



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

Monday, January 11, 2016, 2:00 p.m.

Council Chamber, City Hall

Committee Members:

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

Pages

1. CALL TO ORDER

2. *CONFIRMATION OF AGENDA*

*Recommendation*

1. That the letter and request to speak from Gary McCallum, dated January 10, 2016 be added to item 7.2.2; and
2. That the agenda be confirmed as amended.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

**Recommendation**

That the minutes of Regular Meeting of the Standing Policy Committee on Environment, Utilities and Corporate Services held December 7, 2015 be adopted.

5. UNFINISHED BUSINESS

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

**Recommendation**

That the request for extension to The Noise Bylaw as outlined in 6.1.1 to

6.1.2 be approved subject to any administrative conditions.

**6.1.1 Noise Bylaw Extension, Easter Seals Drop Zone Event, August 23, 2016, (Rain date: August 24, 2016), 7:30 a.m. to 5:30 p.m., Carlton Tower 325 5th Ave. N., Gerri Sametts, Saskatchewan Abilities Council/Easter Seals Saskatchewan [File CK. 185-9]** 7 - 7

**6.1.2 Noise Bylaw Extension, The SaskTel Saskatchewan Jazz Festival, June 24 to July 3, 2016, 11:00 a.m. to 11:00 p.m., Bessborough Gardens and Friendship Park, Kevin Tobin, Artistic Director, Saskatchewan Jazz Festival [File CK. 185-9]** 8 - 9

## **6.2 Matters Requiring Direction**

**6.2.1 Greenhouse Gas Emission Targets for the City of Saskatoon (File CK. 375-4)** 10 - 14

The Saskatoon Environmental Advisory Committee, at its meeting held on October 8, 2015, considered the attached report of its sub-committee on greenhouse gas emission targets for the Community providing, rationale for setting emission targets for the City of Saskatoon. The Saskatoon Environmental Advisory Committee resolved that the Executive Summary be forwarded to the Standing Policy Committee on Environment, Utilities & Corporate Services recommending that the City of Saskatoon adopt scenario 1 greenhouse gas emission targets as outlined in Figure 3 in the accompanying charts.

Also attached is a request to speak from Brian Sawatzky, Saskatoon Environmental Advisory Committee, dated January 4, 2016.

### **Recommendation**

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

1. That the information be received; and
2. That the City of Saskatoon adopt scenario 1 greenhouse gas emission targets as outlined in Figure 3 in the accompanying charts.

## **6.3 Requests to Speak (new matters)**

# **7. REPORTS FROM ADMINISTRATION**

## **7.1 Delegated Authority Matters**

## 7.2 Matters Requiring Direction

- 7.2.1 **Award of Request for Proposal Recovery Park Business Case Consultant (Files CK. 7830-4-2 and CP. 7838)** 15 - 17

### **Recommendation**

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

1. That the proposal submitted by KPMG LLP to complete a business case study on a waste diversion facility (Recovery Park) for a total estimated cost of \$132,766 (including GST and PST) be accepted; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the contract documents, as prepared by the City Solicitor under the Corporate Seal.

- 7.2.2 **Municipal Greenhouse Gas Emissions Reduction Strategy - Response to Saskatchewan Environmental Society Letter (Files CK. 375-4 and CP. 7540-001)** 18 - 35

A letter and request to speak has been added to this item from Gary McCallum.

### **Recommendation**

That the report of the General Manager, Corporate Performance Department dated January 11, 2016, be forwarded to City Council for information.

- 7.2.3 **Recycling Communication Update (Files CK. 7830-5 and CP. 7837)** 36 - 49

### **Recommendation**

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

1. That the information be received; and
2. That the agreement between the City of Saskatoon and Loraas be amended in accordance with the terms set out in the January 11, 2016 report of the General Manager, Corporate Performance and that the Mayor and City Clerk be authorized to execute the Amending Agreement as prepared by the Office of the City Solicitor.

- 7.2.4 **Agency of Record Request for Proposal - Award of Contract (Files CK. 0365-1 and CP. 0364-11)** 50 - 53

### **Recommendation**

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

1. That a contract with Creative Fire as the City of Saskatoon Agency of Record, for a three-year period up to a maximum value to \$600,000, annually not including GST, be approved; and
2. That His Worship the Mayor and the City Clerk be authorized to execute, on behalf of the City of Saskatoon, under the Corporate Seal, the appropriate contract documents for the Creative Fire proposal, as prepared by the City Solicitor.

- 7.2.5 Session Initiation Protocol (SIP) Trunking - Request for Proposal Award (Files CK. 231-1 and 15-0861) 54 - 56**

### **Recommendation**

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

1. That a contract with Shaw Business be approved for the provision of voice trunk Session Initiation Protocol services connecting our internal phone service (Lync) to the public phone network for a period of 36 months at an estimated cost of \$259,740, plus applicable taxes; and
2. That Purchasing Services be authorized to issue the necessary Purchase Order.

- 7.2.6 Service Saskatoon - 2015 Progress Report (Files CK. 374-1 and CP. 372-2) 57 - 79**

### **Recommendation**

That the report of the General Manager, Corporate Performance Department dated January 11, 2016, be forwarded to City Council for information.

- 7.2.7 Turboexpander Project Closure (Files CK. 2000-5 and SLP. 2000-10) 80 - 82**

### **Recommendation**

That the Standing Policy Committee on Environment, Utilities

and Corporate Services recommend to City Council:

1. That \$124,690.19 be returned from Capital Project #1281 – Sustainable Power Generation Options to the Electrical Distribution Extension Reserve; and
2. That a budget adjustment be made to Capital Project #2311 – Turboexpander in the amount of \$124,690.19 funded from the Electrical Distribution Extension Reserve.

**7.2.8 Primary Water Main Repair - 33rd Street East and 5th Avenue North - Change Order Request (Files CK. 7820-6 and PW. 8020-1)** 83 - 85

**Recommendation**

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

That a change order in the amount of \$105,608.70 (including taxes), for Purchase Order No. 361392 with Hamm Construction for the Emergency Primary Water Main Repair, be approved.

**7.2.9 AMI Project Consulting Services Agreement Change Order (File CK. 261-3 and SLP. 2030-4)** 86 - 89

**Recommendation**

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

1. That a change order in the amount of \$102,627.00 (including taxes) for a Consulting Services Agreement with Util-Assist Inc. for the Advanced Metering Infrastructure project be approved; and
2. That the City Solicitor be requested to prepare the appropriate amending agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

**7.2.10 Landfill Lined Lead Cell Redevelopment Project - Award of Consulting Services (Files CK. 7830-4 and PW. 7970-2-1)** 90 - 93

**Recommendation**

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

1. That the proposal submitted by PINTER & Associates Ltd. and Dillon Consulting Limited to provide consulting services

for the redevelopment of the Lined Lead Cell at the Saskatoon Landfill for a total estimated cost of \$358,462 (including GST and PST) be accepted; and

2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

**7.2.11 Bylaw Amendment for Portable Water Meter Charges (Files CK. 7900-2 and WT. 7900-1)**

94 - 95

**Recommendation**

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

1. That the request to the rate changes for portable water meter installations and removals be approved as outlined in the January 11, 2016 report of the General Manager, Transportation & Utilities; and
2. That the City Solicitor be requested to prepare the necessary changes to Bylaw No. 7567, The Waterworks Bylaw, 1996, Schedule "C".

**8. MOTIONS (NOTICE PREVIOUSLY GIVEN)**

**9. GIVING NOTICE**

**10. URGENT BUSINESS**

**11. IN CAMERA SESSION (OPTIONAL)**

**12. ADJOURNMENT**

December 16, 2015

Re: Request for extension of Noise Bylaw hours  
Easter Seals Drop Zone Event – August 23, 2016, Carlton Tower #325 5th Avenue North, Saskatoon (rain date: August 24th)

Dear Mayor Atchison & Members of City Council:

The 11th annual Easter Seals™ Drop Zone event will be held at Carlton Tower on August 23, 2016 (rain date August 24). We anticipate approximately 80 participating Superheroes to assist us in reaching our fundraising goal of more than \$100,000 for Easter Seals™ programs operated by the Saskatchewan Abilities Council, by rappelling down the side of the building. As in past years, insurance is purchased for this event.

The Saskatchewan Abilities Council respectfully requests an extension of the Noise Bylaw between the hours of 7:30 am to 5:30 pm on Tuesday, August 23, 2016, for amplified music with DJ services for the Easter Seals™ 2016 Drop Zone (rain date Wednesday, August 24th).

The Easter Seals™ Drop Zone will begin at 7:30 am Tuesday, August 23rd and continue until approximately 5:30 pm that same day (rain date Wednesday, August 24th). Participants will rappel down the side of the Carlton Tower located at 5th Ave and 25th Street. The day will be an outdoor event with music and commentary provided by a DJ from Night Owl Audio as each Superhero performs their rappel down the 22-storey Carlton Tower located at the corner of 5th Avenue and 25th Street. The DJ sets up on the corner of 5th and 25th.

A request for a road closure has been sent to Transportation and Utilities Department, attention Kara Lackie, to close off 5th Avenue North (between 24th and 25th Street East) for the Easter Seals™ Drop Zone at Carlton Tower, 325 – 5th Avenue North, on Tuesday, August 23, 2016 (rain date August 24th). We would need the area closed off to the public from 5:00 a.m. until 7:00 p.m.

A food truck and practice rappelling structure park in the parking spaces in front of the building. This MAY be a distraction to the 2-way traffic on the street.

One last note: is it o.k. to place signage and chairs on the grass in front of the building? Spectators gather on the grass to watch the participants - we are careful to keep the sidewalk clear.

As in past years, safety of the event is overseen by trained professionals (TACTEN). This event is completely safe and is run in 13 cities across Canada.

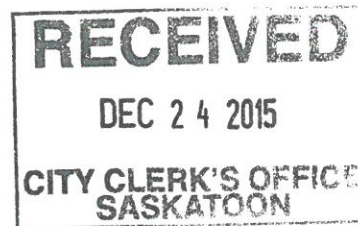
Thank you for your consideration.

Sincerely,

Gerri Sametts  
Community Relations Coordinator  
Saskatchewan Abilities Council/Easter Seals™ Saskatchewan  
1410 Kilburn Avenue  
Saskatoon, SK S7M 0J8  
Tel: 306-664-7237  
Email: gsametts@abilitiescouncil.sk.ca



185-9



Tuesday, December 22, 2015

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

Dear City Council:

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

On behalf of the SaskTel Saskatchewan Jazz Festival, we respectfully request that the hours of the Noise Bylaw for Park Events be extended for the dates of the 2016 SaskTel Saskatchewan Jazz Festival – Friday, June 24 through Sunday, July 3rd, 2016. We respectfully request the hours be extended until 11:00 pm each day to allow for our operations during the 30<sup>th</sup> anniversary Festival. These extended hours would accommodate our Bessborough Gardens Mainstage which we typically conclude operations between 10:00pm and 11:00pm, and PotashCorp Freestage concerts in Friendship Park which we typically conclude operations between 10pm and 10:30pm.

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

If you have any questions, please don't hesitate to contact me at 306.653.8350 or [kevin@saskjazz.com](mailto:kevin@saskjazz.com).

Sincerely,

A handwritten signature in blue ink, appearing to read "Kevin Tobin".

Kevin Tobin  
Artistic Director  
Saskatchewan Jazz Festival



# SAMPLE

Date:

Dear Tenant;

The Saskatchewan Jazz Festival producers of the 2016 SaskTel Saskatchewan Jazz Festival wishes to advise you of our operations during the June 20<sup>th</sup> – July 5<sup>th</sup>, 2016 timeframe in Friendship Park (19<sup>th</sup> Street and Spadina Crescent) .

Pending approval from the City of Saskatoon the operations of the 30<sup>th</sup> SaskTel Saskatchewan Jazz Festival will consist of the following

1. From June 20<sup>th</sup> to June 24<sup>th</sup> the Festival will complete set up in Friendship Park.
2. From June 24<sup>th</sup> to July 3<sup>rd</sup> the Festival hours of operation will consist of the following (please note these are estimates:
  - a. Friday, June 24                    3PM-4PM                    (Music from 4PM-10PM)
  - b. Saturday, June 25                    11AM-Noon                    (Music from Noon-10PM)
  - c. Sunday, June 26                    1PM-2PM                    (Music from 2PM-10PM)
  - d. Monday, June 27                    5PM-6PM                    (Music from 6PM-10PM)
  - e. Tuesday, June 28                    5PM-6PM                    (Music from 6PM-10PM)
  - f. Wednesday, June 29                    5PM-6PM                    (Music from 6PM-10PM)
  - g. Thursday, June 30                    3PM-4PM                    (Music from 4PM-10PM)
  - h. Friday, July 1                    11AM-Noon                    (Music from Noon-10PM)
  - i. Saturday, July 2                    11AM-Noon                    (Music from Noon-10PM)
  - j. Sunday, July 3                    1PM-2PM                    (Music from 2PM-10PM)
3. Each performance will be 90min with a 30min break except for the 8PM performance which will be 2x45min sets with a 1x30min break. All shows are expected to conclude at approximately 10PM.
4. Festival Management will continually monitor sounds levels and work with artists and audio technicians ensure noise levels do not exceed 105 decibels.
5. Paid security is on site 24hrs.
6. On July 4<sup>th</sup> and 5<sup>th</sup> the Festival will complete the clean-up.

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

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

Kevin Tobin  
Artistic Director  
Saskatchewan Jazz Festival  
P: 306.653.8350 | E: kevin@saskjazz.com

## Rationale for Setting Emission Targets for the City of Saskatoon – SEAC OCT 2015

### Executive Summary:

Given that urgent action is required to address climate change, SEAC recommends that the City of Saskatoon adopt the “Scenario 1” greenhouse gas emission targets as outlined in Figure 3, and the accompanying chart, on page 3 of this document. This target is recommended for both Corporate and Community emissions. Scenario 1 is what is required from a climate perspective. Scenarios 2-4 offer progressively less aggressive initial reductions. All four scenarios are based on reaching 80% reduction in greenhouse gas emissions below 1990 levels by 2050, however, they differ in how quickly reductions begin.

### Rationale:

As per the most recent Assessment Report of the Intergovernmental Panel on Climate Change (IPCC) in 2013, snow and ice are diminishing, water is warming and the concentration of greenhouse gases (GHG) is increasing. Climate response, or climate change, occurs when the global mean surface temperature increases due to cumulative emissions and changes to the Earth’s surface.

These anthropogenic influences are measurable through regional feedback cycles here in Saskatoon such as changes in watershed, variance in precipitation, decreased air quality and irregular weather patterns. For example, the IPCC modeled that variances in temperature will increase based on this warming such that weather will be even less predictable (Figure 1).

The City of Saskatoon completed a GHG inventory in 2003 with the goal to use 2006 as a baseline to set target emissions up until 2020 (Figure 2). Since then the estimates have not been revised, reviewed or measured. IPCC research indicates we are not meeting global or national targets and need to better understand our local emissions in Saskatoon before we can influence change.

We offer four scenarios for the next 30 years based on reaching an 80% reduction by 2050 (Figure 3). This is based on the United Nations’ goal of preventing a global temperature increase of 2°C; we are currently headed towards an increase of 4°C. Each scenario requires a feasibility study to justify emission outputs and show where the greatest impact will be felt. For example, the logistics of removing major polluters such as coal firing power plants.

The scenarios differ in how aggressively emissions are reduced in the next few years. Less aggressive early reductions reduce or eliminate the need to act now by pushing more pressure and more dramatic actions onto our future generations. However, delaying action may reduce our ability to prevent excessive warming. Compared to other provinces, we are already big emitters per capita due to energy-intensive industries and coal-fired power plants (Figure 4). The first three possible scenarios presented in Figure 3 offer an opportunity for Saskatoon, as a city, to model good policy and best practices in emission reduction. We offer these raw scenarios with the hope that a more thorough public report may be prepared by the city within the next six months.

Possible policy changes include a carbon tax, a cap and trade system or industry specific incentives. We recommend that the following specific sectors be examined: energy generation, transportation, waste management, agricultural land use and industrial processes.

Setting attainable and meaningful targets will allow Saskatoon to improve socio-economic indicators. We foresee growth in two main areas: 1) job creation and economic growth through innovation in reducing emissions and development of green economy 2) increased usage and reduced costs in alternative transportation that may also benefit the community’s overall health.

## Figures

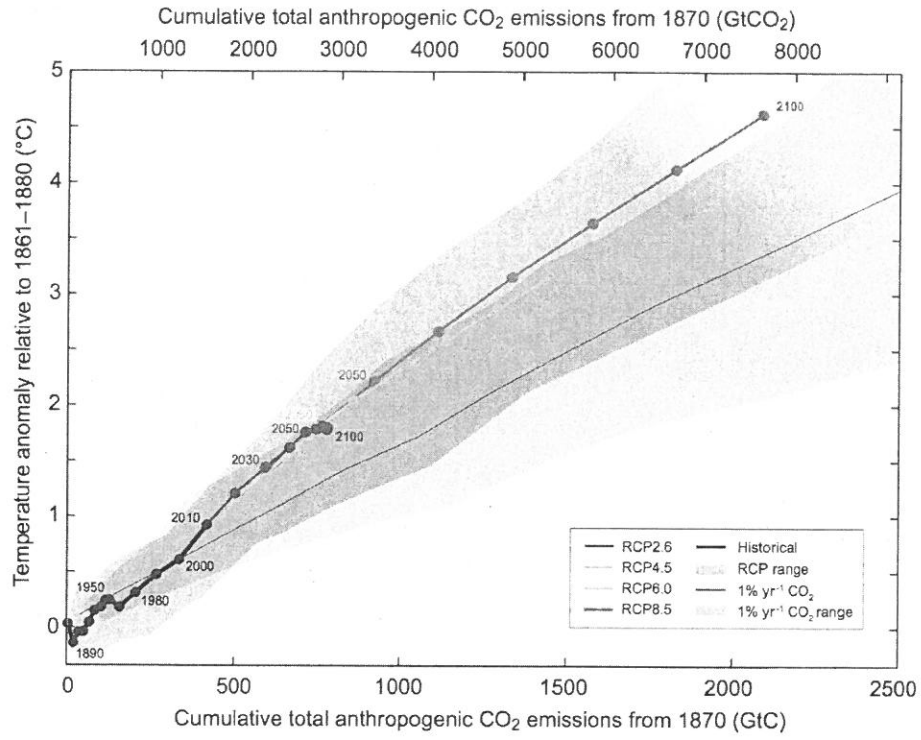
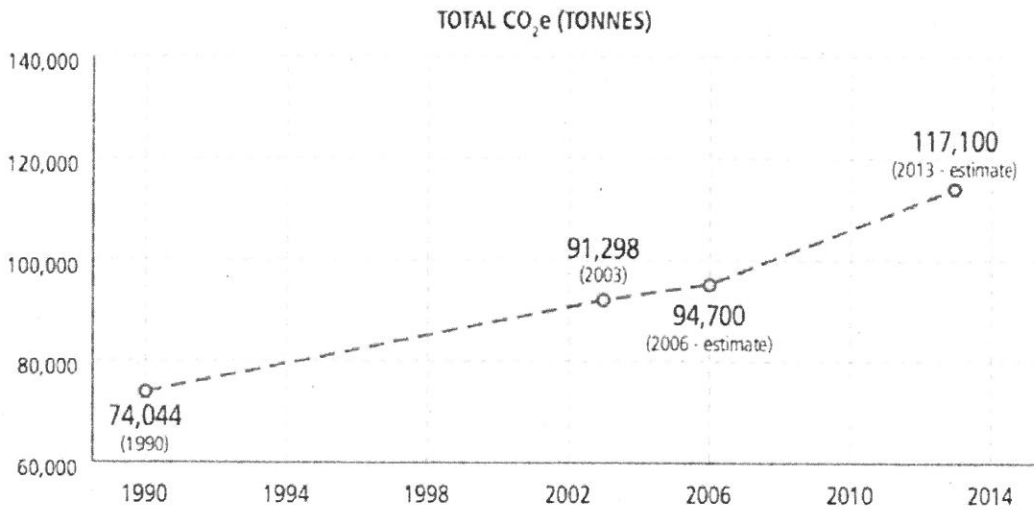


Figure 1 IPCC, 2013: Summary for Policymakers. In: Climate Change 2013: The Physical Science Basis



Sources: ICLEI Energy Services, 2005; City of Saskatoon - Environmental & Corporate Initiatives

Figure 2 The City of Saskatoon's 2014 Environmental Leadership Report

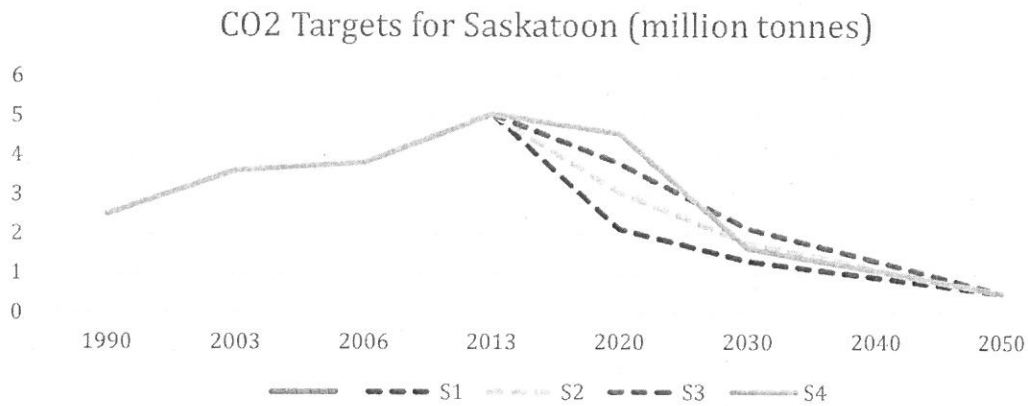


Figure 3 SEAC GHG sub-committee's target scenarios for Saskatoon. Data in Table 1

S1: 15% below 1990 by 2020, 80% below 1990 by 2050

S1: 20% below 2006 by 2020, 80% below 1990 by 2050

S3: 25% below 2013 by 2020, 80% below 1990 by 2050

S4: 10% below 2013 by 2020, 35% below 1990 by 2030, 80% below 1990 by 2050

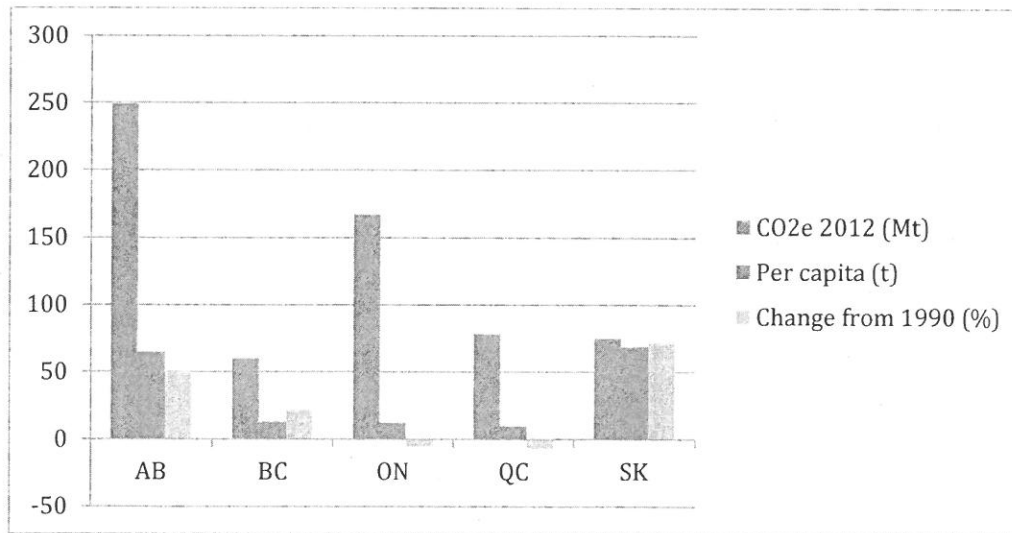


Figure 4 Saskatchewan CO<sub>2</sub> compared to other Canadian provinces. Data in Table 2

## Tables

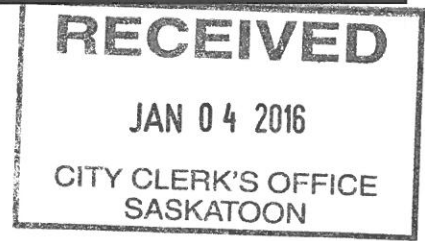
Table 1 - SEAC GHG sub-committee extrapolation of emission targets.

		CO2e (mt)				
	Year	CITY	S1	S2	S3	S4
	1990	2.5	2.5	2.5	2.5	2.5
	2003	3.6	3.6	3.6	3.6	3.6
	2006	3.8	3.8	3.8	3.8	3.8
Estimate	2013	5.04	5.04	5.04	5.04	5.04
Target	2020	3.07	2.125	3.04	3.78	4.536
	2030		1.3125	1.77	2.14	1.625
	2040		0.90625	1.135	1.32	1.0625
	2050		0.5	0.5	0.5	0.5

Table 2 - SEAC GHG sub-committee comparison between provinces

CO2e in Canadian Provinces				
Province	CO2e 2012 (Mt)	Per capita (t)	Change from 1990 (%)	Share in Canada (%)
AB	249	65	50	35.6
BC	60.1	13.2	21.7	8.6
ON	167	12.5	-5.6	23.9
QC	78.3	9.7	-7	11.2
SK	74.8	68.8	72	10.7
Canada	699	20.1	18	100

**From:** Brian Sawatzky <briancfi@sasktel.net>  
**Sent:** January 04, 2016 12:36 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Monday, January 4, 2016 - 12:35  
Submitted by anonymous user: 67.225.17.39  
Submitted values are:

Date: Monday, January 04, 2016  
To: His Worship the Mayor and Members of City Council  
First Name: Brian  
Last Name: Sawatzky  
Address: 3330 Fairlight Dr  
City: Saskatoon  
Province: Saskatchewan  
Postal Code: S7M 3Y4  
Email: briancfi@sasktel.net

Comments: Hello-- The Saskatoon Environmental Advisory Com. would like to speak on Jan. 11, 2016, to the Standing Policy Com. on Environment, Utilities & Corp. Services about our recommendations on Greenhouse Gas Emission Targets for Saskatoon. Thanks Brian Sawatzky SEAC

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/398/submission/57862>

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## Award of RFP Recovery Park Business Case Consultant

### Recommendation

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

1. That the proposal submitted by KPMG LLP to complete a business case study on a waste diversion facility (Recovery Park) for a total estimated cost of \$132,766 (including GST and PST) be accepted; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the contract documents, as prepared by the City Solicitor under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to award the Request for Proposal (RFP) for Consulting Services for a Waste Diversion Facility (Recovery Park) Business Case Study.

### Report Highlights

1. The Administration recommends awarding the Business Case Study to KPMG which had the highest scoring proposal.
2. An integrated approach to waste and recycling management at Recovery Park could be expected to divert an additional 5,000 tonnes from the landfill each year through new diversion programs like construction waste recycling and improved service to existing programs like HHW.

### Strategic Goals

The initiatives discussed in this report support the Strategic Goal of Environmental Leadership. Expanded recycling and composting programs respond directly to the four-year priorities to promote and facilitate city-wide composting and recycling and eliminate the need for a new landfill by diverting waste for re-use.

Recovery Park also supports the 10 year strategies to improve the quality and reduce the quantity of storm water run-off going to the river, reduce greenhouse gas (GHG) emissions, and address soil-quality issues on City-owned properties.

This also supports the Performance Target of diverting 70% of waste from the landfill.

### Background

On May 25, 2015, City Council approved hiring a consultant to develop a business case and options for delivery models for Recovery Park.

### Report

#### Award of RFP

The purpose of the Request for Proposals (RFP) was to invite interested Proponents to prepare and submit competitive proposals for consulting services pertaining to conducting a business case study on Recovery Park in the City of Saskatoon.

Recovery Park will be an integrated waste management facility for Construction and

Demolition (C&D) Waste, Composting, Household Hazardous Waste (HHW), and Recycling. Recovery Park will also contain the future landfill public interface including scales, scale house, staff facilities, and waste and recycling transfer facilities. On October 7, 2015, an RFP was issued to hire a consultant to develop a business case and options for delivery models for Recovery Park.

Proposals were received from the following companies:

KPMG LLP

Ernst & Young LLP

HDR Inc.

Stack'd Consulting

Deloitte

Jasper Enterprises Inc. & Equinox Consulting Ltd.

AECOM Canada Ltd.

The proposals were evaluated by a multi-divisional committee including Environmental and Corporate Initiatives, Public Works and Finance using the following criteria points as outlined in the RFP:

40 points – Corporate Profile, team composition, relevant experience

20 points – Proposed Methodology, approach, and schedule

30 points – Financial Proposal

Once the Evaluation Team scored the 7 submitted Proposals based upon the evaluation criteria above, the three highest scoring proposals were shortlisted for interviews.

The proposal with the highest score following the interviews was KPMG LLP.

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

The consultant will engage private industry and other stakeholders to determine their interest and desired level of involvement in Recovery Park.

### **Financial Implications**

Capital Projects #2187 – US Composting Facility, #2050 – C&D Waste Management Centre, and #1482 – SW Recycling Depots will each contribute one third of the \$132,766 required for the study (\$44,255.33 each). Each project has sufficient funding available and will benefit from the results of the Business Case Study.

### **Environmental Implications**

An integrated approach to waste and recycling management at Recovery Park could be expected to divert an additional 5,000 tonnes from the landfill each year through new diversion programs like construction waste recycling and improved service to existing programs like HHW. The diverted volume could reduce up to 1,150 tonnes of GHG annually. This is equivalent to removing 225 cars from our roadways each year.



**Other Considerations/Implications**

There are no policy, privacy, communications or CPTED implications or considerations to report at this time.

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

The Administration will report on the results of the business case and plans for Recovery Park to the Standing Policy Committee on Environment, Utilities and Corporate Services in May 2016.

**Public Notice**

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

**Report Approval**

Written by: Josh Quintal, Project Engineer  
Reviewed by: Chris Richards, Energy and Sustainability Engineering Manager  
Brenda Wallace, Director of Environmental and Corporate Initiatives  
Catherine Gryba, General Manager, Corporate Performance Department  
Approved by: Murray Totland, City Manager

Administrative Report – Recovery Park Business Case Award of RFP.docx

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## **Municipal Greenhouse Gas Emissions Reduction Strategy – Response to SES Letter**

### **Recommendation**

That the report of the General Manager, Corporate Performance Department dated January 11, 2016, be forwarded to City Council for information.

### **Topic and Purpose**

The purpose of this report is to provide information on the status of current civic initiatives that respond to the recommendations of the Saskatchewan Environmental Society (SES) for reducing community greenhouse gas emissions.

### **Report Highlights**

1. The SES submitted a letter to City Council encouraging leadership and innovation in reducing community greenhouse gas (GHG) emissions.
2. Twenty-one (21) recommendations were provided to the City as a suggested strategy for reducing emissions today and avoiding future climate change impacts.
3. The letter noted that climate change impacts are already evident and mitigation will help reduce impacts related to future changes.
4. The City of Saskatoon (City) has identified the need to adapt to climate change as a key corporate risk and will be submitting a number of reports outlining strategies for managing this risk.

### **Strategic Goals**

This report responds to the priority to implement the Energy and Greenhouse Gas Reduction Plan under the Strategic Goal of Environmental Leadership.

### **Background**

On November 9, 2015 the Standing Policy Committee on Environment, Utilities and Corporate Services received a letter from the SES (Attachment 1) encouraging the City of Saskatoon to recognize climate change as the most important sustainability challenge and a looming public health threat. The SES acknowledged the City's long history of leadership and innovation and encouraged City Council and various civic departments to focus and prioritize reducing community GHG emissions. A proposed strategy including twenty-one (21) recommendations was submitted with the letter.

### **Report**

#### **Status of Civic Initiatives That Respond to the Recommendations**

The Administration has compiled a brief summary of a variety of civic initiatives that directly respond, or are related, to the recommendations made by the SES (Attachment 2).

### **Options to the Recommendation**

The Administration is recommending the information be received at this time and further reporting on the status of current initiatives continue.

Attachment 2 identifies where the City is not currently working on initiatives that directly respond to the following recommendations made by the SES:

- Regulation of solar access and the preservation of sunlight penetration in new home construction
- Financial incentives for solar energy
- Program for installing electricity efficiency technologies
- Wind turbines outside city limits
- Additional restrictions on illuminated signs
- Adoption of a bylaw restricting vehicle idling
- Incentives for ultra-low emission vehicles
- GHG emission reduction in the industrial sector

City Council may direct the Administration to bring forward further reports outlining options for developing new initiatives in these areas.

### **Financial Implications**

The Administration reports financial implications each time an initiative is introduced, changed, or is concluded. A number of initiatives listed in Attachment 2 will be reported on later this year. The Administration can prepare program plans with financial implications for specific recommendations listed in the SES letter where there are no current civic initiatives. Further direction from City Council is requested before such efforts are made.

### **Other Considerations/Implications**

There are no additional environmental, stakeholder, communications, policy or privacy considerations to report at this time.

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

Further reports on the status of current civic initiatives will be provided to the Standing Policy Committee on Environment, Utilities and Corporate Services in conjunction with reporting on the Compact of Mayors in July 2016.

### **Public Notice**

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

### **Attachments**

1. Letter from the Saskatchewan Environmental Society
2. Current Status of Civic Initiatives

**Report Approval**

Written by: Brenda Wallace, Director of Environmental and Corporate Initiatives

Reviewed by: Trevor Bell, Director of Saskatoon Light and Power  
Carla Blumers, Director of Communications  
Christine Bogad, Office of the City Solicitor  
Kara Fagnou, Director of Building Standards  
Angela Gardiner, Director of Transportation  
Clae Hack, Director of Finance  
Frank Long, Director of Saskatoon Land  
James McDonald, Director of Saskatoon Transit  
Alan Wallace, Director of Planning and Development

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

Administrative Report – Municipal Greenhouse Gas Emissions Reduction Strategy – Response to SES Letter.docx

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**Board of Directors****President**

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J.D. Henry, Ph.D.

M. Hidlebaugh, M.Sc.

R. Lepage, CA, CMC

Rev. M. McKechney, M.A., M. Div.

W.J. (Bill) Wardell, Q.C.

Dear Mayor Atchison and Members of City Council,

RE: Greenhouse Gas Reduction Recommendations

Saskatoon is in a period of change as the city is growing. The City of Saskatoon has been active in trying to guide future infrastructure investments in order to provide more choices for residents in how they live and move around the city. The Saskatchewan Environmental Society (SES) recognizes the hard work that the City of Saskatoon and City Council have conducted so far in such initiatives and consultations as the *Growth Plan to Half a Million* and the *2015 Performance Goals*.

SES is a non-profit, registered charity whose mandate is to work towards a world in which all needs can be met in sustainable ways. Sustainability requires healthy ecosystems, livelihoods, and communities. Recently the Board of Directors of the Saskatchewan Environmental Society adopted a recommended strategy on municipal greenhouse gas reduction for Saskatoon. This strategy was prepared with the view to providing suggestions on how Saskatoon could successfully curb its rising greenhouse gas footprint.

The City of Saskatoon has a long history of being leaders and innovators on important sustainability and preventive health initiatives, such as helping found the Meewasin Valley Authority and being the first city in the province to enforce a smoking ban in public places. Climate change is now the most important sustainability challenge we face and a looming public health threat. SES believes the suggestions in the attached greenhouse gas reduction strategy could help the City of Saskatoon play a major leadership role in reducing community-wide greenhouse gas emissions in Saskatoon, and at the same time set an example for the rest of Saskatchewan to follow.

The attached emission reduction strategy contains 21 recommendations. Highlights of these recommendations include establishing an inventory of city-wide greenhouse gas emissions, putting in place a municipal building code for energy efficiency, supporting widespread installation of solar power, encouraging low-emission transport options and adopting an idle-free bylaw.

Achieving greenhouse gas emission reductions at a community level will require City Council leadership and a strong community-wide effort. As such, SES recognizes that leadership will be needed from several civic departments. We would be happy to meet with interested civic department managers to discuss how some of our suggestions in the attached paper might be implemented.



Time is now an important consideration. The damage that has already been done to the global climate from fossil fuel emissions is not reversible over the next several centuries, but there is much we can do in the years ahead to prevent the consequences of climate change from becoming far worse than they are right now. This summer's forest fires in northern Saskatchewan, the 2011 and 2014 intense rainfall and flooding events in southeast Saskatchewan, the spread of Lyme Disease in Canada, and the increasing acidification of coastal waters on every Canadian coastline provide glimpses of what the future holds if local, provincial and national governments do not take the steps necessary to achieve deep greenhouse gas reductions.

With the international negotiations to forge a global climate change treaty scheduled for December of 2015, we suggest this could be an opportune time for the City of Saskatoon to develop a comprehensive community-wide greenhouse gas reduction plan.

We look forward to assisting you in any way we can and to receiving your response in regards to our recommendations when you have had time to consider them.

We would be grateful for the opportunity to make a short presentation on the attached document before the appropriate Standing Policy Committee of Council. Our sincere thanks.

Yours truly,

A handwritten signature in blue ink that reads "Bert Weichel".

Bert Weichel, SES Board President

A handwritten signature in black ink that reads "Sarina Gersher".

Sarina Gersher, SES Board Member

A handwritten signature in brown ink that reads "Ann Coxworth".

Ann Coxworth, SES Board Member

A handwritten signature in black ink that reads "Allyson Brady".

Allyson Brady, SES Executive Director

A handwritten signature in brown ink that reads "Peter Prebble".

Peter Prebble, SES Director of Environmental Policy

CC. Brenda Wallace, Manager of Environment and Corporate Initiatives

CC. Trevor Bell, Manager of Saskatoon Light and Power



## **Recommendations for a Municipal Greenhouse Gas Emission Reduction Strategy for the City of Saskatoon Focused On Community-Wide Emissions**

**October 28, 2015**

The board of directors of the Saskatchewan Environmental Society is pleased to offer the following suggestions on important components of a community-wide greenhouse gas reduction strategy that we would like to see the City of Saskatoon move forward with. There are many important policy levers that can be exercised at a municipal level to reduce the City's greenhouse gas footprint.

### **Monitoring, Assessment and Public Education**

#### **1. Community GHG Reduction Target**

We hope the City of Saskatoon will adopt an official target for community-wide reduction of greenhouse gases (GHGs). The Saskatchewan Environmental Society (SES) urges the City of Saskatoon to adopt an ambitious reduction target followed by the establishment of clear city policies needed to achieve it. Based on the physical realities of climate science and the threat posed by rising greenhouse gas concentrations in the atmosphere, SES recommends an overall community GHG reduction target of at least 35% below current emission levels by 2025. In the items that follow, we recommend several key policy directions for the City to consider as it works to achieve that goal.

#### **2. An Up-to Date Assessment Of Current Community GHG Emissions**

The City of Saskatoon does not have an up-to-date detailed assessment/inventory of current annual community-wide greenhouse gas emissions. This assessment is essential for tracking future emission reduction progress, for setting emission reduction targets for each sector of the Saskatoon economy, and for formulating good public policy for each sector. We urge the City to publish such an assessment in the near future and to update it every two years.

#### **3. Public Education Campaign on Climate Change**

Community-wide emissions will only decline if the public supports and actively participates in local initiatives towards that end. To achieve higher levels of public engagement, a local information campaign on the urgency of climate change and the exceptionally long-lived nature of greenhouse gases is needed. Such a campaign could also highlight potential monetary savings from reduced fossil fuel use.

#### **4. Reporting Progress On Emission Reduction**

SES recommends that the City take steps to ensure that residents are kept aware of progress being made to reduce greenhouse gas emissions in our community. One option would be to consider updates on signs or billboards - similar to what the United Way does when informing the public how close it is to reaching its annual fund raising goal. A chart could show the reduction of total GHG emissions put out by Saskatoon and our progress towards meeting our 2025 goal.



## **Buildings and Subdivision Design**

### **5. Energy Efficiency Provisions in the Municipal Building Code**

The Saskatchewan government has conducted consultations on introducing energy efficiency provisions into the provincial building code, and received a positive response. Unfortunately, the Province has yet to take action, and may not do so for some time. However, the City of Saskatoon has the authority to adopt its own energy efficiency provisions for new building construction. We recommend that the City do so, and urge City Council to adopt R80 (ENERGY STAR®) as the official standard, and then continually upgrade the standard every 5 years. ENERGY STAR® would represent a significant improvement over current building practice, and offers a good starting point, since many builders have some experience with it. ENERGY STAR® has also been widely promoted by the Saskatchewan Home Builders Association, and is already the requirement for all new home construction in the Province of Ontario.

### **6. Medium Term Goal for Energy Efficiency: Net Zero Energy Buildings**

If Saskatoon is to grow over the medium and long term without significantly adding to its existing level of greenhouse gas emissions, it is important - within a decade - to move to a level of energy efficiency in new building construction that does not rely on fossil fuels for heating or electricity. Net-zero energy house construction is becoming more widely adopted in Canada and costs are declining. The City should work towards the goal of making net-zero energy building construction the municipal standard for energy efficiency by 2025 for both new homes and new commercial buildings. With this in mind, appropriate training sponsored by the City of Saskatoon, SIAST and numerous other partners should get underway as soon as possible for architects, home builders, carpenters, electricians, plumbers and other relevant building trades.

### **7. Design Standards for New Neighbourhoods To Utilize Solar Energy**

The Saskatchewan Environmental Society urges the City of Saskatoon to modify all new subdivision design so as to maximize the ability of homeowners to use solar energy in both passive and active applications. The City should require that future subdivision design and street layout allows all new homes to have good south facing exposure and to be able to make full use of passive solar energy.

### **8. Solar Provisions In New House Construction And Protection of Solar Access**

The City of Saskatoon should require that all new homes be designed and wired for future potential installation of solar photovoltaic systems. The City should also actively encourage builders to install solar hot water as a standard feature in new home construction. The City of Saskatoon should also consider taking steps to ensure that those who have installed solar systems will have their right to access sunlight on their solar installation protected.

### **9. Financial Incentives for All Forms of Solar Energy**

As a way of incenting solar installations, the City of Saskatoon could consider giving a small property tax discount to homeowners that install solar hot water systems, solar heating systems, or solar photovoltaic systems.

### **10. Model Low GHG Emission Neighbourhood**

We suggest the City of Saskatoon consider the development of a model environmentally sustainable neighbourhood. Examples of features that could be built into such a neighbourhood include: (a) well designed walking and cycling paths (b) all homes designed for passive solar energy use (c) all homes super-insulated (d) all homes equipped with solar hot water and solar photovoltaic systems (e) all homes designed to conserve water.





## **Greenhouse Gas Reduction in the Electricity Generation Sector**

### **11. Use of Saskatoon Light & Power As A Vehicle for GHG Reduction**

The City of Saskatoon is fortunate to have its own municipal utility. This provides it with enormous potential to set its own policy path in support of clean, sustainable electricity production. It would be valuable for Council to consider using this potential to incent the use of energy efficiency measures, and to incent the most promising source of renewable power the City has available to it: solar energy.

### **12. Net Metering As A Policy Initiative for SLP**

The Saskatchewan Environmental Society congratulates the City of Saskatoon and Saskatoon Light and Power on the decision to adopt net metering for the SLP area. This is an important element in building a municipal greenhouse gas reduction strategy.

### **13. Financial Options for Accelerating Installation of Solar Photovoltaic Systems**

Here are two options to consider:

#### **a) Facilitating Payment of Capital Costs For Solar Photovoltaic Installations**

The City of Saskatoon could follow the lead of several other cities and offer financial assistance to help offset the significant up-front capital investment associated with solar electric installations. This might mean a small subsidy on loans for solar power installations or permitting residents to pay off the cost of their solar installations on their property taxes.

#### **b) The City Could Explore the Option of a Feed-In-Tariff**

More than 70 countries in the world now have a feed in tariff to incent renewable electricity installations. A feed-in-tariff is a policy under which customers who install renewable power receive a price for the electricity they produce that reflects actual installation costs plus a modest profit. In the absence of the Province of Saskatchewan having adopted such a policy measure, Saskatoon could follow the lead of several other cities in North America and consider a modest feed in tariff targeted at accelerating the adoption of solar power. Banff, Alberta was the first city in Canada to adopt a feed-in-tariff at the municipal level. Given the good sunlight resource in Saskatchewan and the pace at which solar costs are dropping, the extra incentive would not need to be high.

### **14. Saskatoon Light and Power Could Consider Direct Installation of Electricity Efficiency Technologies**

The City of Saskatoon could ask Saskatoon Light and Power to consider 'direct installation' of electricity saving measures to help customers cut their power bill and reduce their greenhouse gas emissions. SLP could offer to cover the up-front cost of electricity saving measures that pay for themselves within six years, and then allow their customers to pay off the installation costs via their monthly payment on their electricity bill. After each electricity-saving installation was complete, a customer's electricity bill would remain the same (except for regular rate increases charged to all customers) until such time as costs of the installation had been fully paid for. In other words, installation costs and interest charges would be paid in full through energy savings.

### **15. The City of Saskatoon Could Move into Wind Power and Ask the Province of Saskatchewan for Permission to Build Wind Turbines Outside the City**

Saskatoon Light and Power is currently limited to installing renewable power within the SLP district. This places unreasonable limits on the City of Saskatoon being able to pursue wind power. A 20-50 MW wind power installation would be financially attractive for Saskatoon and



would be an important vehicle for reducing GHG emissions, but it naturally needs to be located outside City limits. Saskatoon Light and Power should consider asking permission from SaskPower to be able to build a wind generation station outside Saskatoon city limits and within a 50 km range of Saskatoon.

#### **16. LED Street Lighting for all Neighbourhoods**

The City is to be commended for installing 100% LED street lighting in the Evergreen neighbourhood and in all new areas of the city. We recommend converting every neighbourhood in Saskatoon to LED street lighting. The majority of street lights in Saskatoon are still high pressure sodium. A switch to LED lighting would offer a 60% reduction in energy use.

#### **17. A Bylaw To Regulate Over-lighting On Signs**

Numerous establishments in Saskatoon are using unnecessary amounts of light on their signs and their outdoor lighting. The City should consider an educational campaign to discourage the unnecessary use of electricity for outdoor lighting purposes, and should also consider the adoption of a bylaw that would have the effect of curbing outdoor over-lighting practices. The initial application of the bylaw should be with respect to signage.

### **Transportation**

#### **18. City Support for Low-Emission Transport Options**

Climate change and public health are two important reasons why the City of Saskatoon should encourage local residents to reduce their vehicle use. SES supports many of the improvements the City of Saskatoon is planning for the transit system, but encourages the City to set much higher targets for transit ridership. Increasing transit ridership will require more bus frequency, lower bus fares, better snow maintenance around bus shelters, and a system that gets people to their destination more efficiently. SES also encourages the City of Saskatoon to support a large increase in cycling during the spring, summer and fall months. Saskatoon needs a comprehensive system of bicycle lanes and bicycle paths, with built-in safety features for cyclists when they need to travel along or cross major traffic routes. Such a system will foster higher rates of cycling in Saskatoon.

#### **19. Adoption of an Idle-Free Bylaw**

Many cities in eastern Canada have adopted bylaws to limit vehicle idling. Idling is typically not allowed for more than 3 minutes on private property, municipal property, or while parked on the side of the road within city limits. Exemptions are usually provided for police, fire or ambulance vehicles or any other vehicles responding to an emergency situation. There are usually several other categories of exemptions such as armoured vehicles, vehicles that need to preserve cargo on board with heating or refrigeration, and vehicles where idling is required in order to service the engine, conduct repairs or refuel. The Saskatchewan Environmental Society urges the City of Saskatoon to adopt an idle-free bylaw that will apply in the spring, summer and fall months (when temperatures are above freezing), and that will limit vehicle idling to no more than 3 minutes.

#### **20. Incentives For Ultra-Low Emission Vehicles**

Ultra-low emission vehicle use needs to be actively encouraged in Saskatoon. The Saskatchewan Environmental Society urges the City to consider incentives/privileges to reward motorists who have purchased a super-energy efficient vehicle or an electric car powered by a renewable energy source.



## 21. GHG Emission Reduction in the Industrial Sector

The industrial sector is Saskatoon's largest source of greenhouse gas emissions and one that the City of Saskatoon has little direct control over, making it a very challenging sector to manage. We have three suggestions on steps the City may wish to consider. First, we recommend the City of Saskatoon adopt strict standards for space heating and electrical efficiency for all industrial facilities built in Saskatoon in the future. Second, we suggest that the City explore options for tax incentives for major energy efficiency initiatives by industrial companies. Third, we recommend that Saskatoon Light and Power be mandated by Council to negotiate with large industrial facilities on a schedule for energy efficiency improvements.

## Conclusion

The recommendations we have made here are our observations about best places to start in reducing community-wide greenhouse gas emissions in Saskatoon. We hope these suggestions are helpful in your deliberations. Thank you very much for considering them.

## Current Status of Civic Initiatives

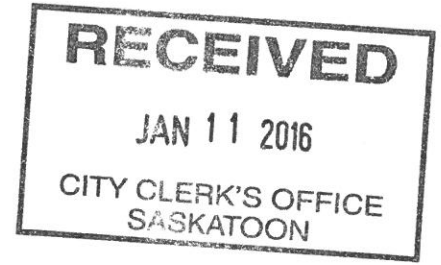
RECOMMENDATIONS FROM THE SASKATCHEWAN ENVIRONMENTAL SOCIETY	CURRENT STATUS
Community GHG Reduction Target of 35% below current emission levels by 2025	<ul style="list-style-type: none"> <li>SEAC is working on a proposed Target and will make recommendation to City Council early in 2016.</li> <li>The City estimates that approximately 5,000,000 tonnes of GHGs may need to be reduced to meet the target. This is equivalent to 7 tonnes per person.</li> <li>Saskatoon is a signatory to the Compact of Mayors and has committed to establishing a Community GHG Reduction Target within two (2) years.</li> </ul>
Community GHG Inventory	<ul style="list-style-type: none"> <li>Resources were reallocated as part of the 2016 Business Plan and Budget to ensure that an inventory will be prepared in 2016.</li> <li>Saskatoon is a signatory to the Compact of Mayors and has committed to completing an inventory within one (1) year.</li> </ul>
Public Education Campaign on Climate Change <ul style="list-style-type: none"> <li>SES recommended the launch of a local information campaign on the urgency of climate change and exceptionally long-lived nature of GHGs.</li> </ul>	<ul style="list-style-type: none"> <li>No current City-led education campaigns focus on messaging of this kind. A report outlining environmental education initiatives will be provided in the first quarter of 2016 outlining options to redirect resources from current initiatives to meet this recommendation.</li> </ul>
Reporting Progress on Emissions Reduction <ul style="list-style-type: none"> <li>SES promoted the idea of posting signs or billboards within the community similar in nature to a United Way campaign goal sign.</li> </ul>	<ul style="list-style-type: none"> <li>Annual reports on GHG emissions were produced in 2012 and 2013 and GHG reductions have been reported in the Service Savings and Sustainability report since 2010.</li> <li>A dashboard highlighting performance against established targets is available on the City website. Currently Corporate GHG Emissions are tracked. Once a Community GHG Target is set these will be added to the dashboard.</li> </ul>
Energy Efficiency Provisions in the Municipal Building Code <ul style="list-style-type: none"> <li>SES recommended adoption of R80 (Energy Star®)</li> <li>SES recommended updating the standard every 5 years</li> </ul>	<ul style="list-style-type: none"> <li>Building Standards is currently working with internal and external stakeholders to develop a strategy to promote energy efficiency in buildings in advance of the provincial adoption of the energy standards.</li> <li>The merits of voluntary vs. mandatory labeling for residential construction are being evaluated.</li> </ul>
Net Zero Energy Buildings <ul style="list-style-type: none"> <li>SES recommends forming a partnership with SIAST and others to sponsor training on Net Zero Energy Building techniques.</li> </ul>	<ul style="list-style-type: none"> <li>The City is a member in the Sustainable Net Zero Building Energy Research Network facilitated by McGill University. Two research projects are currently underway. The hope is that the research may be applied by the City in its own corporate buildings with lessons learned shared with the community.</li> </ul>

RECOMMENDATIONS FROM THE SASKATCHEWAN ENVIRONMENTAL SOCIETY	CURRENT STATUS
Design Standards for New Neighbourhoods to Utilize Solar Energy	<ul style="list-style-type: none"> <li>Solar access is currently encouraged in the design of new neighbourhoods, but is not regulated.</li> </ul>
<p>Solar Provisions in New House Construction and Protection of Solar Access</p> <ul style="list-style-type: none"> <li>SES recommends that the City actively encourage builders to install solar hot water as a standard feature in new home construction</li> <li>SES recommends that steps be taken to protect the right of those who have installed solar systems to sunlight access</li> </ul>	<ul style="list-style-type: none"> <li>The preservation of sunlight penetration is referenced in the recently-adopted Neighbourhood Level Infill Strategy; however, specific reference to solar access for power production or passive solar purposes is not included as a priority in the adopted regulations. The current priority is privacy and amenity. A review of the success of the current regulations will be completed at the end of 2016.</li> </ul>
<p>Financial Incentives for Solar Energy</p> <ul style="list-style-type: none"> <li>SES recommends property tax discounts to homeowners</li> </ul>	<ul style="list-style-type: none"> <li>While no current incentives exist for solar energy, the City has incentive programs that could be used as a model for a future program.</li> </ul>
<p>Use Saskatoon Light &amp; Power as a Vehicle for GHG Reduction</p> <p>SES recommends that the policy of SL&amp;P be to support clean, sustainable electricity production with a focus on solar energy</p>	<ul style="list-style-type: none"> <li>Saskatoon Light &amp; Power have plans for green energy generation projects that include landfill gas, turboexpander, solar project, natural gas fuel cells, organic rankine-cycle heat recovery and hydropower. The generation capacity of these projects could equal 10% of their annual energy sales (i.e. 110 GWhr).</li> </ul>
Net Metering as a Policy	<ul style="list-style-type: none"> <li>The Net Metering Program was adopted by City Council on June 22, 2015. Changes to the Power Producer Policy are currently being made and a report to the SPC – Environment, Utilities and Corporate Services will be provided this spring.</li> </ul>
<p>Accelerating Installation of Solar Photovoltaic Systems</p> <p>SES suggested Saskatoon explore a Feed-In-Tariff to boost the price paid for solar energy</p>	<ul style="list-style-type: none"> <li>With respect to a Feed-In-Tariff, Saskatoon Light &amp; Power rates are currently set based on SaskPower rates so that all Saskatonians have the same set of rates. Any recommended changes in rates should therefore be proposed to SaskPower.</li> </ul>
<p>Saskatoon Light &amp; Power Directly Install Electricity Efficiency Technologies</p> <p>SES recommends that SL&amp;P cover the up-front cost of electricity saving measures that pay for themselves within 6 years, collecting repayment through electricity savings</p>	<ul style="list-style-type: none"> <li>Saskatoon Light &amp; Power customers are able to access efficiency programs available through SaskPower. No additional programs are currently being considered by the City's utility.</li> </ul>

<b>RECOMMENDATIONS FROM THE SASKATCHEWAN ENVIRONMENTAL SOCIETY</b>	<b>CURRENT STATUS</b>
<p>City of Saskatoon Build Wind Turbines Outside City Limits</p> <ul style="list-style-type: none"> <li>• SES recommends asking permission from SaskPower to guild a wind generation stations within 50 kms of Saskatoon</li> </ul>	<ul style="list-style-type: none"> <li>• This concept was explored with SaskPower in 2013 and a report produced (September 26, 2013) for City Council based on a request from a community entity.</li> <li>• SaskPower requires a study to show how a wind project would affect their electricity grid (interconnection study).</li> </ul>
<p>LED Street Lighting for All Neighbourhoods</p> <ul style="list-style-type: none"> <li>• SES recommends converting all streetlights in Saskatoon to LED</li> </ul>	<ul style="list-style-type: none"> <li>• Based on a successful pilot in the Evergreen neighbourhood, LED was adopted by City Council on September 23, 2013 as the standard for all new roadway and pathway lighting and major lighting upgrade projects.</li> <li>• There are no current plans to replace or retrofit existing lighting (unless part of a major upgrade project). However, an update report on LED lighting will be provided later in 2016 with options for City Council to consider.</li> </ul>
<p>Bylaw to Regulate Over-Lighting on Signs</p> <ul style="list-style-type: none"> <li>• SES recommends the City launch an education campaign to discourage the unnecessary use of electricity for outdoor lighting</li> </ul> <p>SES recommends a bylaw to curb over-lighting practices, starting with signs</p>	<ul style="list-style-type: none"> <li>• City Council adopted a general Dark-Sky Compliant Lighting Policy in 2007.</li> <li>• Restrictions on signs are included in the Zoning Bylaw including a prohibition on illumination of certain signs from 11PM to 7AM. Additional restrictions could be considered.</li> </ul>
<p>City Support for Low-Emission Transport Options</p> <ul style="list-style-type: none"> <li>• SES recommends higher targets for transit ridership</li> </ul> <p>SES recommends a significant increase in the development of safe cycling infrastructure</p>	<ul style="list-style-type: none"> <li>• Saskatoon Transit’s ridership for 2014 was 32 rides per capita. The current target for Saskatoon Transit, at 500,000 in 2045, is 62 rides per capita. The Canadian Urban Transit Association ridership targets for 2040 for large cities (400,000 to 2 million) is 120 rides per capita; medium cities (150,000 – 400,000) is 85 rides per capita.</li> </ul>

<b>RECOMMENDATIONS FROM THE SASKATCHEWAN ENVIRONMENTAL SOCIETY</b>	<b>CURRENT STATUS</b>
<p>Adoption of an Idle-Free Bylaw</p> <ul style="list-style-type: none"> <li>• SES recommends idling for more than 3 minutes not be allowed within city limits, with exceptions for emergency vehicles, vehicles requiring idling for specialized services such as heating/refrigeration, when temperatures are above freezing</li> </ul>	<ul style="list-style-type: none"> <li>• The City of Saskatoon has adopted restrictions on idling of civic vehicles in Administrative Policy #07-20 Civic Vehicles – Operating Protocol. Vehicles are not to idle for longer than 3 minutes at a time unless the temperature is above 27°C or below 5°C.</li> <li>• The idling of private vehicles is not currently regulated and an effective city-wide enforcement plan would have significant associated cost. A bylaw focussing on specific areas or uses (e.g. school zones) may be possible.</li> <li>• The Traffic Bylaw currently prohibits power units (heating/refrigeration) and large trucks in residential areas and the Noise Bylaw applies to idling trucks and power units for more than 20 minutes.</li> <li>• Some anti-idling signs have been installed outside a few civic facilities.</li> </ul>
<p>Incentives for Ultra-Low Emission Vehicles</p> <p>SES recommends that the City introduce incentives and privileges to reward motorists who own super-energy efficient vehicles or an electric car powered by a renewable energy source</p>	<ul style="list-style-type: none"> <li>• There are no current City initiatives.</li> <li>• An allocation of funding for this purpose would be required to introduce a new program.</li> </ul>
<p>GHG Emission Reduction in the Industrial Sector</p> <ul style="list-style-type: none"> <li>• SES recommends the adoption of strict standards for space heating and electrical efficiency</li> <li>• SES recommends tax incentives for major energy efficiency initiatives</li> <li>• SES recommends SL&amp;P be mandated to negotiate with large industrial facilities on a schedule for energy efficiency improvements</li> </ul>	<ul style="list-style-type: none"> <li>• The City has established programs that provide grants or tax abatement. An allocation of funding would be required to introduce a new program(s).</li> </ul>

**From:** Web E-mail - General Inquiry  
**Sent:** Monday, January 11, 2016 9:15 AM  
**To:** Web E-mail - City Clerks  
**Subject:** FW: Urgent submit attached letter to Z Jeffries prior to meeting of Standing Policy Committee on Environment Monday Jan 11 @ 2 pm  
**Attachments:** city\_grosvenor\_letter\_2016.docx



Carol J.E. Maier | tel 306.975.7881  
 Customer Service Delivery Coordinator  
 City of Saskatoon | 222 3rd Avenue North | Saskatoon, SK S7K 0J5  
 carol.maier@saskatoon.ca  
 www.saskatoon.ca

If you receive this email in error, please do not review, distribute or copy the information. Please contact the sender and delete the message and any attachments.

-----Original Message-----

**From:** Gary McCallum [mailto:mccgj@hotmail.com]  
**Sent:** Sunday, January 10, 2016 11:35 PM  
**To:** Web E-mail - General Inquiry  
**Subject:** Urgent submit attached letter to Z Jeffries prior to meeting of Standing Policy Committee on Environment Monday Jan 11 @ 2 pm

Submitted on Sunday, January 10, 2016 - 23:34  
 Submitted by anonymous user: 207.195.120.239  
 Submitted values are:

First Name: Gary  
 Last Name: McCallum  
 Email: mccgj@hotmail.com  
 Confirm Email: mccgj@hotmail.com  
 Phone Number: (306) 715-7407

*Requesting to Speak.*

==Your Message==

Service category: General or All Other Inquiries  
 Subject: Urgent submit attached letter to Z Jeffries prior to meeting of Standing Policy Committee on Environment Monday Jan 11 @ 2 pm

Message:

Urgent

Please provide attached letter to Z Jeffries, chair, Standing Policy Committee on Environment meeting 2 pm Monday Jan 11-2016

Attachment:

city\_grosvenor\_letter\_2016.docx:

[http://www.saskatoon.ca/sites/default/files/webform/contact/city\\_grosvenor\\_letter\\_2016.docx](http://www.saskatoon.ca/sites/default/files/webform/contact/city_grosvenor_letter_2016.docx)



Would you like to receive a short survey to provide your feedback on our customer service? The information you share will be used to improve the service we provide to you and all of our customers.:  
No

The results of this submission may be viewed at:  
<https://www.saskatoon.ca/node/405/submission/58882>

Gary McCallum  
2014 Main St S7H0L8

City Solicitor-  
City of Saskatoon



Regarding city owned laneway blockage of essential services I submit the foregoing brief history:

The multiunit residential corridor on the south side of Main St from Preston to Cumberland was developed and permitted with exterior rear yard parking dependent on rear city owned laneway access. Commercial on 8<sup>th</sup> St development was subsequent and was supposed to be in a way that did not block access to the multiunit residential units for which hundreds of families/children/seniors depend on for essential services and access. Subsequent to Grosvenor Shopping Center installing 100% vertical to lane parking behind the shopping center for the entire 3 blocks adjacent to the lane, without any provision for offloading, forcing an increasingly large number of service trucks onto the city owned laneway, that recurrently repeatedly block access for everyone especially essential services and laneway transit 7 days a week around the clock.

I would like to emphasize that the process of Grosvenor Shopping Center forcing service vehicles onto the public city owned laneway is not necessary as the shopping Center has acres of their own property to service their businesses. Service vehicles are unnecessarily now blocking essential access to this city owned laneway on a recurrent extended basis 7 days a week night and day. This has created a great deal of anger among the hundreds of residents in the multiunit residential adjacent properties and for good reason. Not only is blockage of access for essential services a disaster waiting to happen, all residents also depend on access to get in and out to go to work and seniors housing blockage of access transit etc.

The second associated issue I submit involves IDLING service diesel trucks forced unnecessarily into the public laneway blocking everyone for hours at a time

repeatedly during the week around the clock discharging diesel exhaust fumes directly into the adjacent hundreds of families, children, and seniors -- an obvious significant health risk that everyone understands. This issue will be presented to Standing Policy Committee on Environment, Sask Environmental Society, Star Phoenix referring to Jan 9 article idling bylaw and cbcgopublic related to coverage "neighborhoods in Canadian cities increasingly looking to city regarding need to maintain liveability in face of development". Varsity view has seen a gradual increase in posted signs " NO IDLE ZONE " in many parts of U of S- schools and Luther long term care-- for obvious health hazard-The point raised by city administration in star phoenix article Jan 9 that cost of enforcement needs to be addressed is valid, however is not a reason to abandon or ignore the obvious health hazard risk of idling that Saskatoon citizens are increasingly concerned about and asking for something to be done. I agree that the taxpayers who are being abused by idling should not bear the cost of enforcement. This same article lists solutions in many Canadian city jurisdictions where the abusers are required to offset the cost of enforcement through fines and penalties. I am concerned that the article seems to imply that the cost of enforcement our city administration is using as a reason to not deal with the health hazard risk of idling at all. It is increasingly apparent to the citizens and media that there is now a significant demand for the city to take a leadership role in addressing the issue of idling, illustrated by the Grosvenor public laneway example of unnecessary diesel exhaust into families, children, seniors for hours at a time recurrently repeatedly 7 days a week 24 hours a day blocking essential services.

These issues are important to and also copied to VVCA/Grosvenor Park community association, SASK Housing Authority affected senior housing and access transit and other proposed stakeholders in future.

This letter is submitted to City Solicitor City of Saskatoon to immediately address the liability and risk arising from the ongoing recurrent blockage of essential services access in the public laneway behind Grosvenor shopping center as well as ongoing laneway transit access that the hundreds of residents absolutely require and depend on .

Sincerely  
Gary McCallum

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## Recycling Communication Update

### Recommendation

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

1. That the information be received; and
2. That the agreement between the City of Saskatoon and Loraas be amended in accordance with the terms set out in this report and the Mayor and City Clerk be authorized to execute the Amending Agreement as prepared by the Office of the City Solicitor.

### Topic and Purpose

This report outlines the current and revised Communication Strategies for both Curbside Residential Recycling and Multi-Unit Residential Recycling (MURR). It also describes recommended changes to the Agreement with Loraas Recycle (Loraas).

### Report Highlights

1. Recycling awareness and satisfaction is high among most Saskatoon residents; however, gaps in knowledge and attitude exist and communication programs must be tailored to address these gaps.
2. Curbside residential recycling communications has shifted since program implementation; the new strategy incorporates broad awareness and one-on-one education to better reach target audiences and achieve goals. Loraas has taken a more active role in education delivery.
3. Multi-Unit education efforts will continue with an increasing emphasis on providing information to every resident and exploring specific barriers with property and site managers.

### Strategic Goal

The recycling programs respond directly to the four-year priority to promote and facilitate city-wide composting and recycling to reduce the rate and volume of waste sent to the landfill and the long term strategy to eliminate the need for a new Landfill by diverting waste for re-use under the Strategic Goal of Environmental Leadership.

### Background

On November 13, 2012, City Council approved the Residential Recycling Program Implementation plan and on August 21, 2014, City Council moved to enter into an Agreement with Cosmo to deliver the MURR Program. City Council receives regular updates on the status of all civic recycling programs, most recently on October 26, 2015 in the Integrated Waste Management Annual Report.

### Report

#### Recycling Awareness and Satisfaction

In the fall of 2015, residents of both the Curbside and Multi-Unit Residential Recycling programs were surveyed to measure recycling knowledge, recycling program

satisfaction, and sources used by residents to gather recycling information. Survey results are used to identify changes or enhancements to communications efforts.

Residents responded that they are satisfied with civic recycling programs, although those living in houses are more satisfied than those in multi-units, particularly with regards to communications. While residents typically know what can and can't be recycled, there are knowledge gaps specifically for hard plastics, plastic grocery bags, Styrofoam, plastic toys, foil paper and foil containers. Residents look to the City first for recycling information, even when inquiries are more suitably directed to Loraas or Cosmo. A summary of survey results can be found in Attachment 1.

### Status of Recycling Communications

Curbside recycling was implemented in 2013, and initial communication efforts focused on building support for the new program, program deployment, and how and what to recycle. Throughout 2014, program participation and tonnage remained relatively static; both Loraas and the City Administration recognized that changes were needed to the communications strategy to improve results.

In 2015, the City collaborated with Loraas to deliver two pilot programs: a school-based education program at the Loraas facility and a neighbourhood cart blitz implemented in Mayfair. Recycling education at festivals and events was also expanded in 2015 with improved materials engaging 17,642 individuals. Awareness campaigns were conducted using a more targeted approach. A summary of 2015 program results is provided in Attachment 2.

2014 and 2015 MURR communications focused on getting information to residents and engaging directly with building/property managers. While this was successful in many cases, challenges such as identifying who the appropriate site contact is, posters and brochures not being distributed by building managers, and a high proportion of residents not speaking English as their first language meant that not all residents received the information they required to properly recycle.

### 2016 Curbside Recycling Communications

The communications strategy for the Curbside Program is provided in Attachment 3 and incorporates the tactics piloted in 2015, specifically including one-on-one engagement in order to identify and reduce specific barriers with individual residents so that residents can recycle confidently and correctly for the long term.

Changes to the Agreement with Loraas will reflect changes in strategy as well as allocate additional responsibility to Loraas. Loraas will now be responsible for neighbourhood cart blitzes, a school-based education program, customer service, and correction notices in front streets. The City will continue to be responsible for media relations, three marketing campaigns per year, social media, the website, the Waste Wizard widget on the website, workshops for newcomers, and targeted education in cul-de-sacs and back lanes.

**Financial Implications**

The Curbside Residential Recycling Communication budget is \$266,600 (\$0.37/household/month). Loraas will now receive up to 35% of this to deliver specific education programs.

2016 MURR Recycling Communications

The 2016 communication plan incorporates additional strategies to provide targeted feedback and information to areas that need it the most. These include:

- door hangers at each residential unit
- continued one-on-one engagement with building or site manager to identify and reduce barriers to recycling
- increased use of correction notices and follow up for highly contaminated bins and other compliance concerns
- increased use of non-language communications such as icons

Cosmo was allocated responsibility for the production, distribution, and implementation of all communication plans as per their Agreement and this will remain unchanged. The City will continue to be responsible for media relations, communication planning, material design, and approvals.

**Financial Implications**

The MURR Communication budget is \$133,200 (\$0.37/household/month). Cosmo will continue to receive 75% of this for communications.

**Public and/or Stakeholder Involvement**

Cosmo and Loraas have both been consulted extensively on the information in this report. Loraas has agreed, through the Recycling Operations Committee, to the proposed changes to their Agreement related to the updated Communication Plans. No major changes are required within the agreement with Cosmo.

**Other Considerations/Implications**

There are no communications, policy, Privacy, environmental, or CPTED implications or considerations; nor any options to the recommendation.

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

Results from both recycling programs are reported annually in the Integrated Waste Management Annual Report, the next one is expected in the spring of 2016.

**Public Notice**

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

**Attachments**

1. Recycling Awareness Survey Results
2. Summary of 2015 Curbside Residential Recycling Communication Programs
3. Communications Strategy - Curbside Residential Recycling Program

## Recycling Communication Update

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### Report Approval

Written by: Amber Jones, Manager of Education and Environmental Performance

Reviewed by: Brenda Wallace, Director, Environmental & Corporate Initiatives

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

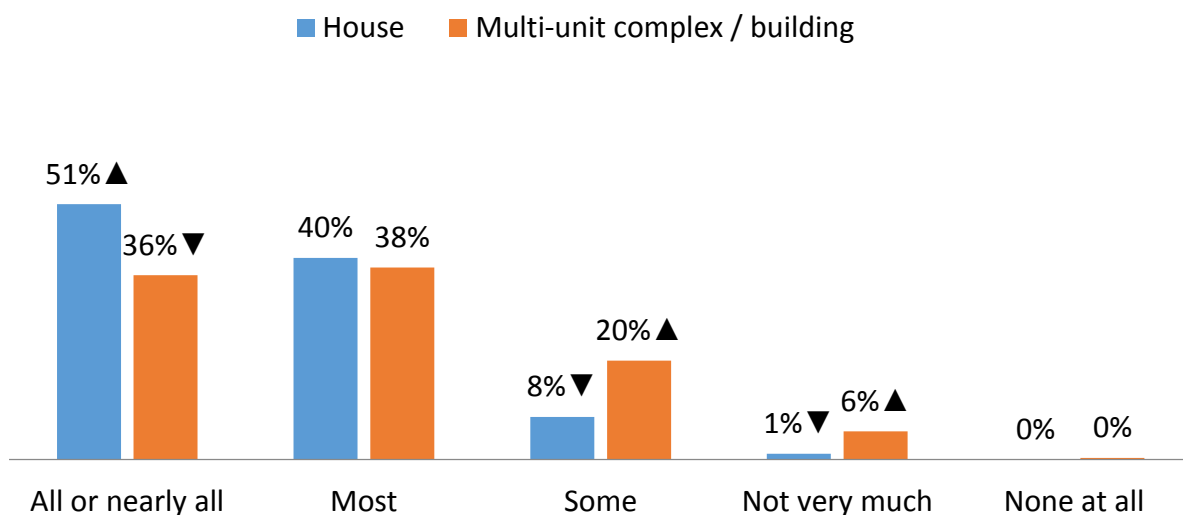
Administrative Report - Recycling Communication Update.docx

## Recycling Awareness Survey Results

The City commissioned a quantitative study about recycling for Saskatoon residents to measure recycling knowledge and program satisfaction, identify where residents go for information about recycling, and to look at ways to enhance the programs. The survey was conducted between October 21<sup>st</sup> and November 20<sup>th</sup>, 2015 asking a mix of 1000 single-family and multi-unit residents by Insightrix Research Inc.

Overall, program participation was reported as being fairly high with most Saskatoon residents claiming that they recycle all or most of their household’s recyclable items. Self-reported barriers to household recycling include situation (e.g. capacity issues, pick-up frequency), knowledge, and behaviour (e.g. cleaning items, laziness).

### Proportion of Recyclable Items Recycled by Type of Household

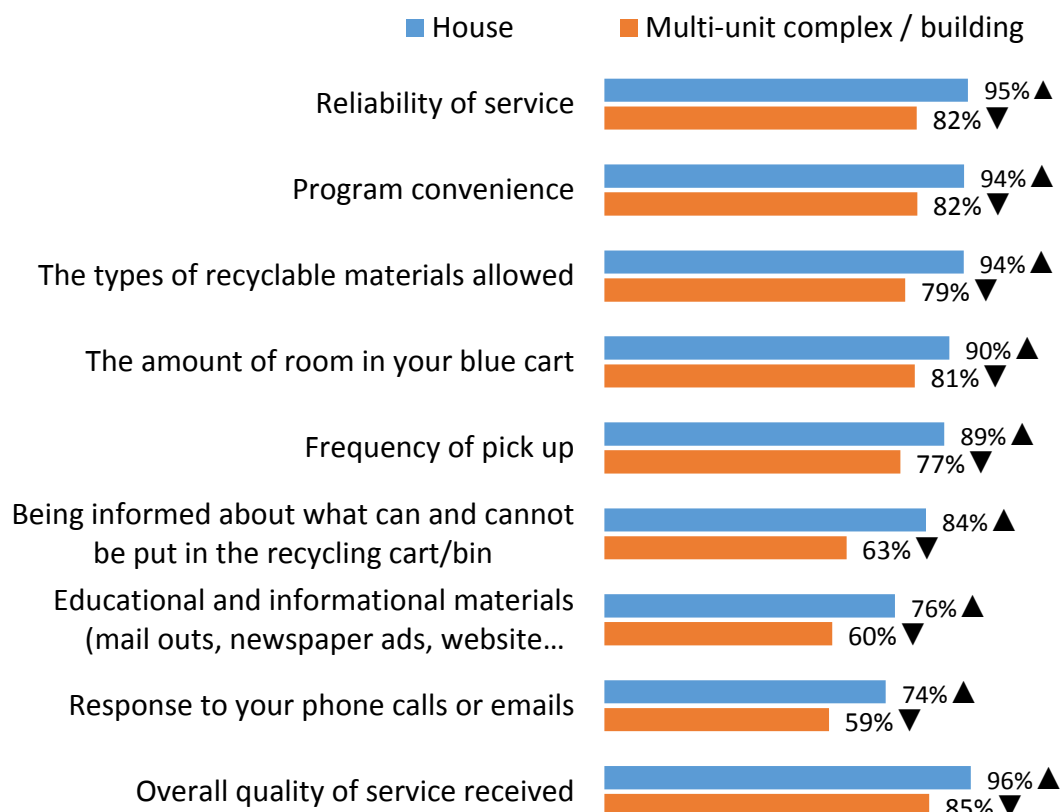


Residents who live in a house are more likely to feel constrained by collection schedules and types of acceptable items when it comes to household recycling. Those who live in a multi-unit building are more likely to cite inconvenience and lack of knowledge as barriers to recycling household items.

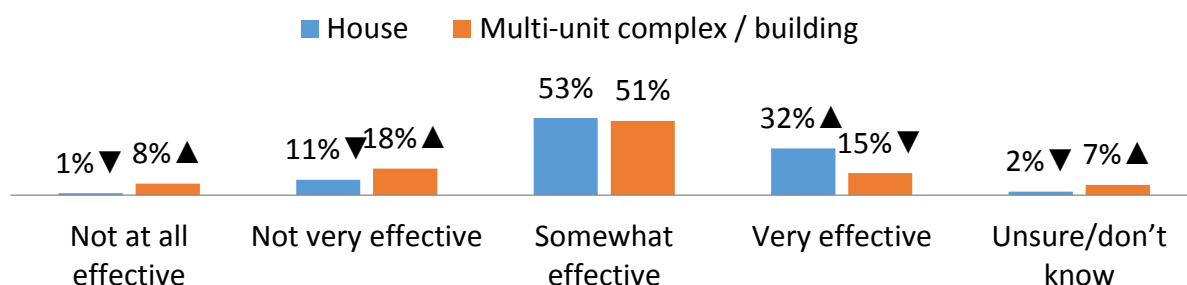
Those with curbside pick-up tend to be more satisfied with the City’s recycling service compared to those who live in multi-unit buildings, particularly in the areas of communications, responses to inquiries and satisfaction with items allowed in the program.



### Satisfaction with Recycling Program by Type of Household % Very/somewhat satisfied



### Perceived Effectiveness of Communications by Type of Household



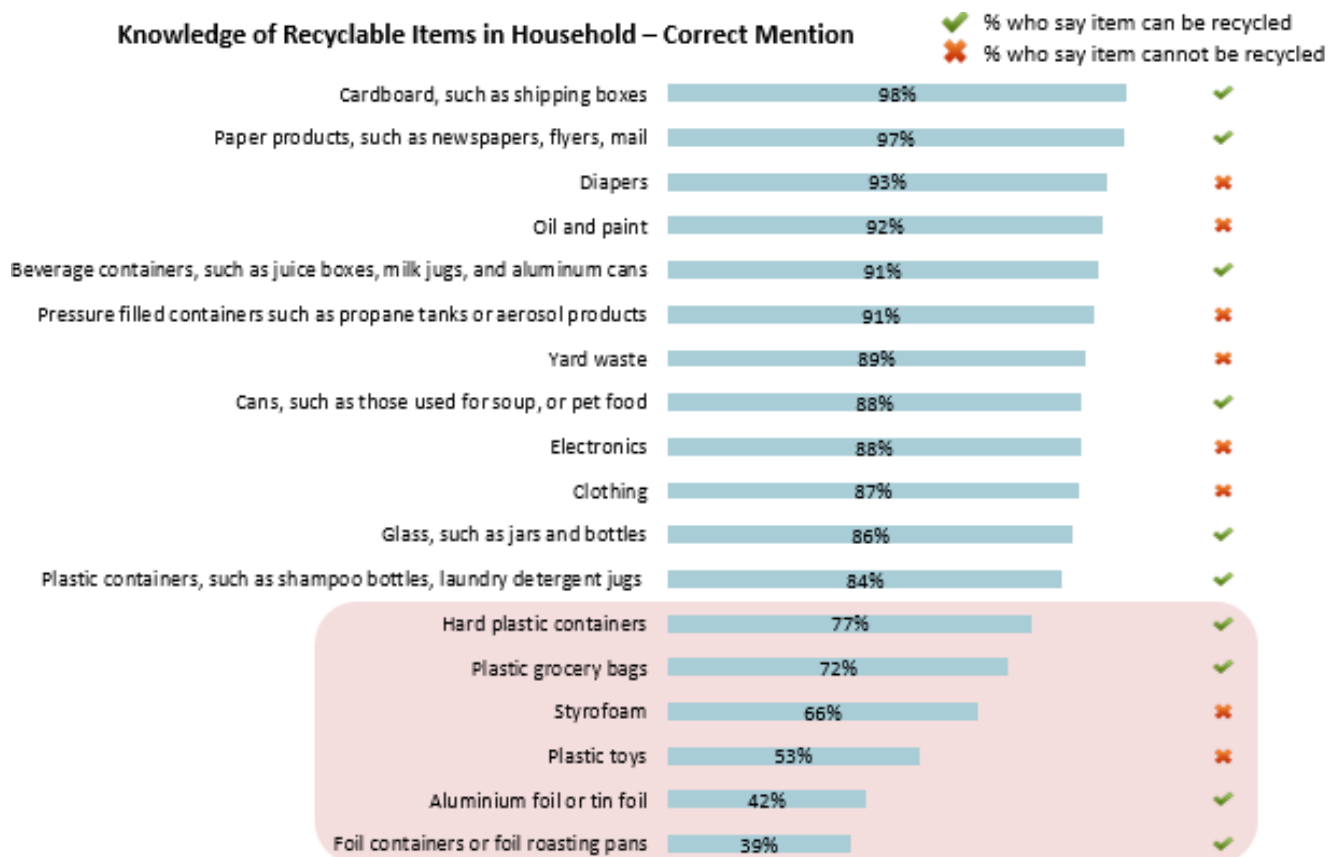
Despite Loraas and Cosmo being the proper contact points for curbside and multi-unit dwelling recycling program inquiries, most say they would still contact the City if they needed to speak with someone. The City’s website is the most commonly referenced source for program information.

More than three quarters of Saskatoon residents claim to recall receiving a printed copy of the Waste & Recycling Collection Calendar, most of whom say they have it available

## Recycling Communication Update

at home for easy reference. Roughly one half are aware that the Waste & Recycling Collections Calendar is available on the City’s website yet few are aware that they can sign up for collection reminders.

Over eight in ten Saskatoon residents correctly identified which items can or cannot be recycled in curbside carts or multi-unit bins. Areas of weaker knowledge included hard plastics, plastic grocery bags, Styrofoam, plastic toys, foil paper and foil containers.



**Summary of 2015 Curbside Residential Recycling Communication Programs**

<b>Program</b>	<b>Reach or # Views</b>	<b>Cost to Curbside Recycling Utility</b>	<b>Total Program Cost</b>
<p>Rolling Education Unit                      Staff provided one-on-one interaction to increase awareness on the City’s Waste and Recycling programs, and to educate residents on proper recycling practices through engaging activities at 24 community events and festivals throughout the City.</p>	<p>13,392 interactions</p>	<p>\$72,900</p>	<p>\$72,900</p>
<p>School based education program (Loraas delivered)                      Elementary students are brought to the Education room at the Loraas facility to learn how material is processed at the MRF, to increase awareness on how and why to recycle, and emphasize the importance of waste diversion and environmental stewardship.</p>	<p>3,000 participants</p>	<p>\$60,000</p>	<p>\$60,000</p>
<p>Collection Calendar (print)                      The waste and recycling collection calendar is direct-mailed 69,000 households providing information on their schedules and how and what to recycle.</p>	<p>69,000 calendars</p>	<p>\$50,000</p>	<p>\$124,000                      (co-funded by Garbage Collections and Environmental Awareness Operating Programs)</p>
<p>Awareness Campaign: 'Blue Approved'                      Used a variety of tactics including billboards, online, print, and social media advertising directing people to the “what to recycle” webpage to raise awareness about what can be recycled with a focus on laundry jugs, foil plates, and clamshells.</p>	<p>&gt;3 million online impressions, StarPhoenix readers, billboards</p>	<p>\$35,000</p>	<p>\$35,000</p>
<p>EPO's, including Education Blitzes                      Environmental Protection Officers enforce the waste bylaw for all waste and recycling programs including delivery of notices alerting residents that carts must be placed back on their property within 24 hours of collection.</p>	<p>3,416 notices</p>	<p>\$11,700</p>	<p>\$170,000                      (majority of funding from Public Works Waste Minimization Operations)</p>

## Recycling Communication Update

Program	Reach or # Views	Cost to Curbside Recycling Utility	Total Program Cost
<p><b>Collection Reminders &amp; Campaigns</b> Using the online service Recollect, residents can sign up for collection reminders by e-mail, phone, twitter, or through a digital calendar. Campaigns on what and how to recycle and other waste-related information is delivered in conjunction with the reminders.</p>	<p>37,345 unique address searches, 8,996 Active reminders, 9504 PDF downloads, 304,668 Campaign e-mails</p>	<p>\$5,500</p>	<p>\$11,000 (co-funded by Garbage Collections Operating Program)</p>
<p><b>Mayfair Neighbourhood Cart Blitz (Loraas directed)</b> Staff inspected recycling carts on 3 consecutive collection days in Mayfair and provided an education notice highlighting incorrect items or providing positive feedback. A material audit was performed before and after the cart inspections to measure changes to contamination. Contamination was reduced by 12%.</p>	<p>1,250 residents</p>	<p>\$4,500</p>	<p>\$4,500</p>
<p><b>Videos</b> Informational videos describing what to recycle and proper cart placement were distributed through the website and social media.</p>	<p>913 views</p>	<p>\$3,900</p>	<p>\$3,900</p>
<p><b>Ongoing Social and City Page Campaigns</b> Provide information and raise awareness about City waste and recycling programs, how to use them, what can and can't be recycled, collection days, and why to recycle.</p>	<p>3 million impressions and City Page readers</p>	<p>\$2,800</p>	<p>\$2,800</p>
<p><b>Earned Media (reports, PSAs, morning shows, etc.)</b> Through Council Report, PSA's, appearances on morning or lunch shows, and other media interviews increase awareness about recycling programs.</p>	<p>16 news releases, 6 interviews</p>	<p>\$0</p>	<p>\$0</p>
<p><b>ESL Workshops</b> Using recycling awareness as the subject for English as a Second Language training, new Canadians were provided both language training and information about their recycling program during two pilot workshops.</p>	<p>33 participants</p>	<p>\$250</p>	<p>\$250</p>

## Recycling Communication Update

<b>Program</b>	<b>Reach or # Views</b>	<b>Cost to Curbside Recycling Utility</b>	<b>Total Program Cost</b>
<b>Website</b> The primary source where residents can access information about the City's waste and recycling programs.	106,785	\$220	\$220
<b>Utility Bill Stuffer</b> A pamphlet showing what can and can't be recycled was distributed with utility bills.	5,000 flyers	\$0	\$0
<b>Correction Notices (Oops' Tags)</b> A notice is placed on front-street carts that could not be collected due to incorrect placement (inaccessible to truck), open lid, or containing hazardous waste or other significant contamination.	8,669 notices	Not paid by utility	-
<b>Collection Calendar Supporting Campaign</b> A variety of media tactics including print, online, billboards, and news media to promote the calendar and the changes to routes for the 2016 collection schedule.	2,999,934	\$11,500	\$23,000 (co-funded by Garbage Collections Operating Program)

## Communication Strategy - Curbside Residential Recycling Program

The following Communication Strategy outlines the tools and tactics that will be used in support of the Curbside Residential Recycling program for the duration of the contract.

### Strategic objectives:

The residential curbside recycling program is an important step toward achieving Environmental Leadership, one of the key goals in the City of Saskatoon 2013-2023 Strategic Plan, and the City's target of diverting 70% of waste by 2023. Effectively promoting and facilitating city-wide recycling will reduce the rate and volume of waste sent to the landfill.

### Communication objectives:

The core objective of the communication program is to build awareness of, generate enthusiasm for, and ensure that participants have the information they need to confidently and correctly participate in the City's Curbside Recycling Program.

### Target Audiences:

- Saskatoon residents in single-family dwellings
- Newcomers
- Students
- Mayor and City Councillors
- Local news media
- Loraas Recycles and City of Saskatoon Customer Service Staff
- City of Saskatoon Employees

### Key Messages:

- Communicate to make recycling as visible as possible
- Provide tools to make it easier for residents to use recycling service
- Ensure residents know how to recycle using blue carts (i.e. avoiding missed collections)
- Ensure residents know what to recycle
- Provide timely reminders to residents
- Create community ownership through targeted activities
- Collaborate to achieve shared goals
- Measure impact and evaluate

Success of the Program will be measured against the following goals:

#### *Awareness*

- As measured by a Recycling Awareness Survey, residents are aware of and understand how the Curbside Recycling Program works, particularly:
  - >90% of residents are aware that all #1-7 Plastics are recyclable
  - >90% of residents are aware that foil and foil products are recyclable.

## Recycling Communication Update

### *Satisfaction*

- # of enquiries decreases by 50% from 2015
- # of complaint-related calls decreases by 60% from 2015
- 90% of residents satisfied with the Curbside Recycling Program
- 90% of residents report ease of use and convenience of the Curbside Recycling Program

### *Behaviour*

- Residents actively sort and comply with the Curbside Recycling Program
  - See a measured decrease in the amount of foil, foil products, and #1-7 Plastics found in the residential garbage stream as measured through the biennial city-wide Waste Characterization.
  - >154 tonnes/capita recycled in 2016
  - Decrease (below 5%) contamination levels with less prevalence of hazardous materials
  - Decrease (below 10%) the number of missed collections due to overfilled or incorrectly placed carts.

## **Communication Tactics:**

### **The City Will Be Responsible For:**

#### Waste and Recycling Collection Calendar (Print, online, and Reminders)

Create and mail a personalized Waste & Recycling Guide & Calendar to each household receiving curbside recycling service. Include information on why and how to recycle, their collection schedule, cart placement information, how to divert other waste from the landfill, and where to find more information:

- Develop and place advertising to support delivery of the Calendar
- Reminders
- Waste Wizard

#### Broad Awareness Campaigns

Develop and implement three marketing campaigns/year that are highly visual with clear messages focusing on priority materials and using multiple channels to effectively reach a broad public audience.

#### News Media

Capitalize on program milestones to build opportunities to engage the media in communicating about the program. Tactics include quarterly reporting of program milestones including diversion rate, amount recycled and participation rate.

- Coordinate News Releases and media events to distribute information on milestones; identify behavior corrections; promote live twitter chats and the Facebook contests
- Coordinate appearances on morning and noon media shows

## Recycling Communication Update

### Website pages

Everything about the recycling program will reside on [saskatoon.ca/recycle](http://saskatoon.ca/recycle). Brand positioning messaging will be featured upfront, backed by in depth informational messaging and robust content addressing every anticipated informational need, links to relevant content and Loraas site at [loraas.ca](http://loraas.ca).

The online collection calendar and Waste Wizard widget are prominent tools that can assist residents in properly using the recycling program.

### **Loraas Will Be Responsible For:**

#### Education Programs

Using community based social marketing, these education programs will use staff resources to engage with target audience members one-on-one using educational and engaging tactics with the goal to reduce barriers to recycling and to create social norms. Programs include:

- Loraas Education Room and School Program: Students and teachers go to the Loraas Material Recovery Facility (MRF) to learn how material is processed, to increase awareness on how and why to recycle, and emphasize the importance of waste diversion and environmental stewardship.
- Recycling Education Unit: Using interactive games and activities, staff engage one-on-one to increase awareness on the City's Waste and Recycling programs, and to educate residents on proper recycling practices at community events and festivals.
- Newcomer Workshops: Using recycling awareness as the subject for English as a Second Language training, new Canadians will learn both language training and receive information about their recycling program.
- Neighbourhood Cart Blitzes: Staff will inspect recycling carts in order to place a visual reminder of incorrect or correct recycling behaviour, providing both immediate feedback to the resident and establishing social norms. Material audits will be performed in conjunction with the blitzes to measure program success.

#### Collection Cart(s)

As a very visual representation of the program itself, blue recycling carts may be employed to deliver messaging. Logos identifying Loraas Recycle will appear on the carts along with guidance information pertaining to the materials allowable in the program. All visual messages and identifiers shall be approved by the City prior to distribution. Provided, however, that the City approves all messages and identifiers on Carts that Loraas delivered to Service Addresses prior to the Program coming into existence, including the logo "All Green Recycling".



## Recycling Communication Update

### Recycling Collection Vehicles

As a very visual representation of the program itself, and being visible throughout the city, recycling collection vehicles may be utilized to deliver messaging via logos, advertising, or other displays on the exterior of the vehicles. All vehicles used by the program must be identified as belonging to Loraas Recycle. All visual messages and identifiers related to the Program shall be approved by the City prior to implementation in the field.

### **The City and Loraas Are Responsible For:**

#### Compliance Notices and Blitzes

Compliance includes ensuring carts are placed correctly, returned to the property after 24 hours after collection, and only appropriate items are placed in the carts. Tactics include:

- Correction “Oops” Notices: Notices will be placed on front street carts that cannot be collected due to incorrect placement, overfilled (lid open), or contamination.
- Compliance Blitzes, warnings, and tickets (with fines in some cases) are issued by Environmental Protection Officers.
- Direct Mail to Cul-de-Sacs and lanes: to address specific challenges associated with cart placement in lanes and cul-de-sacs, residents will be mailed directly reminding them of how to properly use the program.

#### Service Alerts

An electronic communication mechanism that allows for the timely communication of unplanned service disruptions through a City of Saskatoon newsfeed. The City is responsible for issuing Service Alerts with content provided by Loraas.

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## Agency of Record Request for Proposal – Award of Contract

### Recommendation

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

1. That a contract with Creative Fire as the City of Saskatoon Agency of Record, for a three-year period up to a maximum value to \$600,000, annually not including GST, be approved; and
2. That His Worship the Mayor and the City Clerk be authorized to execute, on behalf of the City of Saskatoon, under the Corporate Seal, the appropriate contract documents for the Creative Fire proposal, as prepared by the City Solicitor.

### Topic and Purpose

For consistency, cost savings and overall enhancement of communications and marketing contract services, the Administration is requesting that City Council approve the awarding of a contract for Agency of Record services for a period of three (3) years.

### Report Highlights

1. Strategic communications from the City of Saskatoon is vital to both internal and external audiences.
2. This agreement will consolidate already existing funds for communications for a variety of projects, resulting in a more efficient use of resources and better coordination.
3. The Project Evaluation Committee recommends that Creative Fire, the preferred proponent, be awarded the contract to provide Agency of Record services for a period of three (3) years, with an annual performance review.

### Strategic Goals

The recommendation in this report supports the four-year priority to identify targeted opportunities to implement specific continuous improvement tools within the department under the Strategic Goal of Continuous Improvement. Moving towards an Agency of Record will reduce the amount of administrative time related to preparing and issuing individual Request for Quotations (RFQ) or Request for Proposals (RFP), help build a consistent brand reputation and provide the Administration with the ability to efficiently and effectively manage issues management situations.

### Report

Strategic communications from the City of Saskatoon (City) is vital to both internal and external audiences. The Corporation, including its various offices and departments, rely on communications and marketing staff to inform residents and employees about programs and services offered by the City.

The City's Communications and Media Relations Divisions currently work with and rely on the expertise of a multitude of outside full service agencies and freelance graphic designers for matters of an urgent nature and for graphic design, branding, packaging, corporate reports, crisis communications, etc.

Benefits of an Agency of Record

As part of our continuous improvement efforts, the Administration has identified a number of benefits related to entering into an agreement for an Agency of Record.

- a) A Corporate Agency of Record will lead to efficiencies among communications and marketing staff. It will eliminate the need for each individual project to undergo a full RFQ or RFP process. For example, it can take several months to conclude an RFP, which includes the assessment and evaluation of received proposals and the necessary paperwork to enter into a contractual agreement. The time saved by avoiding this process can be reallocated to providing better communications consulting services to our various business lines.
- b) A Corporate Agency of Record will help build a consistent brand reputation. It will offer opportunities to plan, which could leverage from a more collaborative approach to communications through developing umbrella campaigns.
- c) A credible Agency is able to efficiently and effectively assist with crisis and issues management situations that are time sensitive.

The City is not exclusively bound to the contracted Agency of Record for all communication and marketing needs, and will continue to award individual projects to other agencies at its discretion.

Project Evaluation Committee

A Project Evaluation Committee was established in February 2015 with seven communications and marketing staff representing various departments.

Throughout the process, the Evaluation Committee consulted with Materials Management and Solicitors to ensure all purchasing policies were followed.

Process used to Secure a Qualified Agency of Record

Due to the estimated contract value up to a maximum value of \$600,000 annually, not including GST, the Administration took a two-staged approach to the procurement process. The results of each stage are summarized below:

1. Request for Qualifications  
On June 9, 2015, a Request for Qualifications was issued through SaskTender. The Request for Qualifications closed on June 30, 2015.

2. Request for Proposals (RFP)

On September 18, 2015, an RFP was issued to the four short listed proponents, including:

- Creative Fire
- McKim Communications
- MGM Communications
- The Marketing Den

Initial review and scoring of submissions were completed individually by the Project Evaluation Committee members. Individual scores assigned by each committee member were consolidated and averaged to determine the total score of submissions. Proposals were ranked from highest to lowest score.

Preferred Proponent

Upon completion of the evaluation, the Project Evaluation Committee determined that the proposal submitted by Creative Fire best met the requirements of the RFP and achieved the highest score. The proposal submitted by Creative Fire demonstrated the following:

- Proven skilled team personnel;
- Provided a structured support team that included account manager;
- Company experience with similar projects;
- Price comparable to industry average;
- Feedback from references were positive; and
- Demonstrated knowledge of the City’s business and scope of the contract.

As a result, it is the recommendation of the Administration to enter into a contract with Creative Fire as an Agency of Record to provide a wide range of communication and marketing services, at hourly rates defined in the final contract for a period of three (3) years starting February 1, 2016 with 30 days’ notice provided for early contract termination.

**Public and/or Stakeholder Involvement**

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

**Financial Implications**

The approximate contract value will be set at an upset of \$600,000 annually, excluding taxes, for the planning, developing, executing and evaluating various communications and marketing projects. The costs for these services are paid for within the approved annual Capital and Operating budgets for the divisions supported by the Communications Division. There are currently funds allocated for communications within these respective budgets. The Agency of Record contract will not increase the amount of dollars spent on communications; rather, it will consolidate the resource resulting in efficiencies and better coordination. The estimated contract value excludes booking and placement fees for paid advertising.

**Privacy Implications**

System access and permission for the external contractor will be limited to ensure that there is no access to confidential, sensitive, or personal information.

**Other Considerations/Implications**

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

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

The project will be considered completed at the end of the three year contract term if approved by City Council.

**Public Notice**

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

**Report Approval**

Written by: Maeghan Carstairs, Communications Consultant II  
Reviewed by: Carla Blumers, Director, Communications  
Catherine Gryba, General Manager, Corporate Performance  
Department  
Approved by: Murray Totland, City Manager

Administrative Report - Agency of Record – Request for Proposal Award.docx

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## Session Initiation Protocol (SIP) Trunking– Request for Proposal Award

### Recommendation

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

1. That a contract with Shaw Business be approved for the provision of voice trunk Session Initiation Protocol services connecting our internal phone service (Lync) to the public phone network. The contract would run for 36 months at an estimated fee of \$259,740, plus applicable taxes; and
2. That Purchasing Services be authorized to issue the necessary Purchase Order.

### Topic and Purpose

The purpose of this report is to request approval to proceed with a contract with Shaw Business for the supply of voice trunk service for a thirty six (36) month period.

### Report Highlights

1. Shaw Business will provide the voice trunk Session Initiation Protocol service to the City's internal voice network supporting up to 400 simultaneous calls and 3,500 phone numbers.
2. On October 8, 2015, the City issued a Request for Proposal (RFP) for a Session Initiation Protocol (SIP) Trunking (RFP #15-0861).
3. The recommendation is that Shaw Business, the Preferred Proponent, be awarded the contract for the supply of support services.

### Strategic Goal

This report supports the long term strategies of Continuous Improvement by continuing to support the cost saving realized by bring the voice communication system in house.

### Background

The City significantly reduced its operating cost 3 years ago by moving away from the traditional phone service and implementing a VoIP (Lync) internal system. This system (Lync) has not only reduced direct operating costs but also has improved communication within the corporation through instant messaging, video conferencing and screen sharing.

### Report

At present, this service is part of a 3 year contract that expires at the end of 2015. The goal of the RFP was to put in place a new contract for the next 3 years that would provide the same or better capability at no increase in cost. We are recommending to continue with the existing vendor which guarantees the same service level and results in a \$60,226 savings over the next 3 years.

## Session Initiation Protocol Trunking – Request for Proposal Award

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### RFP for Session Initiation Protocol (SIP) Trunking

An RFP for a Session Initiation Protocol (SIP) Trunking was issued on October 8, 2015, with a closing date of October 30, 2015.

Responses were received from:

- Frontier Networks
- Shaw Business
- SaskTel Business Solutions
- Radiant Communication
- Connex Telecommunication

The RFP Review Team is composed of the Manager, IT Operations, and IT Coordinators from the Systems and Networks teams. The team evaluated the proposals based on the following criteria detailed in the RFP.

<b>Category</b>	<b>Points</b>
Adherence of the proposal to the response format	5
Adherence of the proposal in meeting the technology, functional and implementation service requirements outlined in the document	25
Feedback from references	5
Company overall experience	10
Company's stability and commitment	5
Three Year (36 month) Cost	50
<b>TOTAL</b>	<b>100</b>

### Preferred Proponent

Upon completion of the evaluation, the RFP Review Team determined that the proposal submitted by Shaw Business achieved the highest score and met the requirements of the RFP. Therefore, the recommendation is to award the RFP to Shaw Business as detailed below:

36 month supply of voice trunks (SIP) connection to Lync for an estimated fee of \$259,740, plus applicable taxes.

### **Financial Implications**

The cost of \$259,740 (plus taxes) will be split across 36 months. The 2016 portion is within the approved 2016 Operating Budget for the IT Division. This award does commit operating funds in 2017 and 2018 as well. This proposal will realize \$60,226 in operational cost savings.

### **Other Considerations/Implications**

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

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

Once approved, a contract will be completed with the successful vendor. No other work will be required.

**Public Notice**

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

**Report Approval**

Written by: Robert Moncur, Manager, IT Operations  
Reviewed by: Paul Ottmann, Director, Information Technology  
Catherine Gryba, General Manager, Corporate Performance  
Department  
Approved by: Murray Totland, City Manager

Administrative Report – Session Initiation Protocol (SIP) Trunking – Request for Proposal Award.docx



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## Service Saskatoon – 2015 Progress Report

### Recommendation

That the report of the General Manager, Corporate Performance Department dated January 11, 2016, be forwarded to City Council for information.

### Topic and Purpose

Customer Service is a priority for the City of Saskatoon. This report provides highlights of progress on some of the 2015 Service Saskatoon accomplishments and some 2016 planned initiatives.

### Report Highlights

1. Service Saskatoon is a coordinated approach to providing good service to our citizens.
2. The new saskatoon.ca website launched on February 4, 2015 with a citizen focussed menu, improved accessibility, and a responsive design so citizens can now access it on all current devices. With a vision of “Digital is never done”, more improvements were made throughout 2015.
3. Significant internal improvements to Public Works Customer Service from 2014 – 2015, and initiatives by 15 other Divisions have resulted in improved service for citizens.
4. We are continuing to find ways to engage citizens and employees to improve our customer service.

### Strategic Goal

This report supports the Strategic Goal of Continuous Improvement, with a focus on providing reliable and responsive information to the citizens of Saskatoon. Service Saskatoon is one of the 4-Year Priorities in the Strategic Plan.

### Background

In late 2013, City Council adopted a new corporate alignment and the Communications Division was established under the Corporate Performance Department. Inter-related functions were relocated under Communications which includes the Corporate Communications, Customer Service, Community Engagement, and Digital Programs. This has allowed for improved collaboration not only within and between divisions, but also across departments. The last progress report was completed December 8, 2014.

### Report

Service Saskatoon is a coordinated approach to responding to citizens’ calls and inquiries on programs and services. Our goal is to build public confidence and trust by providing great customer experience. We strive to accomplish our goal through excellent service delivery.

Excellent service delivery includes taking a citizen centered approach, providing personalized access, having skilled people committed to service excellence, engaging citizens to improve service outcomes, and employee engagement.

Service Saskatoon isn't about a single division or department; it's about working cooperatively to provide better citizen service.

The following are some highlights of 2015 accomplishments achieved, or work-in-progress, related to Service Saskatoon.

Citizen Centered Service: Base our services on citizens' needs rather than organizational structure or requirements.

- **Launch of the new Saskatoon.ca website** – With the help of residents, we designed a new navigation system based on categories they suggested. We also used their advice to determine the top priorities for content and services, and chose the look and feel based on resident preference. See Attachment 1 for website update details.
- **Public Works Customer Service** - Significant internal improvements to Public Works Customer Service from 2014 – 2015 have resulted in improved service for citizens. See Attachment 2 for details.
- **Waste and Composting Enquiries** – The Waste Stream Management phone line has been integrated into the Customer Service Centre. Public Works is now able to respond 24/7 to all garbage collection, compost depots, leaves and grass, landfill and recycling programs.
- **Launch of new Transit website** – The new Transit website was launched on February 25, 2015. This new site provides Saskatoon Transit customers useful information and interesting content that is easy to find and use.
- **Corporate Revenue and Assessment & Tax Merger** - In 2015 these two Divisions merged to create one division in the corporation. This administrative change provides citizens one point of contact and improved access to information and service for all elements of the property tax process.
- **Advanced Metering Infrastructure (AMI)** – Saskatoon Light & Power and the Corporate Revenue Division have started work to move to an automated meter reading system so that citizens won't have to submit meter reads in the future.
- **Update to Blue Pages in SaskTel Phone Books** – The Communications Division revised the blue pages for improved citizen access. A new page was also added to the website with these Citizens Service Phone Numbers.
- **Community Standards Division** – Community Standards has started work to create a single point of contact for everything that citizens need to know about the more than 100 City of Saskatoon Bylaws.

Personalized Access: Citizens will have personalized access of their choice to information and service requests: phone (including mobile), Internet or in-person.

- **Customer Relation Management (CRM) Project** – A great deal of work has been taking place to review our original assumptions, review processes, technology and our structure so we can create a sustainable and responsible CRM for the City of Saskatoon. CRM can be defined as citizen-centric business strategies that make the best use of resources by tailoring services to individual citizens. CRM is about

providing timely, consistent and responsive access to government information and services by whatever channel citizens prefer.

- **eBill Improvements** - eBill sign-ups may now be done for citizens by the Customer Service Representatives in the Corporate Revenue Contact Centre.
- **Social Media Monitoring** - A new social media monitoring tool has been implemented to enable civic staff to monitor the live feed of Twitter and Facebook posts. This allows staff to respond to individual information and service requests through these channels.
- **Online booking for Building Inspections** – Booking confirmation numbers are now provided to citizens, instilling greater confidence in the new online booking service.
- **Improvements to Interactive Maps** – Improvements were made to the pothole reporting maps to allow citizens to provide important information regarding the severity of the pothole. This helps the City to prioritize work and improve service to citizens. A new interactive map to show Back Lane Maintenance was also introduced to search and view work scheduled in their neighbourhood.
- **Public Tenders Available Online** – Materials Management is now making all public tenders available online at [sasktenders.ca](http://sasktenders.ca). Citizens and business owners no longer need to visit the Purchasing Services office to obtain this information.
- **Green Cart Service calendar is now available online** - This new service provides citizens with digital access so they can print their own paper copy or load the schedule into their digital calendar.

Engage Citizens to Improve Service Outcomes: Engage citizens to comment on how to eliminate red tape and improve our services.

- **Website Redesign** – The *new.saskatoon.ca* engagement site provided a great deal of citizen input and feedback to improve our service. Total online engagement included 10,000 visits from 7,000 users. Residents completed over 1,000 surveys and online exercises and voted 1,700 times on polls about the new website.
- **2016 Budget Engagement** - A new budget planning process was introduced this year. A number of *Shaping Our Financial Future* public engagement opportunities were launched where citizens could provide input on their priorities and preferences for more than 70 civic services and programs they rely on every day.
- **University Bridge Maintenance Closure** – Significant stakeholder engagement was provided for the University Bridge closure. The engagement helped decide on full closure with single lane access for emergency vehicles as the best option for reasons of cost, speed, efficiency, safety, and minimizing disruption.
- **Citizen Satisfaction Surveys** – In September 2015 a pilot project was started to collect citizen feedback on the service they are receiving through the City. The project is starting with citizens who have submitted requests through the Contact Us Form and is being expanded to submissions received through other service channels.
- **Leisure Centre Pricing Study** - A market research study was conducted with citizens to discover why participation rates had been declining at the Leisure Centres. The outcome was the development of new lower admission rates for citizens to use Leisure Centres and the broad variety of public drop-in activities.
- **Recreation and Parks Master Plan** - Citizen engagement and community input were integral to the process of creating the final Recreation and Parks Master Plan.

There was a significant number of engagement opportunities provided throughout the project.

Service Delivered by People Committed to Service Excellence: Skilled people are able to deliver services in an empathetic, knowledgeable, professional, and consistent manner.

- **Service Saskatoon Customer Service Team** - Customer Service leaders from throughout the corporation meet monthly to consult on best practices and discuss ways to coordinate our services.
- **Website Subject Matter Experts** - Over 140 staff have received training on the website content management system to keep information current and relevant.

Engaging Employees: Engage employees at all levels of the corporation to improve the customer experience for all citizens and staff.

- **Transit Smile Squad** – A group of high-energy Transit employees were ambassadors for the “Arrive in Smiles” campaign. The week-long fun campaign was developed to thank riders for using the Transit service.
- **New Corporate Intranet** – Work has started on the development of a new Corporate Intranet. This new service will improve employee engagement, provide better access to important customer service information, and assist in efficiency improvements.

The above information briefly highlights some of the accomplishments for 2015 and ongoing initiatives in 2016. For more details on Service Saskatoon initiatives see Attachment 2.

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

There is no requirement for a public and, or stakeholder involvement as a result of this report.

### **Other Considerations/Implications**

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

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

A further update will be provided on the Service Saskatoon 311/Customer Relationship Management System in spring 2015.

### **Public Notice**

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

### **Attachments**

1. The New Saskatoon.ca Website
2. Service Saskatoon - Progress Report (2015-2016)

### **Report Approval**

Written by: Rob Gilhuly, Project Manager  
Carol Maier, Customer Service Delivery Coordinator

## Service Saskatoon – 2015 Progress Report

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Reviewed by: Carla Blumers, Director of Communications  
Approved by: Catherine Gryba, General Manager, Corporate Performance  
Department

Administrative Report - Service Saskatoon – 2015 Progress Report.docx

## The New Saskatoon.ca Website

The new website was designed with residents, for residents, and was launched on Thursday, February 4, 2015.

Citizens told us they wanted fewer pages, easy access to popular services and current information on the home page and, of course, it needed to be designed to work on all their favourite devices.

The new website provides a citizen-centred menu, much improved accessibility and the responsive design means it now works on all current devices.

### The First 10 Months

As of the end of November 2015, the following are some key traffic statistics for the new website:

- 928,719 users, who had 2,357,081 sessions and a total of 6,219,182 pageviews.
- 64% were returning visitors and 36% were new visitors.
- 53% are coming to the website on a desktop computer, 37% on a smartphone, and 10% are using tablets.
  - On evenings and weekends smartphone and tablet use has gone as high as 80%.

### Post Launch Improvements

We have received a lot of positive feedback, but our vision has always been that “digital is never done”. Our plan is to actively look for ways to improve our online services.

We did a lot of work to get resident’s advice and to understand users’ needs when we built the new website, and this work needs to continue.

#### **1. Online Engagement**

- The Contact Us form on the website has a Service Category specifically for providing feedback regarding the website. We regularly receive positive feedback and suggestions for improvements from citizens.
- 10 months after the website launch we reconnected with everyone involved in the website redesign community engagement activities to find out what they like about the new website, and what they would add to our continuous improvement list for the future.

## **2. Website improvements based on citizen feedback**

- Improvements to the “Contact Us Form”
  - Added more service categories to direct information and service requests to the most appropriate Division for response and follow up.
  - Added the ability to include an attachment with Contact Us Form submissions (documents, images, and video files). A number of citizens had requested to be able to submit photographs to accompany help describe their service request.
  - Added autoresponder emails to let citizens know that their submission had been received.
  
- Some website visitors have inquired about accessing older documents on the website, specifically City Council reports.
  - Current best practise is to remove old content from your website and focus on keeping information current and useful. That being said, the main job of a website is to help focus on task completion. If some people are interested in finding older documents we want to help them complete this task quickly.
  - City Clerks added a selection of past reports to the City Council webpage that are of public interest such as, Annual Budgets, Annual Reports, Major Projects, and Local Area Plans.
  - Agendas back to 2011 for City Council, and City Council minutes back to 1991 are now available on the website.
  
- New content added to the website
  - A “Citizen Service Phone Numbers” page was added to make it easier for those citizens who prefer to phone and talk with someone from the City regarding information and service requests.
  - City events added to home page – citizens can now easily view upcoming events on the homepage. These events can now also be embedded on related pages throughout the website.
  - Standardizing landing pages and refining contact us Widgets – to display a consistent and uniform look across the site.
    - Made additions to the Utility page so users can find the login easier and changed the text that accompanied eBill to allow regular users to skip the utility information page and go directly to the login.
  
- My Dashboard improvements
  - Some citizens reported having problems with their address being recognized in the My Dashboard personalized information area on

the website. Changes were made to the address lookup application to make it more efficient.

- My Utility Account landing page improvements
  - Changes were made to the My Utility Account to make it easier for citizens with existing accounts to login more quickly.

### **3. Improvements to increase productivity by being more efficient in the way we do business**

- Automation of news releases – providing faster and more efficient and less errors to subscribers and Media outlets.
- Over 140 Subject Matter Experts received training on the website content management system to keep information on the website current and relevant.

### **4. Modernize civic government to reflect current best practices and changing demands**

- Information Technology established a SaskTel mirror server so citizens are provided access to the website during power outages at City Hall.
- We are testing all new website pages to ensure they are “mobile” compliant and function properly on smart phones and tablets, as well as on desktop computers.
- Heat map reports are run regularly to see what links people are clicking on, so we can “tailor” our “Popular Services for Residents” quicklinks to what citizens are most interested in.
- Content tables have been updated to better display on mobile devices giving citizens easier access to data.

### **5. Content Reviews & Additions**

- We continue to regularly review existing content pages to simplify content and make sure it is citizen focussed and use plain language.
  - Worked with Parks to do an in-depth review of pages resulting in clearer and more concise information.
  - Worked with Building Standards to do an In-depth review of content to update, simplify and re-organize pages and important pdfs.
- Performance Indicators
  - Developed a new sub-section of the website to share progress information related to the Corporate Goals established in the Strategic Plan
  - Addition of Environmental reporting – Citizens can now dive into the “Green issues” on the website by using this reporting tool – Similar to the Corporate Performance Dashboard.



- Ongoing site audits are completed on email addresses to ensure someone is monitoring accounts that are being emailed.

## **6. Upcoming Continuous Improvement Initiatives**

- Find my Poll / Ward page – this will be a permanent feature so citizens can easily find what ward they live in. During election periods this will adapt to polling station information appropriate for that election.
- Collapsing Recycling alerts into one to simplify the process of informing public of service alerts – fewer RSS feeds to subscribe to.
- Develop on-page announcements to advise website visitors of pending outages to services.
- We will be reviewing Community Association pages to provide more consistency in the contact information for these organizations.

## Service Saskatoon Progress Report (2015 – 2016)

Citizen-centred customer service is a priority for the City of Saskatoon. The following is a listing of some of the 2015 accomplishments and some 2016 initiatives.

### CITIZEN CENTRED SERVICE

We base our services on our citizens' needs rather than on our organizational structure or requirements.

#### 1. Public Works - Service Requests and Information:

Significant internal improvements to Public Works Customer Service from 2014 – 2015 have resulted in improved service for citizens.

- The Hosted Contact Centre phone system (HCC) has been in place since July 2014 and with a full year of reporting available, Management has been able to identify and plan for seasonal variations in service demands and to address information gaps.
- Enhancements to messaging and information on the Interactive Voice Response (IVR) system provide citizens with important program information and fun facts. This has replaced the traditional on-hold music and gives the citizen some background information about the business while they are waiting to speak to a Customer Service Representative.
- Specific messaging regarding after-hours power outages has been integrated into the IVR to ensure they have alternate ways to find up-to-date power outage information during peak times.
- Service alerts for Water & Sewer outages are now available on the City Website. These updates provide timely and important information to citizens and City Council.
- The Waste Stream Management phone line has been integrated into the Customer Service Centre (CSC). Public Works is now able to respond 24/7 to all garbage collection, compost depots, leaves and grass, landfill and recycling programs. This is a significant service improvement as citizens have more than one option to request service and more staff are available to respond to a large volume of requests. The CSC estimates that the annual volume of Waste Stream Management contacts may exceed 16,000 service and information requests based on the initial tracking statistics obtained from the HCC system.
- Water & Sewer locate requests have also been integrated in the CSC at Public Works. This new process allows improved tracking, scheduling and

emergency response. The changes have eliminated manual processes and provided the technology to close the loop on work tracking.

- A new call-back process is now in place for elevated calls from citizens. This process ensures that citizens receive a response to their concerns when further research or information is needed before a complete response may be given to the citizen.
- Landfill staff at the Saskatoon Regional Waste Management Centre have been participating in ongoing safety and customer service training and spotters are now available at multiple locations. In addition, improvements to internal roads, tipping areas, drainage, signs and litter cleanup have all contributed to a better on-site experience for citizens.

## **2. Bylaws & Parking Enforcement**

- Community Standards is working to create a single point of contact for everything that citizens need to know about the more than 100 City of Saskatoon Bylaws. Initiatives are currently underway to improve and align internal processes to better serve citizens.
- The new Flex Parking system, along with Flex Parking Ambassadors and an online video demonstrating how to use the new Flex Parking pay stations, is just one example of Community Standards service improvements that took place in 2015.

## **3. Saskatoon Transit**

- The new Transit website was launched on February 25, 2015 and the following are some of the key statistics for the new website for the first nine months:
  - 121,595 users, who had 271,906 sessions and a total of 607,858 page views
  - 58% were returning visitors and 42% were new visitors
  - 38% are coming to the website on a desktop computer, 54% on a smartphone and 8% are using tablets.
- Transit Customer Service Representatives now respond directly to Twitter comments and requests making it easier for citizens to connect with Transit.
- To enhance service for Transit passengers, 'automated announcements' have been added to buses. The new visual and audio service advises Transit riders of upcoming stops. In future, this system could be used to announce upcoming attraction sites in Saskatoon.

- Ten new buses were added to the Transit fleet in 2015 and ten more were purchased for 2016. To ensure that Transit service is provided to all citizens, all new buses will be fully accessible.
- Based on feedback from citizens, the timing of high school routes was adjusted to better meet student schedules in Saskatoon.
- Engagement activities are planned for the New Year with citizens and Transit staff to create a Passenger Pledge. The Passenger Pledge will be the standard of service that citizens can expect from Saskatoon Transit. This development of the Passenger Pledge will be based on citizen expectations and approved service levels.
- Looking ahead to 2016, service improvements for the 8<sup>th</sup> Street corridor will be planned and Saskatoon Transit will conduct community engagement based on the new service improvements. This corridor will offer service every five minutes during rush hour and every 10 minutes during off-peak times. To benefit the surrounding neighbourhoods, there will also be changes to Transit routes both north and south of 8<sup>th</sup> Street to improve access to the new 8<sup>th</sup> Street corridor service.
- Also new for 2016, a Customer Service Manager role will be created to help Saskatoon Transit reach out to existing riders as well as reach new ones through our expanded customer service and engagement activities.

#### **4. Property Tax and Assessment**

- In 2015, Corporate Revenue and Assessment & Tax merged to create one Division in the corporation. This administrative change provides citizens one point of contact and improved access to information and service for all elements of the property tax process: assessment, tax billing, and tax payments.
- To provide landlords with worry-free continuous utility connections at their rental properties, the Landlord-Tenant Agreement has been launched. The Landlord-Tenant Agreement is an agreement between the City of Saskatoon and the owner of a rental property that allows for an automatic transfer of utility billing from the tenant to the owner when the tenant moves from that address and no other tenant has made application for the service. In addition, the usual application fee for such automatic transfers will be waived for landlords using this new service agreement. This utility connection service enhancement offers landlords a saving of both time and money.

- In the 2015 Senior Tax Deferral Program, three new options to defer annual property taxes were offered to qualifying low-income senior citizens:
  - Defer payment of the full amount of the municipal and library property tax for the current tax year
  - Defer \$1200 of the municipal and library property tax
  - Defer \$600 of the municipal and library property tax
- New properties under construction may receive a Supplementary Tax Notice based on a partial assessment (70%) of the property. To ensure that property owners correctly interpret their Supplementary Tax Notice, a letter of explanation is now sent with the notice to ensure that owners are better informed. Corporate Revenue anticipates that this will lead to fewer calls to their Contact Centre and to Assessment staff and greater citizen satisfaction.

## **5. Utility Meter Reading**

- Transition is underway from manual meter reading of utility meters to the Advanced Metering Infrastructure (AMI). In future, the AMI system will remotely measure and record actual power usage and water usage by time intervals throughout the day, and transmit that data wirelessly over a secure network to a central data management system. This new system will benefit citizens in three ways:
  - Citizens will pay for just the utilities they have used as utility bills will be based on actual readings and not estimates.
  - Citizens will be able to track their electrical and water use and detect unusual consumption such as water leaks or when large electrical appliances are left on.
  - Improved citizen service as meter readers will no longer need to access to citizens' property to obtain meter readings for regular bills or for readings required for connections or disconnections of service.
  - It is anticipated, that by mid-2016 citizens who have already had their new AMI meter installed will begin receiving monthly bills using actual readings obtained through the AMI system and that conversion of all utility meters in Saskatoon will be complete by the end of 2020.

## **6. Finding Phone Numbers**

- The City of Saskatoon Blue pages in the SaskTel phone book were revised for improved citizen access based on services rather than departmental structure. Citizen Service Phone Numbers were also added to the website at [saskatoon.ca/phoneus](http://saskatoon.ca/phoneus) to provide improved phone access and to provide citizens another channel to use access phone information.

## **7. Building Permits and Inspections**

- Building Standards will accept building permit applications for six storey wood frame construction in early 2016 when the 2015 National Building Code of Canada (NBC) is formally printed. The building code currently limits wood frame construction to a maximum of four storeys. Six storey wood frame construction will be accepted in Saskatoon through the Building Standards Alternative Solution Process - supported by the 2015 NBC framework - in advance of anticipated adoption by the Province of Saskatchewan in mid-2017.
- Building Standards is providing better communication and transparency to its customers around building requirements, and the programs and services it offers. Some examples of these initiatives include:
  - Featuring an announcement page on the Building Standards webpage to communicate industry and program changes.
  - New 'how to' guides have been created and are now offered online to help guide renovations for citizens (i.e. How to Build a Deck is now featured on the Building Standards webpages).
  - Improved building permit inspection report clarity for customers.
  - Offering education and training opportunities for the online inspection booking tool with the Saskatoon Region Home Builders Association.

## **PERSONALIZED ACCESS**

Citizens will have personalized access of their choice to information and service requests: phone (including mobile devices), Internet or in-person.

### **1. Focus on Better Servicing Citizens**

- A great deal of work has taken place to review our original assumptions, review processes, technology and our structure so we can create a sustainable and responsible CRM for the City of Saskatoon.
  - Experience from other cities shows that you need to break the project down into manageable pieces. So much of our work has focused on looking at all aspects of our business including processes, technology and people for six Public Works services: water outages, water connections, hydrants, water turn on and offs, water and sewer locates, and sewer backups.
  - We have completed customer experience process maps for all six services. This includes all of the steps taken by staff in dealing with these inquires or service requests as it happens today.
  - We are in the process of completing future state process maps which helps us identify steps we can modify to improve efficiency,

eliminate unnecessary steps, and enhance the overall experience for the citizen. This also includes looking at the use of technology to eliminate manual processes.

- A more detailed report will be provided in the 1<sup>st</sup> quarter of 2016.

## **2. eBill Improvements**

- eBill sign-ups may now be done for citizens by the Customer Service Representatives in the Corporate Revenue Contact Centre. Previously, citizens had to wait for the arrival of their first paper bill before they could apply to receive their utility statements through eBill online. By eliminating the wait time to sign-up for eBill, citizens have direct online access to their utility account information immediately after completing their application for services. This initiative has resulted in an increase in eBill applications and citizen satisfaction.

## **3. Connecting with The City**

- A new social media monitoring tool (Meltwater) has been implemented to enable civic staff to monitor the live feed of Twitter tweets and Facebook posts. Meltwater provides improved access to citizen comments and promotes timely responses to their concerns. As well, the responses to social media overnight posts are completed during the first business hour of the day, providing the earliest response time possible by civic staff.
- City of Saskatoon YouTube Videos: For easier access, the City's YouTube videos are now organized into playlists to target specific topics that may be of interest to citizens.
- Free Public WiFi in Civic Facilities – A Service Saskatoon initiative that brought together a number of Divisions. Shaw Communications was chosen as the successful partner and planning has begun to launch this new citizen service in early 2016.

## **4. Meeting Agendas and Minutes**

- Work continues on an electronic agenda and meeting management system. The new system is anticipated to be fully implemented in 2016. The system will provide improved citizen access to information from City Council and Standing Policy Committee meetings.

## **5. Job Posting Information**

- A link to *Careers at the City* is now posted on Twitter each Wednesday to provide another point of contact with citizens to explore employment opportunities at the City of Saskatoon.

## **6. Building Inspections**

- In 2014, an initiative was launched to provide online booking for Building Inspections. New for 2015, booking confirmation numbers are now

provided to citizen, instilling greater confidence in the online booking service. In 2015, 17% of the eligible building inspections were booked online.

## **7. Roadways Information**

There have been many improvements along with new tools for citizens to learn about services and programs within Transportation and Utilities. Some of the service 2015 improvements offered to citizens include:

- Introduction of a Back Lane Maintenance interactive map: This map allows citizens to search and view the schedule for Back Lane Maintenance for any area of the City.
- Improvements to the Report a Pothole interactive map: Citizens may now provide information on the size (circumference), the depth, and the specific road lane location of potholes. These enhancements to the Report a Pothole application allow citizens to give us important information regarding the severity of the pothole and help us to prioritize work to improve our service to citizens.
- Improvements to the City-Wide Street Sweeping interactive map including the addition of school zones and a direct link to Find My Vehicle. In addition, FAQ sheets and contact cards were provided to field staff and tow truck drivers to share with citizens who wanted more information on the street sweeping program on site.
- Daily Public Works Updates to provide daily information to citizens and the media during the intensive springtime operations.
- Weekly Public Work updates are provided to the Community Consultants regarding ongoing programs in their neighbourhoods such as street sweeping and back lane maintenance. This service enhancement helps us reach citizens who may not otherwise be aware of the programs and services in their neighbourhoods.
- Providing digital copies of construction notices and weekly updates to the Mayor and City Councillors to improve communication with those citizens who contact their City Councillor for information.
- For the first time, the *Projected 2015-2017 Roadway Preservation Plan* was made available to citizens. This plan provides treatment descriptions and the projected roadway preservation plans by Ward and for Expressways.



- Driveway Permit information and application instructions are now available online allowing citizens access to these resources whenever it is convenient for them.

## **8. Public Tenders**

- All public tenders for the City of Saskatoon are now available online at [Sasktenders.ca](http://Sasktenders.ca). Businesses and individual vendors may download documents and sign-up to receive email notifications for selected commodities. Tender results are now posted online and may be viewed with one hour of opening (unofficial bid tabulations).
- These online initiatives mean reduced delays and expenses for contractors as they no longer need to drive to Purchasing to pick up tender information and out-of-town contractors are not waiting for courier delivery of documents.

## **9. Waste and Recycling**

- Citizens may now access information and service for Black Cart Service (waste) and Green Cart Service (leaves and grass) through the Public Works Customer Service Centre. The CSC provides 24/7 service to citizens by phone and online.
- Brochures for Recycling have been re-designed with icons and text to increase understanding and access to information for citizens for who English is an additional language.
- New for 2015, the Green Cart Service calendar is now available online. This new option provides digital access in addition to the paper copy of the schedule that is provided to citizens.

## **CITIZEN ENGAGEMENT**

Engage citizens on how to eliminate red tape and improve our services.

### **1. Website Redesign**

- Our online engagement had 10,000 visits from 7,000 users. Residents completed over 1,000 surveys and online exercises and voted 1,700 times on polls about the new website.
  - With the help of residents, we designed a new navigation system based on categories they suggested. We also used their advice to determine the top priorities for content and services, and chose the look and feel based on resident preference.
  - They told us they wanted fewer pages, easy access to popular services and current information on the home page and, of course, it needed to be designed to work on all their favourite devices.

## **2. City Budget**

- In a new budget planning process this year, the City launched a number of *Shaping Our Financial Future* public engagement opportunities where citizens were able to provide input on their priorities and preferences for more than 70 civic services and programs they rely on every day. The goal was to create a more integrated, transparent, and accountable process that would 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 & Budget.
- Using the online Budget Tool, over 500 citizens completed the Budget Tool activity to tell us:
  - How they would adjust property tax funding for key City programs and services for 2016.
  - What their top priorities are, and what is most important to them for the 2016 Business Plan and Budget.
  - What changes would they suggest?
- During June Budget events, over 260 residents participated in a variety of engagement opportunities. Citizens were offered an opportunity to engage with their Councillor at “Councillor Conversation Corner”; attend the Executive Committee Special Meeting; and participate in other interactive open house activities. As part of an upcoming series, a new video on “How Municipal Tax Differs From Federal & Provincial Tax” was unveiled and has been added to the website.
- A Budget booth at the Fall Home Show (October 23 to 25 at Prairieland Park) offered citizens another opportunity to provide their input into the 2016 Budget.
- City Council and the Administration considered the priorities and preferences gathered through the new Citizen Budget online tool and the various public engagement activities prior to finalizing the 2016 Budget.

## **3. Roadways Information**

- The 2015 University Bridge rehabilitation project was a great success largely due to inclusive stakeholder engagement. Engagement started with a large team of internal stakeholders and then quickly expanded to include external stakeholders. In the end, more than 250 stakeholders shaped the City’s approach to the Bridge closure.
- Increased use of Social Media and other online advertising is providing more opportunities for citizens to ask questions and to provide feedback.
- Launching in early 2016, there will be a new interactive map for citizens to report traffic concerns in their neighbourhood. This tool will replace

the current online form and will allow citizens to view current traffic signage throughout the city and also receive a tracking number when they report a traffic concern. Behind the scenes, the new map will provide traffic engineers with more data to better assess traffic issues in all neighbourhoods.

#### **4. Citizen Surveys**

- Citizen Satisfaction Surveys – in September 2015 a pilot project was started to collect citizen feedback on the service they are receiving through the City.
  - The project is starting with citizens who have submitted requests through the Contact Us Form and is being expanded to submissions received through other service channels.
  - Just over 6,600 submissions have been received through the Contact Us Form in the first 10 months. We are averaging approximately 160 online submissions each week. Citizens are asked if they would like to receive a short survey to provide their feedback on our customer service. Approximately 25 people per week have been sent survey invitations, and approximately 11 citizens are completing the survey each week.
  - All feedback is carefully considered for potential improvements to our service delivery and a number of improvements have been made to website based on citizen feedback.
  
- During the fall 2015, Building Standards embarked on a new initiative to survey their customers to find out how well they were doing. The goal of the survey was to find out what customers liked or didn't like about the programs and services offered by Building Standards which will assist in future program development. Some highlights from the survey:
  - Majority of respondents are satisfied with the Building Standards review, inspection and customer service processes.
  
  - The strongest overall area of satisfaction was with the customer service area.
  
  - The key drivers for customer satisfaction are turnaround times, consistent and accurate information.
  
  - The greatest strength lies within Building Standards staff – they are perceived as friendly, courteous, and professional.
  
- 2015 Civic Services Survey
  - The Annual Civic Services Survey was conducted in May and June to get citizen feedback on a variety of civic issues. A total of 500 surveys were completed via telephone, and 822 surveys online. The goal of the annual survey is to obtain citizen feedback on a variety of

civic issues, and to measure progress on reaching the performance target of overall satisfaction with civic services of 90% or more.

## 5. Recreation

- In March 2014, Recreation and Sport (formerly Leisure Services) conducted a market research study to discover why participation rates had been declining at the Leisure Centres. The study engaged over 2,000 respondents and through it learned that pricing was the number one reason for the decline in usage at Leisure Centres. The results of this initial research led to two more studies that gathered input from nearly 1,000 more citizens to reveal the challenges in both the marketing approach and the pricing structure. By engaging with upwards of 3,000 citizens, Recreation and Sport had a clear direction for improvements to their pricing structure and marketing programs for the Leisure Centres.
- A new Leisure Centre marketing campaign was launched in the spring 2015 and changes to the pricing structure were introduced in September 2015. As a result, Recreation and Sport has already started to see a dramatic increase in the number of annual passes sold and in the attendance at the Leisure Centres.
- Looking ahead to 2016, Recreation and Sport will release a “Perks Program” for annual pass holders. Annual pass holders will be able to choose one of three options as a ‘thank you’ from Recreation and Sport for being an annual pass holder:
  - Front of line, early registration option for Leisure Centre programs
  - One month free pass for the Leisure Centres when a card is renewed for another 12 months
  - A \$45 PerkCard valid for one year towards purchases at one of the following Recreation and Sport facilities of their choosing such as the Leisure Centres, Municipal Golf Courses, Saskatoon Forestry Farm Park & Zoo, PotashCorp Playland at Kinsmen Park or the Gordon Howe Campground.
- The Recreation and Parks Master Plan, released in June 2015, is intended to guide future decision-making. It provides an overall framework for the development, delivery, and continuous improvement of recreation and parks programs, services, and facilities. Citizen engagement and community input were integral to the process of creating the final Recreation and Parks Master Plan and these were some of the engagement opportunities that were provided:
  - Two hundred key stakeholders, representing groups and individuals, were identified during development of the Master Plan. The stakeholders were grouped into broader categories and approximately 100 interviews were conducted with the stakeholders

groups by the project consultants to ensure that stakeholder input was considered

- Intercept surveys were conducted to tap into citizen feedback regardless of whether or not they typically used Recreation and Parks facilities and programming. These surveys were offered at places like the Broadway Street Fair, spray parks, outdoor pools and the Lions Skateboard Park
- Two focus groups were held with Newcomers and Aboriginals to gather their input
- Household surveys were conducted with 400 participants
- An open web survey was offered on Shaping Saskatoon and over 500 citizens participated
- Six open houses provided opportunities for over 245 citizens and the consultants to share and to gather information.

## **EMPLOYEES COMMITTED TO SERVICE EXCELLENCE**

Service Saskatoon has skilled people who are able to deliver services to the community in an empathetic, knowledgeable, professional, and consistent matter.

- To support Service Saskatoon initiatives and break down silos, the Service Saskatoon Customer Service Team (SSCST), comprised of Customer Service leaders from throughout the corporation, meets monthly to share information, consult on best practices, and together work towards city-wide consistency in customer service delivery. The SSCST has also contributed to the design and piloting of the recent Citizen Satisfaction surveys.
- In 2016, the Community Standards division will develop and fill a Customer Service Coordinator role. This new position will be responsible to act as a communication focal point to track, dispatch, and streamline bylaw complaints. This will improve the citizen experience and ensure that proper responses are made to citizen concerns. This new initiative will help to maintain community standards and quality of life in Saskatoon for all citizens.
- Transit has created a Customer Service Manager position to manage both customer service and engagement. This new position is currently advertised and, along with identifying future opportunities for improvement, the duties include a focus to ensure all citizen service incidents are investigated and resolved.

## **EMPLOYEE ENGAGEMENT**

Engaged employees at all levels of the corporation improve the customer service experience for all citizens and staff. In order to provide a great customer experience, employees must see what they do as important to our customers.

### **1. Saskatoon Transit**

- In fall 2015, Saskatoon Transit engaged in a “Goodwill Campaign” to thank Transit riders for using the Transit service. Transit riders were treated to fun events such as free coffee and donuts, or popcorn and lemonade. On select routes there were musicians, a magician, and even improv comedy on a bus. The key to the success of these events was the Transit Smile Squad. Made up of Transit employees, this high-energy group were the ambassadors for the campaign, engaging daily with riders to make sure everyone would “Arrive in Smiles”.
- This campaign was part of a larger initiative focused on positive changes and a renewed commitment to customer service at Saskatoon Transit. Other activities have included the introduction of Director of Transit, and his vision for the organization; partnering with community organizations such as Paved Arts; the unveiling of a new Transit fleet; and free bus service on Election Day.

### **2. Staff Directory**

- An initiative is underway to create an online Corporate Directory for use by civic staff. It is anticipated that a working model of the directory will be available for staff to access early in 2016. This internal application will assist staff to provide better customer service to citizens by helping them to connect citizens with the right person within the corporation.

### **3. Internal Communications**

- A new Corporate Intranet is in the early stages of development. A committee has been created with members from IT, City Clerk’s, Communications, and Human Resources and the group is currently focused on creating the governance for the new site. A new corporate Intranet will improve employee engagement and create efficiency improvements by providing easy access to tools and information that civic staff need at their fingertips.

### **4. Employee Learning and Development**

- The Corporate Learning and Development Opportunities Calendar is now available online on saskatoon.ca. This service enhancement makes the calendar accessible for staff and allows for updates to keep the calendar current throughout the year. This improved communication tool informs staff of upcoming learning and development opportunities

that are designed to help them progress towards their professional aspirations, and the City's Strategic Goals and Corporate Values.

- As part of our continuous improvement efforts, Strategic and Business Planning asked all employees for their feedback on the new Learning and Development Opportunities online calendar.

## **5. Employee Support**

- An Employee Rewards and Recognition Program is in development. Employees were consulted through a survey and a recommendation will be provided to the Leadership Team in the future.
- Paperless Pay Stubs are coming in 2016. The new paperless pay slip system is currently being piloted with IT and Finance in December 2015 and full implementation will occur early in 2016. Also under development is a self-service portal for tracking leave transactions for employees.

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## Turboexpander Project Closure

### Recommendation

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

1. That \$124,690.19 be returned from Capital Project #1281 – Sustainable Power Generation Options to the Electrical Distribution Extension Reserve; and
2. That a budget adjustment be made to Capital Project #2311 – Turboexpander in the amount of \$124,690.19 funded from the Electrical Distribution Extension Reserve.

### Topic and Purpose

The purpose of this report is to advise that the Turboexpander Project will not proceed to development at this time, and recommend that the current capital project be closed.

### Report Highlights

1. SaskEnergy recently changed operating plans for the supply of natural gas to Saskatoon and area, such that the power production potential of the turboexpander power generation project would substantially decrease.
2. SaskEnergy has formally advised the City of Saskatoon (City) that they will not proceed with the Turboexpander Project as outlined in an expired Memorandum of Agreement (MOA).

### Strategic Goal

This report supports a long-term strategy to create new revenue sources of green energy where feasible under the Strategic Goal of Environmental Leadership.

### Background

In 2009, Saskatoon Light & Power (SL&P) and SaskEnergy commissioned a feasibility study for a turboexpander power generation facility at SaskEnergy's Natural Gas Regulating Station No. 1 near the Saskatoon Landfill. A turboexpander can be used to recover useful energy from the pressure drop at a regulating station, which could then be used to generate electricity.

An MOA was executed with SaskEnergy on December 1, 2010, for the detailed engineering design of the facility. The MOA was later renewed in 2012, and again in 2014.

The MOA with SaskEnergy capped the total capital costs for construction of the facility at \$4.5 million. At its meeting on July 18, 2012, City Council approved a green loan in the amount of \$2,250,000 for the City's 50% partnership in the project.



## **Report**

### SaskEnergy Plans Significant Decrease to Gas Volumes at the Site

In June of 2014, SaskEnergy advised SL&P of a possible change in their operating plans to supply natural gas to Saskatoon and area with the planned construction of a new regulating station in 2016. The new station would divert a portion of the natural gas flow away from Regulating Station No. 1 where the turboexpander facility was proposed to be constructed. The overall impact of this change would be a 38% reduction in the annual power production and revenues from the turboexpander facility. This has significantly reduced the economic viability of the project from what had been planned previously.

### SaskEnergy Not Proceeding with the Project

The MOA with SaskEnergy expired in September of 2014. SL&P subsequently met with SaskEnergy to discuss the economic viability of the project. SaskEnergy advised that they will not proceed with the Turboexpander Project as outlined in the expired MOA. The stated reasons included that SaskEnergy has other competing priorities for capital expenditures and, as currently proposed, the project no longer meets their economic threshold for business development.

## **Options to the Recommendation**

The City could seek partnership opportunities with a third party to develop the Turboexpander Project without SaskEnergy's financial participation. Attraction of external grant funding, even with reduced gas availability, could result in an economically viable project for the City. This option is not being recommended at this time due to uncertainty related to future gas flows at the regulating station and unfavorable Canada-U.S. currency exchange rates. The majority of equipment for this station would be provided by U.S. suppliers.

SL&P will monitor economic conditions relating to this potential project and bring forward a future report if it becomes viable again.

## **Financial Implications**

The City's contribution to the project development costs totalled \$154,690.19. Project development costs were shared equally by the City and SaskEnergy. Funding of \$30,000 from the Electrical Distribution Extension Reserve (EDER) was already dedicated to this project. The outstanding amount of \$124,690.19 is recommended to be returned to source (EDER) from Capital Project #1281 – Sustainable Power Generation Options. The amount of \$124,690.19 is recommended to be transferred from EDER to Capital Project #2311 – Turboexpander to cover this budget deficit and close the project.

The City's investment in the project could provide benefit for a future heat recovery or power generation project at this site, such as providing waste heat to facilities that are part of the nearby Civic Operations Centre.

## **Turboexpander Project Closure**

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Capital Project #1281 – Sustainable Power Generation Options is funding meant for investigating new sources of revenue from clean power generation sources.

In addition to the project development costs, SaskEnergy also covered the cost to construct a pipeline to transport landfill gas to the landfill gas power generation facility, so it could be located adjacent to the SaskEnergy regulating station. SaskEnergy's total contribution to the project was \$701,479.16.

### **Other Considerations/Implications**

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

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

The current project will be closed.

### **Public Notice**

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

### **Report Approval**

Written by: Kevin Hudson, Metering & Sustainable Electricity Manager  
Reviewed by: Trevor Bell, Director of Saskatoon Light & Power  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

EUCS KH – Turboexpander Project Closure

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## Primary Water Main Repair – 33rd Street East and 5th Avenue North - Change Order Request

### Recommendation

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

That a change order in the amount of \$105,608.70 (including taxes), for Purchase Order No. 361392 with Hamm Construction for the Emergency Primary Water Main Repair, be approved.

### Topic and Purpose

The purpose of this report is to obtain City Council approval for a change order to Purchase Order No. 361392 with Hamm Construction for the Emergency Primary Water Main Repair since additional costs required to properly repair the water main increased the purchase order value to greater than 25% of the original purchase order value.

### Report Highlights

1. A primary water main break was discovered underneath the CP railway tracks; quotes were requested from qualified contractors and was awarded to Hamm Construction.
2. During the original work, additional water main rehabilitation repairs in nearby portions were discovered that were beyond the original scope of work.
3. Administration approved the completion of the additional work by Hamm Construction due to the urgency of the repair, and they were already mobilized on-site and had excavation partially complete.
4. A change order to Purchase Order No. 361392 with Hamm Construction, in the amount of \$105,608.70 (including taxes) is requested to pay for the additional rehabilitation work.

### Strategic Goals

This report supports the Strategic Goal of Asset and Financial Sustainability by providing the best value for work. The decision was made based on it being more economically efficient to allow the on-site Contractor to perform the additional necessary maintenance operations at the time that they were present and already had part of the excavation complete. This type of infrastructure rehabilitation also supports the Strategic Goal of Continuous Improvement.

### Background

A break was discovered on a 600 millimetre steel primary water main that runs underneath the CP railway tracks on the south-side of the intersection of 33<sup>rd</sup> Street East and 5<sup>th</sup> Avenue North. The Administration requested and received multiple lump-sum quotes for this job, and awarded it to Hamm Construction on August 24, 2015, for \$117,315.45 (including taxes). This amount was paid on October 22, 2015. The original

work involved pulling approximately 30 meters of new pipe under the railway. As a result of this work, additional repairs were discovered at the same location.

## **Report**

### Additional Rehabilitation Work

During the initial, approved construction, the Administration identified additional rehabilitation work that was needed in the same intersection. The additional work involved replacing additional lengths of the original pipe that extended under 33<sup>rd</sup> Street. This extension included the replacement of one particular bend that was constructed to rise over existing perpendicular water distribution and sanitary sewer lines. In the past, this bend was constructed of steel and was breaking down and leaking constantly, requiring multiple costly repairs. This additional work also included excavating and then restoring asphalt to the roadway, which was not required for the original work.

### Hamm Construction Approved to Complete Additional Work

Hamm Construction was consulted, and expressed interest in performing the additional work but declined to give a lump sum quote as there were too many unknown variables and uncertainty with the pipe conditions. Since Hamm Construction was already performing work at that location, it was more economical to allow them to perform the additional work while they were on site than to delay it. Having a different Contractor perform this additional work would have added the costs of excavation and backfilling at a different time, costing the City an estimated \$15,000 to \$20,000 more. Similar sole sources occur often as a result of the lead connection rehabilitation program and also during private rehabilitation repairs.

The additional cost associated with the extra work amounted to \$105,608.70 (including taxes). The Contractor was permitted to charge the City of Saskatoon for the additional work on a “time and material” basis, rather than a lump sum basis. Due to unforeseen pipe-bend issues during repair, the cost of the extra work exceeded 25% of the original purchase order amount. This work includes all of the additional materials, subcontractors, and restoring asphalt to original conditions.

### **Options to the Recommendation**

The Administration could have publicly tendered the additional work, but it would have cost the City more money and would have delayed the work.

### **Policy Implications**

The recommendation is in accordance with the Corporate Purchasing Procedure (Administrative Policy A02-027) where the extension exceeded 25% of the approved amount and thus requires the approval of City Council.

### **Financial Implications**

Cost details for the additional work is as follows:

**Primary Water Main Repair – 33<sup>rd</sup> Street East and 5<sup>th</sup> Avenue North – Change Order Request**

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Original Purchase Order	\$111,729.00
GST	<u>5,586.45</u>
Total Original Purchase Order	\$117,315.45
Less GST Rebate	<u>(5,586.45)</u>
Net Cost to the City	\$111,729.00
Change Order	\$100,579.71
GST	<u>5,028.99</u>
Total Change Order	\$105,608.70
Less GST Rebate	<u>(5,028.99)</u>
Net Cost to the City	\$100,579.71
Original Purchase Order	\$111,729.00
Change Order	100,579.71
GST	<u>10,615.44</u>
Total Revised Purchase Order	\$222,924.15
Less GST Rebate	<u>(10,615.44)</u>
Total Revised Net Cost to the City	<u>\$212,308.71</u>

The original lump sum amount of \$117,315.45 (including taxes) had funds available in the 2015 Operating Budget and has already been paid.

The change order amount of \$105,608.70 (including taxes) has funds available in Capital Project #1617 – Primary Water Mains.

**Other Considerations/Implications**

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

**Public Notice**

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

**Report Approval**

Written by: Eric Purdy, Operations Engineer, Logistics and Procurement  
Cam LeClaire, Operations Superintendent Water & Sewer Maintenance  
Reviewed by: Russ Munro, Logistics & Procurement Manager, Construction & Design  
Trent Schmidt, Water & Sewer Manager, Public Works  
Pat Hyde, Director of Public Works  
Stephen Wood, Water & Sewer Preservation Manager, Major Projects  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities  
Department

EUCS EP – Primary Water Main Repair – 33<sup>rd</sup> Street East and 5<sup>th</sup> Avenue North – Change Order Request

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## AMI Project Consulting Services Agreement Change Order

### Recommendation

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

1. That a change order in the amount of \$102,627.00 (including taxes) for a Consulting Services Agreement with Util-Assist Inc. for the Advanced Metering Infrastructure project be approved; and
2. That the City Solicitor be requested to prepare the appropriate amending agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### Topic and Purpose

This report requests approval of a change order for a Consulting Services Agreement with Util-Assist Inc. at a value greater than 25% of the price of the original agreement to develop an Advanced Metering Infrastructure (AMI) functional design for electricity and water metering.

### Report Highlights

1. The completion date of the original agreement was July 17, 2015, and is proposed to be extended to mid-2016 in order to complete the project.
2. The change order will extend the consulting services for project management, quality assurance and system acceptance testing for the implementation of various systems that are part of the AMI.
3. A change order of \$102,627.00 is required to pay for the extension of consulting services.

### Strategic Goal

This report supports the long-term strategy to increase productivity by being more efficient in the way the City of Saskatoon (City) does business, and to leverage technology and emerging trends to reach City goals and service citizens, under the Strategic Goal of Continuous Improvement. This report also supports the long-term strategy to reduce lost revenues under the Strategic Goal of Asset and Financial Sustainability. By eliminating the need to read meters manually, greenhouse gas (GHG) emissions tied to City operations will also be reduced, under the Strategic Goal of Environmental Leadership.

### Background

At its meeting held on October 21, 2013, City Council approved a Consulting Services Agreement with Util-Assist Inc. in the amount of \$399,981.75 including taxes.

## **Report**

### Extension of Completion Date

The original Consulting Services Agreement targeted the completion of the scope of services by July 17, 2015. The project schedule was extended by nine months in 2014 due to unforeseen circumstances. Saskatoon Light & Power (SL&P) interrupted the AMI project roll-out in order to complete additional due diligence in response to eight meter-related fires experienced by SaskPower in 2014 with their smart meters supplied by Sensus. This involved safety verification testing conducted by Underwriters Laboratories (UL) for SL&P's electricity meters supplied by Elster Solutions Canada. There was also a significant amount of contract review and revisions with the selected suppliers for the AMI system components, and Util-Assist Inc. made a significant contribution to this task that became quite involved to identify and address supplier and product warranties.

Util-Assist Inc. continued to provide services under the original agreement until the end of 2015. The scope of services is now expected to be complete by mid-2016 and this change order is necessary to extend the original agreement through this period.

### Change Order Scope

The original Consulting Services Agreement included six work packages. Four of the work packages have been completed in their entirety. Consulting services are still required for project management, quality assurance and system acceptance testing for the AMI system (supplied by Elster), the Meter Data Management (MDM) System (supplied by Harris Utilities), and the Wide Area Network services (supplied by SaskTel). This will ensure the expectations of the City are met for the overall AMI project.

### Change Order Amount

The original value of the Consulting Services Agreement was \$399,981.75. A previous change order was issued in 2014 for the UL Safety Verification Testing managed by Util-Assist Inc. in the amount of \$39,564.07 (including taxes). This change order is in the amount of \$102,627.00 (including taxes), and is 25.6% of the value of the original agreement.

### **Options to the Recommendation**

The City could complete the scope of services using only its own resources. This option is not being recommended. Util-Assist Inc. offers significant value to the AMI project, with experience and expertise managing AMI projects for many utilities across North America.

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

Open houses were held on February 11 and 12, 2014, to provide information on AMI and answer questions. Online consultation was also facilitated through "Shaping Saskatoon" between January 27 and March 14, 2014.

### Communication Plan

A Communication Plan has been developed to inform stakeholders about smart meters, how they work, and the installation process. As the project progresses, significant milestones will continue to be communicated with citizens, the news media, on the City website and through other appropriate communication channels.

### Financial Implications

Adequate funding is available in approved capital project budgets for SL&P Capital Project #1250 – AMI Implementation, and Saskatoon Water Capital Project #1055 – AMR Infrastructure. A breakdown of the change order cost details is as follows:

Original Agreement	\$380,935.00
GST (5%)	<u>19,046.75</u>
Total Cost	\$399,981.75
Less GST Rebate	<u>(19,046.75)</u>
Net Cost to the City	\$380,935.00
Change Order Price	\$ 97,740.00
GST (5%)	<u>4,887.00</u>
Total Cost	\$102,627.00
Less GST Rebate	<u>(4,887.00)</u>
Net Cost of Change Order	\$ 97,740.00
Original Agreement	\$380,935.00
Previous Change Order	37,680.07
This Change Order	97,740.00
GST (5%)	<u>25,817.75</u>
Total Revised Cost	\$542,172.82
Less GST Rebate	<u>(25,817.75)</u>
Revised Net Cost to the City	\$516,355.07

### Environmental Implications

The recommendation is expected to have positive implications for water resources resulting from a reduction in losses of pumped water through the distribution system due to improved detection of leaks. The GHG emissions reductions created by the reduced water use are estimated at 3,300 tonnes CO<sub>2e</sub>, which is the equivalent of removing over 685 vehicles from the road each year.

### Privacy Implications

The City complies with the Province of Saskatchewan's privacy legislation, and will apply the same privacy protection standards for the MDM System as are used for the current billing system. All consumption data collected is only used to ensure accurate billing. All data and meter identification information is encrypted and transmitted over a secure network, and does not include any personal information.



**Other Considerations/Implications**

There are no policy or CPTED implications or considerations.

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

The AMI system is expected to be complete and operational by mid-2016, with all electricity meters installed by the end of 2017, and all water communication modules installed by the end of 2020.

**Public Notice**

Public Notice pursuant to Section 3 of Policy No. C91-021, Public Notice Policy, is not required.

**Report Approval**

Written by: Kevin Hudson, Metering & Sustainable Electricity Manager

Reviewed by: Trevor Bell, Director of Saskatoon Light & Power

Reid Corbett, Director of Saskatoon Water

Barb Phipps, Utility & Revenue Support Services Manager

(for Shelley Sutherland, Director of Corporate Revenue)

Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

EUCS KH – AMI Project Consulting Services Agreement Change Order

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## Landfill Lined Lead Cell Redevelopment Project – Award of Consulting Services

### Recommendation

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

1. That the proposal submitted by PINTER & Associates Ltd. and Dillon Consulting Limited to provide consulting services for the redevelopment of the Lined Lead Cell at the Saskatoon Landfill for a total estimated cost of \$358,462 (including GST and PST) be accepted; and
2. That the City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal.

### Topic and Purpose

The purpose of this report is to request City Council approval for the award of Consulting Services for the Landfill Lined Lead Cell Redevelopment Project.

### Report Highlights

1. A Request for Proposal was posted on Sasktenders asking for consulting services pertaining to the redevelopment of the Landfill Lined Lead Cell (Lead Cell) area.
2. The requested consulting services is broken down into three phases: the development of a Ministry of Environment approved corrective action plan; environmental compliance oversight of the remediation; and engineering design and construction supervision of a new landfill waste cell to be installed within the lead cell footprint.
3. Administration recommends awarding the Lead Cell project to PINTER & Associates and Dillon Consulting Limited which had the highest scoring proposal.

### Strategic Goal

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

### Background

In 2003, the City undertook remediation of the former Inland Steel property located on 22<sup>nd</sup> Street West between Avenues F and G. The lead-contaminated soil was relocated to a specially constructed containment cell at the Landfill. The lined lead cell was intended to be a permanent solution and was determined to be the most cost effective

option at that time. Seven years after construction, the integrity of the lined cell was found to be compromised, indicating a failure of the containment system.

At its meeting held on August 17, 2011, City Council adopted the Landfill Optimization Strategy that laid out a number of capital projects to be completed for the anticipated future of the Landfill. The Integrated Landfill Management Plan, a component of the Landfill Optimization Strategy, identified the airspace above the lead cell area as a critical component for extending the life of the Landfill.

A detailed study of the lead cell was completed in 2012 to determine the viability of placing waste on top of the existing lead cell and to investigate options for the future of the cell itself. The study determined that no additional waste could be placed on the lead cell without first removing the contaminated contents. It also indicated that if the lead cell was to remain, at minimum, significant repairs would be required. Based on all factors, Administration determined that the best value for resources would be to remove the lead cell and construct a new landfill cell in its place, thereby, reducing the potential for negative environmental impacts and adding significant lifespan to the Landfill.

### **Report**

The purpose of the Request for Proposal was to invite interested Proponents to prepare and submit a competitive proposal for consulting services pertaining to:

- Phase 1: The development of a remediation design and a Saskatchewan Ministry of Environment approved corrective action plan for the remediation of the Lead Cell;
- Phase 2: Environmental compliance oversight of the remediation; and,
- Phase 3: The engineering design and construction supervision of the west lateral liner expansion (development of the current lead cell footprint into a useable landfill cell).

The Consulting Services scope of work does not include tendering and construction of the remediation or the west lateral liner expansion. Upon receipt of appropriate specifications and designs from the consultant, the City will tender and procure any applicable construction service.

### **Request for Proposal**

On November 2, 2015, a Request for Proposal (RFP) was advertised on the Sasktenders website to hire a consultant to provide multidisciplinary consulting services for the redevelopment of the Lead Cell. Proposals were received from the following companies:

- PINTER & Associates Ltd. and Dillon Consulting Limited (Saskatoon, SK)
- Stantec Inc. (Saskatoon, SK)
- Golder Associates (Saskatoon, SK)
- WSP Canada Inc. (Saskatoon, SK)

## Landfill Lined Lead Cell Redevelopment Project – Award of Consulting Services

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The proposals were evaluated by a multi-divisional committee including Environmental and Corporate Initiatives, Public Works and Construction & Design using the following criteria points as outlined in the RFP:

- 10 points – Understanding of the project scope of work and its requirements
- 30 points – Qualifications of proponent and project team
- 10 points – Robustness of proponent’s technical knowledge and background, including workplace/field work quality control and quality assurance methodology
- 20 points – Project delivery methodology and technical approach, including the demonstration of innovative problem solving and regulatory understanding
- 5 points – Project schedule, milestones and controls
- 5 points – General quality of document
- 20 points – Price schedule

Following the evaluation, the proposal with the highest score was the one submitted by PINTER & Associates Ltd. and Dillon Consulting Limited.

### Options to the Recommendation

Administration could split the two major portions of work and re-issue as two separate RFPs. As the presented bid is within the project budget, this option is not recommended as some work would have to be duplicated and it would not yield a lower price.

### Financial Implications

The net cost to the City for the Consulting Services, as submitted by PINTER & Associates Ltd. and Dillon Consulting Limited would be as follows:

Phase 1 (Remediation Design and Corrective Action Plan)	\$ 34,143.00
Phase 2 (Environmental Compliance Oversight of Remediation)	59,685.00
Phase 3 (West Later Liner Expansion Engineering Services)	164,257.00
Project Management	22,469.00
Environmental Characterization of Lead Cell	15,695.00
Contingency (10%)	<u>29,625.00</u>
Sub-total Upset Fee	\$325,874.00
GST (5%)	16,294.00
PST (5%)	<u>16,294.00</u>
Total Upset Fee	\$358,462.00
GST Rebate	<u>(16,294.00)</u>
Net Cost to the City	<u>\$342,168.00</u>

Capital Project #876 – Landfill Cell Closures was funded in the 2015 Capital Budget. The project has sufficient funding to cover the costs for Consulting Services for the lead cell redevelopment.

### **Environmental Implications**

The redevelopment of the lead cell is required to maximize landfill airspace and minimize the potential need for a new landfill. The remediation of the contaminated materials within the lead cell will reduce the potential for negative environmental impacts to groundwater. The construction of the new west lateral liner expansion will feature a liner and leachate collection system to prevent groundwater contamination. The remediation and the construction of the new cell will meet or exceed Saskatchewan Ministry of Environment regulations.

### **Other Considerations/Implications**

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

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

Completion of Phase 1 and Phase 2 of the project are scheduled for 2016, with completion of Phase 3 anticipated to occur in 2017.

### **Public Notice**

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

### **Report Approval**

Written by: Miguel Gaudet, Project Engineer  
Scott Theede, Operations Engineer  
Reviewed by: Michelle Jelinski, Environmental Operations Manager  
Pat Hyde, Director of Public Works  
Approved by: Angela Gardiner, Acting General Manager, Transportation & Utilities Department

EUCS ST – Landfill Lined Lead Cell Redevelopment – Award of Consulting Services

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## Bylaw Amendment for Portable Water Meter Charges

### Recommendation

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

1. That the request to the rate changes for portable water meter installations and removals be approved as outlined in this report; and
2. That the City Solicitor be requested to prepare the necessary changes to Bylaw No. 7567, The Waterworks Bylaw, 1996, Schedule “C”.

### Topic and Purpose

The purpose of this report is to request City Council approval to have the necessary changes made to Bylaw No. 7567, The Waterworks Bylaw, 1996, Schedule “C”.

### Strategic Goal

This report supports the Strategic Goal of Asset and Financial Sustainability as it will ensure cost recovery.

### Background

Rates for portable water meter installations and removals are established in Bylaw No. 7567, The Waterworks Bylaw, 1996, Schedule “C”.

### Report

During recent review work, it was identified that the need to revise the rates for portable water meter installations and removals is required to ensure full cost recovery of this service. The recommendation is to change the rates in Bylaw No. 7567, The Waterworks Bylaw, 1996, Schedule “C”, as follows:

Installation and Removal of Hydrant Meters for Construction Purposes	2016
Initial installation	\$279.00
Each additional location install	\$139.50
Monthly rental (1” meter)	\$120.00
Monthly rental (2” meter)	\$298.00

### Other Considerations/Implications

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

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

These rates will be reviewed as part of the upcoming 2017 rate review.

## Bylaw Amendment for Portable Water Meter Charges

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### Public Notice

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

### Report Approval

Written by: Beverly Stanley, Accounting Coordinator II, Transportation & Utilities Department  
Reviewed by: Reid Corbett, Director of Saskatoon Water  
Shelley Korte, Director of Business Administration  
Approved by: Jim McDonald, Acting General Manager, Transportation & Utilities Department

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