\$70.59		
							\$9,921.69	
LOEWEN, Mairin								
14-Jan	R525813	Gatsby Night for Autism	\$75.00	x		\$75.00		
24-Jan	R525810	Ward 7 brochures - admail delivery	\$1,169.42	x	55.69	\$1,113.73		
"	"	domain renewals - mairinloewen.ca & wardseven.ca	\$43.98	x	2.00	\$41.98		
27-Jan	R525806	Billboard / signage rental (Jan. 6 - Feb. 6)	\$217.75	x	10.25	\$207.50		
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00		
12-Feb	R525881	Ward 7 newsletter - admail delivery	\$37.88	x	1.80	\$36.08		
5-Mar	R528512	Annual Vegetarian Banquet (fundraiser for Hindu Society temple)	\$65.00	x		\$65.00		
6-Mar	R528592	Glass Slipper Event (in support of The Princess Shop)	\$85.00	x		\$85.00		
11-Mar	R528515	Ward 7 newsletter - admail delivery	\$60.95	x	2.90	\$58.05		
22-Apr	R528544	Billboard / signage rental (Apr. 6 - May 6)	\$217.75	x	10.25	\$207.50		
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
20-Jun	R532032	Billboard / signage rental (June 6 - July 6)	\$217.75	x	10.25	\$207.50		
29-Jul	R534410	Billboard / signage rental (May 6 - June 6 and July 6 - Aug 6)	\$435.50	x	20.50	\$415.00		
28-Aug	R534422	Billboard / signage rental (Aug 6 - Sept 6)	\$217.75	x	10.25	\$207.50		
29-Aug	R534424	Exhibition Parade Billboard Painting	\$251.21	x		\$251.21		
12-Sep	R534438	Billboard / signage rental (Sept 6 - Oct 6)	\$217.75	x	10.25	\$207.50		
17-Oct	R534483	Billboard / signage rental (Oct 6 - Nov 6)	\$217.75	x	10.25	\$207.50		
17-Nov	R534500	Billboard / signage rental (Nov 6 - Dec 6)	\$217.75	x	10.25	\$207.50		
11-Dec	R534576	Newsletter ad - graphic design	\$100.00	x		\$100.00		
15-Dec	R534577	Billboard / signage rental (Nov 6 - Dec 6)	\$217.75	x	10.25	\$207.50		
							\$4,213.55	
LORJE, Pat								
14-Jan	R525808	LUGO (Mendel fundraiser)	\$30.00	x		\$30.00		
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00		
3-Feb	R525874	Chef's Gala & Showcase (arts organizations fundraiser)	\$155.00	x		\$155.00		
5-Mar	R525896	NSBA Business Builder Awards & Banquet	\$115.50	x	5.50	\$110.00		
5-Mar	R528510	S'toon & District Labour Council Community Service Award Dinner	\$35.00	x		\$35.00		
22-Apr	R528543	Film event @ Roxy Theatre	\$31.50	x	1.50	\$30.00		
"	"	Annual Vegetarian Banquet (fundraiser for Hindu Society temple)	\$65.00	x		\$65.00		
"	"	Musee Ukraina Museum fundraiser Gala	\$80.00	x		\$80.00		
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
28-Jul	R534409	Website domain renewal	\$15.74	x	0.75	\$14.99		
21-Aug	R534420	Website hosting	\$130.66	x		\$130.66		
29-Aug	R534424	Exhibition Parade Billboard Painting	\$251.21	x		\$251.21		

Process Date	Document	Description	Debit	Clr	Credit	Cost	Ind. Balance	Acct Balance
							\$1,214.36	
OLAUSON, Eric								
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$250.00	x		\$250.00		
3-Feb	R525874	Chef's Gala & Showcase (arts organizations fundraiser)	\$155.00	x		\$155.00		
7-Feb	R525877	NSBA Business Builder Awards & Banquet	\$231.00	x	11.00	\$220.00		
13-Feb	R525884	READ 'n' Feed Event (literacy fundraiser)	\$100.00	x		\$100.00		
13-Mar	R528514	Annual Vegetarian Banquet (fundraiser for Hindu Society temple)	\$130.00	x		\$130.00		
19-Mar	R528525	Romancing the Vine Synergy 8 Event - for Care & Share Saskatoon	\$75.00	x		\$75.00		
31-Mar	Rcpt#814012	Family Fun Packs (for Community Associations fundraisers)	\$210.00	x	10.00	\$200.00		
4-Apr	R528592	Celebrate Success SABEX Awards Gala	\$157.50	x	7.50	\$150.00		
14-Jun	R532019	Saskatoon Shines! pins	\$82.50	x	3.75	\$78.75		
28-Jun	R532035	Saskatoon Shines! pins	\$55.00	x	2.50	\$52.50		
18-Aug	R534418	NSBA Annual Cook Out	\$21.00	x	1.00	\$20.00		
29-Aug	R534425	Potash Corp Mayor's Cultural Gala	\$700.00	x		\$700.00		
31-Oct	R534489	Bus Stop Sign Rental (McKercher/Mt. Allison)	\$428.40	x		\$428.40		
3-Dec	R534570	NSBA Fundraising Luncheon for Children's Wish Foundation	\$29.40	x	1.40	\$28.00		
5-Dec	R534574	Bus Stop Sign Rental (McKercher/Mt. Allison)	\$142.80	x		\$142.80		
							\$2,730.45	
PAULSEN, Tiffany								
29-Jan	R525873	Swinging w/the Stars (Prairie Hospice Fundraiser)	\$125.00	x		\$125.00		
5-Mar	R528510	S'toon & District Labour Council Community Service Award Dinner	\$35.00	x		\$35.00		
7-Mar	R528513	Bus Stop Sign Rental (Heal/Nelson)	\$418.95	x	20.25	\$398.70		
7-Apr	R528535	Bus Stop Sign Rental (McKercher/Tait)	\$283.50	x	13.50	\$270.00		
11-Jun	R532025	Pride Guide Ad	\$187.50	x		\$187.50		
30-Jun	R532037	Bus Stop Sign Rental (Heal/Nelson)	\$139.65	x	6.65	\$133.00		
	"	Bus Stop Sign Rental (McKercher/Tait)	\$141.75	x	6.75	\$135.00		
7-Jul	R532042	Bus Stop Sign Rental (McKercher/Tait)	\$141.75	x	6.75	\$135.00		
11-Aug	R534417	Bus Stop Sign Rental (McKercher/Tait)	\$141.75	x	6.75	\$135.00		
11-Aug	R534416	Community Association Newsletter Ad - Design	\$36.75	x	1.75	\$35.00		
29-Aug	R534424	Exhibition Parade Billboard Painting	\$251.21	x		\$251.21		
2-Sep	R534427	Fall Newsletter Ad - Rosewood Community Association	\$75.00	x		\$75.00		
16-Sep	R534440	Bus Stop Sign Rental (McKercher/Tait)	\$141.75	x	6.75	\$135.00		
2-Oct	ARP CC	Refund on R528513 and R532037 - wrong location (COA Inv.620532)		x	558.60	(\$558.60)		
1-Dec	R534569	Rosewood Community Association Newsletter Ad - Winter 2014	\$75.00	x		\$75.00		
							\$1,566.81	
							Account Balance	\$ 64,664.14

SPECIAL SERVICES/COMMUNICATIONS ALLOWANCE - MAYOR'S OFFICE (Staff)
(January 1 - December 31, 2014)

Travel and Miscellenous Expenses	TOTAL	\$ 11,727.81
Car Allowance	TOTAL	\$ 2,992.18
Salary / Payroll Costs	TOTAL	\$ 88,032.18
Advertising (Newspaper)	TOTAL	\$ 5,461.37
		\$ 108,213.54

2014 Budget \$ 116,000.00
 Total Spent \$ 108,213.54

Executive Committee – Meeting Times

Recommendation

That a report be forwarded to City Council recommending that the City Solicitor prepare the necessary bylaw amendment to extend the meeting time of Executive Committee to 11:00 p.m.

Topic and Purpose

The purpose of this report is to discuss options for extending the time for meetings of the Executive Committee.

Report Highlights

1. Executive Committee currently holds its meetings once per month (typically the third Monday of the month) from 1:00 p.m. to 6:00 p.m. with the ability to extend the meeting time by majority vote of the members present.
2. The agenda for the Executive Committee is not being completed in the allotted time.
3. Options to extend the meeting time for Executive Committee have been reviewed and a recommendation to extend the meeting time is being put forward.

Strategic Goal(s)

The information contained in this report aligns with the 4-year priorities and long-term strategies related to the Strategic Goal of Continuous Improvement.

Report

On July 1, 2014, a new governance model for City Council and Committee meetings came into effect with the passage of Bylaw No. 9170. Bylaw No. 9170 established four Standing Policy Committees as well as an Executive Committee and set out the frequency and time of meetings. This report discusses the time of meetings as it relates to the Executive Committee.

Sections (4) and (5) of Bylaw No. 9170 state:

(4) Regularly scheduled meetings of the Executive Committee shall commence at 1:00 p.m. and shall not continue later than 6:00 p.m.

(5) Notwithstanding subsection (4), the Executive Committee may extend a regularly scheduled meeting beyond 6:00 p.m. with the consent of the majority of the members present.

Executive Committee has found on several occasions that it is unable to complete consideration of its agenda in the five-hour period defined in the *Bylaw* and as a result has had to convene a number of special meetings to deal with Unfinished Business. While the *Bylaw* provides for the ability to extend the hour with the consent of the

majority of the members present, that is not always feasible due to other previously-scheduled commitments. Administration has reviewed the time set aside for meetings of the Executive Committee.

In conducting the review, the City Clerk contacted members of City Council as well as members of the Leadership Team for input. Suggested options were provided, and feedback was received.

The options included an earlier start time, or a later end time, as follows:

- A schedule similar to City Council – 1:00 p.m. to 11:00 p.m. with scheduled breaks;
- A schedule similar to the Standing Policy Committee schedule – commence at 9:00 a.m. until noon or 1:00 p.m., followed by a one-hour break, and then continue until 6:00 p.m.
 - This proposed schedule included an option to commence the agenda with *In Camera* items during the morning session, followed by the public portion during the afternoon session. This option would allow the Committee to rise and report items considered *In Camera* at the same meeting.

Taking into consideration the feedback received and the commitments already in place by members of City Council, it is being recommended that the time of Executive Committee meetings be scheduled for 1:00 p.m. to 11:00 p.m., with breaks at the midway point of the afternoon and evening, and ½ hour supper break at 5:30 p.m.

Options to the Recommendation

1. Keep the status quo. Executive Committee currently has the ability to extend its meeting beyond 6:00 p.m. with the consent of the majority of the members present. This option is not being recommended as it does not automatically set aside any additional time nor ensure that the majority of members will be available. It also makes it difficult for members of Council to accommodate commitments previously made when a meeting is extended.
2. Begin the meetings earlier and end earlier – 9:00 a.m. – 6:00 p.m. This option is not being recommended as it was not the preferred choice of the members of Council and therefore does not ensure a quorum. Employment commitments by some Councillors would be impacted.

Public and/or Stakeholder Involvement

Members of City Council and the Leadership Team were contacted for comment on the proposed options.

Communication Plan

An extension to the meeting time would be communicated on the City’s website and also form part of the public Council agenda.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

The meeting schedules and times will be established at the annual organizational meeting of City Council in accordance with Bylaw No. 9170, *The Committees and Procedures Bylaw, 2014*.

Public Notice

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

Report Approval

Written and Approved by: Joanne Sproule, City Clerk

Executive Committee Meeting Times - May 2015.docx

Implementation of Electronic Voting for City Council and Committee Meetings

Recommendation

That this report be forwarded to City Council as information.

Topic and Purpose

The purpose of this report is to provide City Council with information on the ability to implement electronic voting for City Council and Committee meetings.

Report Highlights

1. Electronic Agenda and Meeting Management Software has been purchased and includes a Vote Manager module.
2. The Vote Manager component of the software is currently being tested.
3. Implementation of the Vote Manager module will allow for voting to take place electronically with results displayed for each vote increasing transparency at meetings.

Strategic Goal

The implementation of electronic voting for City Council and Committee meetings supports the Strategic Goal of a Culture of Continuous Improvement and the four-year priority to modernize civic government to reflect best practices, changing demands, and increased transparency of the municipal decision-making process.

Background

At the meeting of City Council held on December 15, 2014, City Council resolved, in part, that:

1. The Administration report on the possibility of implementing electronic voting for all Saskatoon Regular Business Meetings of City Council, Public Hearing Meetings of City Council and all Public Meetings of City Council Committee meetings (Executive Committee and SPC meetings); and
2. The Administration report on the costs, benefits, best practices in other jurisdictions, and a recommended timeline for implementation of an electronic voting system for Saskatoon Council and Committee meetings.

On January 26, 2015, City Council passed Bylaw No. 9259 *The Procedures and Committees Amendment Bylaw, 2015*, to implement an amendment to *The Procedures and Committees Bylaw* whereby all votes of Council members at Council meetings and public portions of Committee meetings be recorded.

Report

Implementation and Costs of Implementing Electronic Voting

On April 14, 2014, City Council approved acceptance of a proposal submitted by eSCRIBE Software in the amount of \$164,535 for an Electronic Agenda and Meeting Management, Video Streaming and Corporate File Sharing Solution. The purchased software includes a Vote Manager module which allows administrators to activate voting during a meeting, and record the votes and their outcomes. Licensing of the application for iPad users (Council participants and administrators) is approximately \$125/annually per user. Participants have the option to use a laptop or an iPad during a meeting.

Benefits of Electronic Voting

An electronic voting system improves accuracy and transparency. Once participants' votes have been registered, the results will automatically be calculated. Voting results are fully-integrated with meeting minutes and can be displayed during the meeting. All voting history is stored in a dedicated SQL database for security and audit reporting purposes. It should be noted that more time is required during a meeting to open and close voting and display results.

Best Practices

Many jurisdictions utilize an electronic agenda and meeting management product. Some cities record all votes, while others record votes upon request. The City Clerk's Office looked at the Cities of Calgary, Edmonton, Regina, Winnipeg and London, Ontario, for best practices. All of these cities use an electronic agenda and meeting management product. The Cities of Edmonton and London record all votes and display the results during the meeting using an electronic voting system. The Cities of Regina, Calgary, and Winnipeg do not record all votes nor do they use an electronic voting system.

Implementation Timeline

As indicated, Electronic Agenda and Meeting Management software has already been purchased and the Agenda Management, Minute Management and Video Streaming modules of the software have been implemented. Internet publishing and the Video Manager components are in the final stages of testing and expected to be operational during the month of May. The Vote Manager software is also in the final testing stages and will be available for use following testing.

The City Clerk's Office will provide instructions and training for members of City Council and Administration on the use of the electronic agenda components, once available.

Options to the Recommendation

The option is to not implement an electronic voting module and continue to manually record all votes at meetings. This is not recommended as use of the Vote Manager component, including display of the vote to the public during the meeting will increase transparency.

Implementation of Electronic Voting for City Council and Committees

Financial Considerations

Licensing costs for the use of the application for the iPad will be incurred. There is adequate funding in the City Clerk's budget to cover the licensing costs for City Council members and the Leadership Team. There are no additional costs to use the program on a PC or laptop.

Other Considerations/Implications

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

Due Date for Follow-up and/or Project Completion

This project is being implemented in a phased approach. Future components to be implemented include a meeting follow up component and a Report Manager module. These components will assist in streamlining processes further. Timing of implementation of these modules will be dependent upon available resources.

Public Notice

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

Report Approval

Written by: Joanne Sproule, City Clerk; Shellie Bryant, Deputy City Clerk and
Diane Kanak, Deputy City Clerk
Approved by: Joanne Sproule, City Clerk

Admin Report – Electronic Voting – May 2015.docx