



**PUBLIC AGENDA
GOVERNANCE AND PRIORITIES
COMMITTEE**

Monday, October 21, 2019, 1:00 p.m.

Council Chamber, City Hall

Pages

1. CALL TO ORDER

2. CONFIRMATION OF AGENDA

Recommendation

That the agenda be confirmed as presented.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

11 - 33

Recommendation

That the minutes of the Governance and Priorities Committee meeting held on September 23, 2019, be adopted.

5. UNFINISHED BUSINESS

5.1 Saskatoon Public Library - Business Case (File No. CK. 650-1)

34 - 50

Following a presentation to the Governance and Priorities Committee on September 21, 2019 by the Saskatoon Public Library, City Council at its Regular Business Meeting held on September 30, 2019, resolved in part that the matter be referred to the Saskatoon Public Library requesting a report:

1. based on the proposal and the programming design, on the impact to branch libraries, what services (if any) will be duplicated by the new library and its programming, and if the library will be competing with any component of private sector such as room rentals; and
2. on the comparison of the proposal in relation to having some administration and housing of collection in other areas of the city that are less expensive.

A letter dated October 15, 2019 from Carol Cooley, Director of Libraries & CEO, Saskatoon Public Library is attached, submitting the Board's reports and advising Chair Lisa Erickson will provide a presentation.

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

6.2 Matters Requiring Direction

6.3 Requests to Speak (new matters)

7. ADMINISTRATIVE AND LEGISLATIVE REPORTS

7.1 Information Reports

Recommendation

That the reports contained in Items 7.1.1 to 7.1.6 be received as information.

7.1.1 River Landing Update (File No. CK. 4129-1)

51 - 66

A report from the Administration is attached.

7.1.2	Low Emissions Community Plan – Opportunities and Partnerships (File No. CK. 375-4)	67 - 89
	A report from the Administration is attached.	
7.1.3	Low Emissions Community Plan Funding Options (File No. CK. 375-4 x 1700-1)	90 - 95
	A report from the Administration is attached.	
7.1.4	2020/2021 Business Plan and Budget Capital Prioritization Process (File No. CK. 1700-1 x 430-72)	96 - 103
	A report from the Administration is attached, along with a letter from Sara Harrison, Chair of the Saskatoon Environmental Advisory Committee. A representative of SEAC will be in attendance to speak to the submission.	
7.1.5	2020 Local Government Elections – Appointment of Returning Officer (File No. CK. 4510-1 x 265-1)	104 - 105
	A report of the City Clerk is attached.	
7.1.6	Council Communications and Constituency Relations Allowance - Update (January 1 - September 30, 2019) (File No. CK. 230-4)	106 - 112
	A report of the City Clerk is attached.	
7.2	Approval Reports	
7.2.1	Supplemental Report – Governance Review – Business Improvement Districts – Governance Structure (File No. CK. 225-1 x 175-1)	113 - 135
	A report of the Leadership Team Governance Subcommittee is attached, tabling a comprehensive report of the Subcommittee to the December 2019 meeting of the Governance and Priorities Committee.	

Recommendation

1. That the attached report of the Leadership Governance Subcommittee dated October 21, 2019 entitled Governance Review – Business Improvement Districts – Governance Structure, be tabled and considered at the December, 2019 meeting of the Governance and Priorities Committee; and
2. That the report be forwarded to the respective Business Improvement Districts for review and comment at the December, 2019 meeting of the Governance and Priorities Committee.

7.2.2 City Council Strategic Priorities (File No. CK. 116-0 x 116-1) 136 - 150

A report of the City Solicitor is attached.

Also attached is an email from Councillor Gersher dated October 15, 2019 submitting an application for funding from the Strategic Priority Fund.

Recommendation

That the Governance and Priorities Committee recommend to City Council that it adopt the *City Council Strategic Priority & Leadership Initiative Policy* attached as Appendix 1 to the report of the City Solicitor dated October 21, 2019.

7.2.3 Review of The Saskatoon Municipal Review Commission Bylaw, 2014 (File No. CK. 255-18) 151 - 153

A report of the City Solicitor is attached.

Recommendation

That the Governance and Priorities Committee recommend to City Council that the City Solicitor be directed to amend Bylaw No. 9242, *The Saskatoon Municipal Review Commission Bylaw, 2014*, to:

1. Require the Municipal Elections Committee to report on or before December 31, 2021 and every four years following on or before December 31;
2. Require the Remuneration Committee to report on or before December 31, 2022 and every four years following on or before December 31;
3. Require the Code of Conduct Committee to report on or before December 31, 2023 and every four years following on or before December 31;
4. Indicate City Council's ability to amend the established schedules of reporting, either at the request of the Municipal Review Commission, or on its own motion, to accommodate unforeseen circumstances.

7.3 Decision Reports

8. URGENT BUSINESS

9. MOTIONS (Notice Previously Given)

10. GIVING NOTICE

11. VERBAL UPDATES

11.1 Council Members - His Worship the Mayor, FCM/SUMA, Boards, Committees and Commissions

11.2 Administration

12. IN CAMERA SESSION

Recommendation

That the Committee move *In Camera* to consider the following items.

12.1 Legal Matter Update (File No. CK. 307-4)

[In Camera - Solicitor-Client Privilege - Section 21 LAFOIP]

12.2 Update on Investing in Canada Infrastructure Program (File No. CK. 1860-1)

[In Camera - Information from Other Governments - Section 13 LAFOIP]

12.3 2020 Annual Appointments - Boards, Commissions and Committees (File No. CK. 225-1 x 175-1)

[In Camera - Consultations/Deliberations; Personal Information - Sections 16(1)(b) and (d) and 28 LAFOIPP]

12.3.1 Diversity, Equity and Inclusion Advisory Committee (File No. CK. 225-83)

12.3.2 Municipal Heritage Advisory Committee (File No. CK. 225-18)

12.3.3 Public Art Advisory Committee (File No. CK. 175-58)

12.3.4 Saskatoon Accessibility Advisory Committee (File No. CK. 225-70)

12.3.5 Saskatoon Environmental Advisory Committee (File No. CK. 175-9)

12.3.6 Albert Community Centre Management Committee (File No. CK. 225-27)

12.3.7 Civic Naming Committee (File No. CK. 225-85)

12.3.8 Corman Park - Saskatoon District Planning Commission (File No. CK. 175-10)

12.3.9 Marr Residence Management Board (File No. CK. 225-52)

12.3.10 Municipal Planning Commission (File No. CK. 175-16)

12.3.11 Municipal Review Commission (File No. CK. 225-18)

12.3.12 Personnel Subcommittee (File No. CK. 225-81)

Appointments to the Personnel Subcommittee were made at Council's Organizational meeting held in September 2019.

12.3.13 Social Services Sub-Committee - Assistance to Community Groups: Cash Grants Program (File No. CK. 225-2-4)

- 12.3.14 Board of Police Commissioners (File No. CK. 175-23)**
Council (re)appointments only.
Citizen appointment(s) to be considered in December.
- 12.3.15 Remai Modern Art Gallery of Saskatchewan and Saskatoon Gallery and Conservatory Corporation Board of Trustees (File No. CK. 175-27)**
Council (re)appointments only.
Citizen appointment(s) to be considered in December.
- 12.3.16 Saskatoon Public Library Board (File No. CK. 175-19)**
Council (re)appointment only.
Citizen appointment(s) to be considered in December.
- 12.3.17 SaskTel Centre Board of Directors (File No. CK. 175-31)**
Council (re)appointments only.
Citizen appointment(s) to be considered in December.
- 12.3.18 TCU Place (Centennial Auditorium & Convention Centre Corporation) Board of Directors (File No. CK. 175-28)**
Council and Administrative (re)appointments only.
Citizen appointment(s) to be considered in December.
- 12.3.19 Board of Revision and License Appeals Board (File Nos. CK. 175-6 and 175-56)**
- 12.3.20 City Mortgage Appeals Board and Access Transit Appeals Board (File Nos. CK. 175-54 and 225-67)**
- 12.3.21 Development Appeals Board (File No. CK. 175-21)**
- 12.3.22 Property Maintenance Appeals Board, Fire Appeals Board, Private Swimming Pools Appeals Board, and Environmental Management Appeal Board (File Nos. CK. 225-54 and 175-52)**
- 12.3.23 33rd Street Business Improvement District Board of Management (File No. CK. 175-59)**

- 12.3.24 Broadway Business Improvement District Board of Management (File No. CK. 175-47)**
- 12.3.25 Downtown Business Improvement District Board of Management (Downtown Saskatoon) (File No. CK. 175-48)**
- 12.3.26 Riversdale Business Improvement District Board of Management (File No. CK. 175-49)**
- 12.3.27 Sutherland Business Improvement District Board of Management (File No. CK. 175-50)**
- 12.3.28 Canadian Urban Transit Association Board (CUTA) (File No. CK. 225-1)**
- 12.3.29 Cheshire Homes (Management) Board of Directors (File No. CK. 225-64)**

An appointment was made to the Cheshire Homes (Management) Board of Directors at Council's June, 2019 meeting.
- 12.3.30 Federation of Canadian Municipalities (FCM) National Board of Directors (File No. CK. 155-2)**
- 12.3.31 Federation of Canadian Municipalities (FCM) Standing Committees (File No. CK. 155-2)**
- 12.3.32 Freeway Steering Committee (File No. CK. 215-6)**

Councillor Randy Donauer was appointed at Council's December, 2019 meeting to the end of 2021.
- 12.3.33 International Council for Local Environmental Initiatives - Local Governments for Sustainability (ICLEI) (File No. CK. 155-22)**
- 12.3.34 Leadership in Brownfield Renewal Program (LiBRe) (File No. CK. 155-2)**
- 12.3.35 Meewasin Valley Authority - City Representatives (File No. CK. 180-6)**
- 12.3.36 Meewasin Valley Authority Appeals Board (File No. CK. 180-6)**

An appointment to the Meewasin Valley Authority Appeals Board was made at Council's June, 2019 meeting.

- 12.3.37 North Central Transportation Planning Committee (File No. CK. 155-10)
- 12.3.38 Partners for the Saskatchewan River Basin (File No. CK. 225-64)
- 12.3.39 Regional Oversight Committee (File No. CK. 225-82)
- 12.3.40 Saskatchewan Assessment Management Agency (SAMA): City Advisory Committee (File No. CK. 180-11)
- 12.3.41 Saskatchewan Urban Municipalities Association (SUMA) Board of Directors - City Representatives (File No. CK. 155-3)
- 12.3.42 Saskatoon Airport Authority (File No. CK. 175-43)

Citizen appointment to be considered in December.
- 12.3.43 Saskatoon Airport Authority - Community Consultative Committee (File No. CK. 175-43)

Councillor Troy Davies was appointed to the Saskatoon Airport Authority - Community Consultative Committee by Council at its November, 2018 meeting to the end of 2020.
- 12.3.44 Saskatoon Housing Initiatives Partnership (SHIP) (File No. CK. 155-1)
- 12.3.45 Saskatoon Ideas Inc. Board of Directors (File No. CK. 180-14)
- 12.3.46 Saskatoon Prairieland Exhibition Corporation - City Representative (File No. CK. 175-29)
- 12.3.47 Saskatoon Regional Economic Development Authority (SREDA) (File No. CK. 175-37)
- 12.3.48 South Saskatchewan River Watershed Stewards Inc. (File No. CK. 225-1)
- 12.3.49 Tourism Saskatoon Board of Directors (File No. CK.175-30)
- 12.3.50 Wanuskewin Heritage Park Board of Directors (File No. CK. 175-33)
- 12.3.51 Defined Contribution Plan for Seasonal and Non-Permanent Part-Time Employees Board of Trustees (File No. CK. 175-40)

12.3.52 General Superannuation Plan - Board of Trustees (File No. CK. 175-46)

12.3.53 Firefighters' Pension Fund Trustees (Original) (File No. CK. 175-17)

12.3.54 Saskatoon Fire Fighters' Pension Plan (New) (File No. CK. 175-61)

12.3.55 Pension Benefits Committee (File No. CK. 225-55)

12.4 Verbal Updates

12.4.1 Council Members - His Worship the Mayor; FCM/SUMA; Boards, Committees & Commissions; Personnel Subcommittee (if required)

12.4.2 Administration

12.5 City Manager

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

13. RISE AND REPORT

14. ADJOURNMENT



PUBLIC MINUTES
GOVERNANCE AND PRIORITIES COMMITTEE

Monday, September 23, 2019, 1:00 p.m.
Council Chamber, City Hall

PRESENT: His Worship Mayor C. Clark, Chair
Councillor C. Block
Councillor T. Davies
Councillor R. Donauer
Councillor B. Dubois
Councillor S. Gersher
Councillor H. Gough
Councillor D. Hill
Councillor Z. Jeffries
Councillor M. Loewen

ABSENT: Councillor A. Iwanchuk

ALSO PRESENT: City Manager J. Jorgenson
City Solicitor C. Yelland
City Clerk J. Sproule
Committee Assistant P. Walter

1. CALL TO ORDER

The Chair called the meeting to order at 1:01 p.m. on Treaty 6 Territory and the Homeland of the Métis People.

2. CONFIRMATION OF AGENDA

Moved By: Councillor Hill

1. That the letter submitting comments from Sara Mann, dated September 20, 2019, be added to Item 7.1.3;
2. That the following items with speakers be considered immediately following Unfinished Business:
 1. Item 7.2.3 - Chief Mark Arcand, Saskatoon Tribal Council
 2. Item 6.3.1 - Lisa Erickson, Chair, Saskatoon Public Library; and

3. That the agenda be confirmed as amended.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

3. DECLARATION OF CONFLICT OF INTEREST

There were no declarations of conflict of interest.

4. ADOPTION OF MINUTES

Moved By: Councillor Dubois

That the minutes of the Governance and Priorities Committee meeting held on August 19, 2019, be adopted.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

5. UNFINISHED BUSINESS

6. COMMUNICATIONS (requiring the direction of the Committee)

6.1 Delegated Authority Matters

6.1.1 Email - Caswell Community Association - Walk with the Community Association [CK. 5000-1]

An email from Roman Todos, President, Caswell Hill Community Association, dated August 26, 2019 was provided.

Councillor Dubois re-entered the meeting at 4:04 p.m. during discussion of the matter.

Moved By: Councillor Hill

That the information be received.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Jeffries

Absent (2): Councillor Iwanchuk, and Councillor Loewen

CARRIED UNANIMOUSLY

6.1.2 Letter - Investing in Canada Infrastructure Plan - Infrastructure Bilateral Agreement [CK. 1860-1]

A letter from Gordon Wyant, Minister of Education, Minister Responsible for SaskBuilds, dated August 22, 2019 was provided.

Councillor Jeffries excused himself from the meeting at 4:05 p.m. during discussion of the matter.

Councillor Loewen re-entered the meeting at 4:05 p.m. during discussion of the matter.

Moved By: Councillor Donauer

That the information be received.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

6.2 Matters Requiring Direction

6.2.1 Letter - Saskatoon Municipal Review Commission (SMRC) [CK. 255-18]

A letter from Paul Jaspar, Chair, Saskatoon Municipal Review Commission, dated August 28, 2019 was provided.

Moved By: Councillor Dubois

That the information be received.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

6.2.2 Letter - Collective Agreement between the City of Saskatoon and CUPE 59 [CK. 4720-4]

A letter from Val Harvey, National Representative, CUPE 59, dated September 4, 2019 was provided.

Councillor Jeffries re-entered the meeting at 4:06 p.m.

Moved By: Councillor Gersher

That the correspondence be referred to the Administration for further handling and report back at the appropriate time.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

6.2.3 Letter - Collective Agreement between the City of Saskatoon and CUPE 47 [CK. 4720-3]

A letter from Val Harvey, National Representative, CUPE 47, dated September 4, 2019 was provided.

Moved By: Councillor Gough

That the correspondence be referred to the Administration for further handling and report back at the appropriate time.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

6.2.4 Letter - Meewasin Valley Authority (MVA) - Change of MVA representative on the Saskatoon Environmental Advisory Committee (SEAC) [CK. 175-9]

A letter from Andrea Lafond, CEO, Meewasin Valley Authority, dated September 3, 2019 was provided.

Moved By: Councillor Dubois

That a report be submitted to City Council recommending that Mr. Mike Velonas be appointed as the Meewasin Valley Authority representative on the Saskatoon Environmental Advisory Committee to the end of 2020.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

6.2.5 Letter - Board of Management Appointment to Downtown Saskatoon BID [CK. 175-48]

A letter from Brent Penner, Executive Director, Downtown Saskatoon, dated September 11, 2019 was provided.

Moved By: Councillor Hill

That a report be submitted to City Council recommending the appointment of Mr. Mark Wolff to the Downtown Saskatoon Business Improvement District Board of Management.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

6.2.6 Email - Request for Proposals (RFP) to host FCM's Annual Conference and Trade Show [CK. 155-2]

FCM Communiqué dated September 17, 2019 (forwarded by Councillor Hill) was provided.

Moved By: Councillor Hill

That the information be received.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

6.3 Requests to Speak (new matters)

6.3.1 Saskatoon Public Library - Business Case [CK. 650-1]

As per earlier resolution, this matter was considered following Item 7.2.3.

A letter and information package from Carol Cooley, Director of Libraries & CEO, Saskatoon Public Library dated September 17, 2019, was provided.

Ms. Carol Cooley, Director of Libraries & CEO, Saskatoon Public Library and Ms. Lisa Erickson, Chair, Saskatoon Public Library Board provided a presentation on the Business Case for a new central library and answered questions of the Committee.

City Manager Jorgenson and Interim Chief Financial Officer Hack answered questions of the Committee.

Moved By: Councillor Hill

1. That a report be forwarded to City Council recommending that the matter be referred to the Saskatoon Public Library Board requesting a report:
 - a. Based on the proposal and programming design, on the impact to branch libraries, what services (if any) will be duplicated by the new library and its programming, and if the library will be competing with any component of private sector such as room rentals; and
 - b. On the comparison of the proposal in relation to having some administration and housing of collection in other areas of the city that are less expensive;
2. That the Administration submit a report to the Governance and Priorities Committee on the library business plan encompassing all factors in the review: Financial, Environment, Community Well-Being and Reconciliation and further to also include details on the impact to the City's debt level and future ability to borrow, mill-rate impact and any impact on the City's credit rating for future years before the 2020/2021 Preliminary Business Plan and Budget.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

Moved By: Councillor Donauer

That, given the City's experience with two new major facilities, the Rемаi Modern and the new police station, the Administration submit a report on the Saskatoon Public Library's business case, in particular, the estimates in the business case related to construction and operation of the facility itself.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

Moved By: Councillor Dubois

That the Administration report back on open spaces in Saskatoon, for example, inventory, demand and availability, comparisons, projections and any other information that would be useful and relevant in determining what the city requires moving forward to accommodate the need of the citizens of Saskatoon.

In Favour (8): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Hill, and Councillor Jeffries

Against (2): Councillor Gough, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED

The Committee recessed at 3:47 p.m. and reconvened at 4:04 p.m. to consider the remainder of the agenda, starting with Item 6.1.1. Councillors Dubois and Loewen were not immediately in attendance when the meeting reconvened.

6.3.2 Presentation of Quarterly Updates by Council Member Leads - Strategic Areas and Priorities [CK. 116-1]

A letter from the City Clerk dated September 17, 2019 was provided.

The following members of Council provided verbal updates on each of their respective Strategic Areas and Priorities:

Councillor Dubois - Transportation

- Bus Rapid Transit
- Active Transportation
- Campus Connector - 33rd Street Multi-use Pathway
- Taylor Street Multi-use Pathway between Boychuk Drive and Braddell Road
- Pedestrian Cycle Actuated Signal - Clarence Avenue and 14th Street
- Blairmore Bikeway Improvement Project
- Intelligent Transportation System Strategic Plan

Councillor Donauer - Regional Planning

- P4G Director, new employee through SREDA
- Draft Bylaws
- North Concept Plan
- Upcoming Meeting with Sask Water

Councillor Block - Downtown Development

- Downtown Where We Belong Narrative
- Safety in the Downtown
- Development of 25th Street and 5th Avenue

Councillor Davies - Recreation, Culture and Leisure

- VenueNow Conference

Councillor Gough - Community Wellbeing and Safety

- Safety Community Action Alliance and Community Safety and Well-Being Partners Group
- Attainable Housing
- Changes to Provincial income assistance programs
- Neighbourhood Level Safety
- Homelessness Response Strategy

Councillor Jeffries - Information Technology

- Enterprise Resource Planning Project - Fusion
- Innovation Challenge with City of Regina

Mayor Clark - Reconciliation, Inclusion and Diversity

- "Sharing Prosperity through Reconciliation" - Protocol Agreement
- Wîcihitowin Conference
- Smart Cities Challenge Innovation - Safety and Building Solutions

Moved By: Councillor Gersher

That the information be received.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

7. ADMINISTRATIVE AND LEGISLATIVE REPORTS

7.1 Information Reports

Moved By: Councillor Gough

That the reports contained in Items 7.1.1 to 7.1.4 be received as information.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

7.1.1 Downtown Event and Entertainment District Public Engagement Plan [CK. 372-1 x 4130-1]

A report from the Administration was provided and Planning and Development Director Anderson answered questions of the Committee.

7.1.2 Reduction in Paper Publications [CK. 368-1]

A report from the Administration was provided.

7.1.3 Reduction in Black Cart Garbage Service [CK.7830-3]

A report from the Administration along with a letter submitting comments from Sara Mann, September 20, 2019 was provided.

Moved By: Councillor Loewen

That the Administration append additional information to the September 23, 2019 Report of the Interim Chief Financial Officer, Corporate Financial Services to the 2020/2021 Preliminary Business Plan and Budget around cost of extending the green bin program by one month.

In Favour (5): Mayor Clark, Councillor Donauer, Councillor Dubois, Councillor Hill, and Councillor Loewen

Against (5): Councillor Block, Councillor Davies, Councillor Gersher, Councillor Gough, and Councillor Jeffries

Absent (1): Councillor Iwanchuk

DEFEATED ON A TIE VOTE

Moved By: Councillor Dubois

That the Administration report back to the 2020/2021 Preliminary Business Plan and Budget on the full cost recovery of the green cart program.

In Favour (3): Mayor Clark, Councillor Donauer, and Councillor Dubois

Against (7): Councillor Block, Councillor Davies, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

DEFEATED

7.1.4 Capital Prioritization Process Update [CK. 1702-1]

A report from the Administration was provided.

The meeting recessed at 5:08 p.m. and reconvened at 5:52 p.m. to consider the remainder of the agenda starting with Item 7.2.1.

7.2 Approval Reports

7.2.1 2020 Appointments of Deputy Mayor [CK. 255-3]

A report from the City Clerk was provided.

Moved By: Councillor Hill

That a report be submitted to City Council's Organizational Meeting, as part of the September 30, 2019 Regular Business Meeting, recommending approval of the 2020 appointments of Deputy Mayor, as described in this report and detailed in Appendix 1.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

7.2.2 Review of The Procedures and Committees Bylaw, 2014 [CK. 255-2]

A report from the City Clerk was provided and the City Clerk answered questions of the Committee.

Moved By: Councillor Gough

That a report be forwarded to City Council recommending that *The Procedures and Committees Bylaw, 2014* be amended:

1. to allow for the changes to Schedules C – Public Council Committee Meeting Agenda and D - *In Camera* Council Committee Meeting Agenda, as outlined in this report;
2. to allow for removal of the words “In an emergency” in Sections 18 and 91, and including parameters around remote attendance at meetings, as outlined in this report; and
3. such that requests to speak to matters not on a Council or Committee Agenda pertaining to an appeal to an independent tribunal contain the same provision as Communications to Council or Committee for matters pertaining to an appeal to an independent tribunal, and further include an exclusion to matters before the Courts in both communications to Council and Committee and requests to speak to Council and Committee.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

Moved By: Councillor Hill

1. That the matter of rotating the Chair for Governance Priorities Committee meetings be referred to the Strategic Planning Session for the 2020 City Council; and
2. That Administration report further on the matter of time limits for debate on motions in Committee meetings.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

Moved By: Councillor Gough

That the estimated costs to upgrade technology in Council Chambers for members participating by electronic means, as indicated in the September 23, 2019 report of the City Clerk be referred to the 2020-2021 Preliminary Business Plan and Budget for consideration.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

Note: Following the Meeting a funding source was identified by Administration and therefore it is not necessary for the matter to proceed to budget deliberations.

7.2.3 Sharing Prosperity through Reconciliation [CK. 5615-1]

As per earlier resolution, this matter was considered following Item 5.

A report from the Administration was provided.

Chief Mark Arcand, Saskatoon Tribal Council addressed the Committee regarding the progress of the Truth and Reconciliation Commission Calls to Action and the protocol agreement.

Moved By: Councillor Gersher

That the Governance and Priorities Committee recommend to City Council:

1. That City Council approve entering into a protocol agreement as contained in Appendix 1; and
2. That His Worship the Mayor sign the agreement on behalf of City Council at a date agreeable to the Mayor and the Saskatoon Tribal Council.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

Item 6.3.1 was considered next.

7.2.4 Approval of Triple Bottom Line City Council Policy [CK. 7550-0]

A report from the Administration was provided.

Environmental Coordinator Dyck presented a PowerPoint to the Committee and answered questions along with Chief Public Policy and Government Relations Officer Jordan and Director of Sustainability South.

Moved By: Councillor Hill

That the Governance and Priorities Committee recommend to City Council that the draft Triple Bottom Line City Council Policy, contained in Appendix 1 of this report, be approved.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher

That the September 23, 2019 report of the City Manager be forwarded to Saskatoon Environmental Advisory Committee and Administration provide a presentation.

In Favour (10): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Iwanchuk

CARRIED UNANIMOUSLY

7.3 Decision Reports

Councillor Jeffries excused himself from the meeting at 6:46 p.m.

7.3.1 2020 City Council and Committee Meeting Schedule [CK.255-1]

A report from the City Clerk was provided.

Moved By: Councillor Donauer

That the Governance and Priorities Committee recommend to City Council, at its organizational meeting to be held on September 30, 2019, that it adopt Option 1 – 2020 Council and Committee Meeting Calendar as set out in Appendix 1 to this report.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

7.3.2 Approaches for Addressing Existing and Emerging Protocol Issues [CK. 205-0]

A report from the Administration was provided.

Moved By: Councillor Gough

That the Governance and Priorities Committee recommend to City Council that:

1. The Administration be directed to draft a comprehensive protocol policy addressing flag raising and proclamations, including establishing detailed criteria for determining which applications can be accepted;
2. The approval of flag raising and proclamation requests be delegated to the City Clerk's Office with an appeal mechanism to the Governance and Priorities Committee; and
3. The City Solicitor make any necessary amendments to Bylaw No. 9170, *The Procedures and Committees Bylaw, 2014*.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

8. URGENT BUSINESS

9. MOTIONS (Notice Previously Given)

10. GIVING NOTICE

11. VERBAL UPDATES

11.1 Council Members - His Worship the Mayor, FCM/SUMA, Boards, Committees and Commissions

Mayor Clark reported that he will not be in attendance for the October 28, 2019 meeting.

Moved By: Councillor Dubois

That the information be received.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

11.2 Administration

12. IN CAMERA SESSION

Moved By: Councillor Block

That the Committee move *In Camera* to consider the following items.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

12.1 Unfinished Business - Governance Review of Controlled Corporations - Governance Details (File No. CK. 175-1)

[In Camera - Solicitor-Client Privilege - Section 21 LAFOIP]

12.2 2020 Annual Appointments - Members of City Council to the Governance and Priorities Committee and Standing Policy Committees (File No. CK. 225-4-3)

[In Camera - Consultations/Deliberations - Section 16(1)(b) LAFOIP]

12.3 2020 Annual Appointments - Personnel Subcommittee (File No. CK. 4510-1)

[In Camera - Consultations/Deliberations - Section 16(1)(b) LAFOIP]

12.4 Board Resignation (File No. CK. 175-27)

[In Camera - Consultation/Deliberations; Personal Information - Sections 16(1)(b) and (d) and 28 LAFOIP]

12.5 Committee Resignation (File No. CK. 175-58)

[In Camera - Consultation/Deliberations; Personal Information - Sections 16(1)(b) and (d) and 28 LAFOIP]

12.6 Update on Municipal Associations (File No. CK. 155-1)

[In Camera - Policy Options/Advice - Section 16(1)(a) LAFOIP]

12.7 Verbal Updates

12.7.1 Council Members - His Worship the Mayor; FCM/SUMA; Boards, Committees & Commissions; Personnel Subcommittee (if required)

12.7.2 Administration

12.8 City Manager

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

13. RISE AND REPORT

The Committee convened *In Camera* at 7:04 p.m. to consider the *In Camera* Items with all members of Council present with the exception of Councillors Iwanchuk and Jeffries. City Manager Jorgenson, City Solicitor Yelland, and City Clerk Sproule were in attendance.

The Committee reordered the items to deal with Item 12.6 first. Mike Jordan, Chief Public Policy & Government Relations Officer was in attendance.

The Committee moved to rise and report at 9:40 p.m. and reconvened publicly immediately thereafter.

The Committee reports as follows:

Item 12.1 - Unfinished Business - Governance Review of Controlled Corporations – Governance Details (File No. CK. 175-1)

Moved By: Councillor Gough

That the information be received and the documentation remain In Camera under Sections 16(1)(a) and (b) and 21 of LAFOIP.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

Item 12.2 – 2020 Annual Appointments – Members of City Council to the Governance and Priorities Committee and Standing Policy Committees. (File No. 225-4-3)

Moved By: Councillor Gough

That a report be submitted to the organizational meeting of City Council on September 30, 2019, recommending reappointment of all members of City Council to the Governance and Priorities Committee and reappointment of the same members as in 2019 to each of the Standing Policy Committees.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

Item 12.3 - 2020 Annual Appointments – Personnel Subcommittee (File No. CK. 4510-1)

Moved By: Councillor Gough

That a report be forwarded to City Council recommending the reappointments of Mayor Clark, Councillors Iwanchuk, Donauer and Dubois to the Personnel Subcommittee for 2020.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

Item 12.4 - Board Resignation (File No. CK. 175-27)

Moved By: Councillor Gough

That the information be received and that the discussion and submitted information remain In Camera under Sections 16(1)(b) and (d) and 28 of LAFOIPP

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

Item 12.5 - Committee Resignation (File No. CK. 175-58)

Moved By: Councillor Gough

That the information be received and that the discussion and submitted information remain In Camera under Sections 16(1)(b) and (d) and 28 of LAFOIPP.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

Item 12.6 Update on Municipal Associations (File No. CK. 155-1)

Moved By: Councillor Gough

That the information be received, Administration prepare an information report for City Council, and that the discussion and submitted documentation remain In Camera under Sections 13 and 16(1)(a) of LAFOIPP.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

Item 12.7 - Verbal Updates

12.7.1 – Verbal Updates Council Members – His Worship the Mayor, FCM/SUMA, Board and Committees and Commissions; and

12.7.2 – City Manager

Moved By: Councillor Gough

That the verbal updates of the Members of Council, and the City Manager be received as information; and that the discussion remain In Camera under Sections 13, 14(1), 15(1), 16(1), 17(1), 18(1), 19, 20 and 28 of LAFOIPP.

In Favour (9): Mayor Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Absent (2): Councillor Iwanchuk, and Councillor Jeffries

CARRIED UNANIMOUSLY

14. ADJOURNMENT

The meeting adjourned at 9:45 p.m.

Mayor C. Clark, Chair

J. Sproule, City Clerk

October 15, 2019

Saskatoon Public Library
311 – 23 Street East
Saskatoon, SK S7K 0J6

At the request of Governance & Priorities Committee on September 23, 2019, items were referred to the Library Board for response. The resolutions the Library Board is responding to are:

That a report be forwarded to City Council recommending that the matter be referred to the Saskatoon Public Library Board requesting a report:

- Based on the proposal and programming design, on the impact to branch libraries, what services (if any) will be duplicated by the new library and its programming, and if the library will be competing with any component of private sector such as room rentals; and
- On the comparison of the proposal in relation to having some administration and housing of collection in other areas of the city that are less expensive.

Please find the following attachments for the October 21, 2019 Governance & Priorities Committee agenda regarding these requests:

1. Report: Functional Program Analysis
2. Report: Decentralization Analysis

Lisa Erikson, the Chair of the Saskatoon Public Library Board, will deliver a presentation to the Committee in response to the reports requested from the Library Board.

Regards,



Carol Cooley
Director of Libraries & CEO
Saskatoon Public Library



GPC recommended to Council that the matter be referred to the Library Board. Based on the programming design, please report on the impact to branch libraries, what services (if any) will be duplicated by the new library functional program, and if the library will be competing with any private sector such as room rentals.

The primary purpose of SPL's rooms and spaces is to offer free programs and services in support of lifelong learning and inclusivity. The spaces planned for the new central library are core to delivering programs and services to the community and are aligned with SPL's vision. They were identified and validated through our consultation process as spaces the community wants to see in a new central library.

The central library has been and will continue to serve as the heart of the library's operations. Central libraries contain the largest collection of materials, house unique collections, and provide access to more specialized services and spaces not available at branch libraries. Many of the planned spaces are already available at the current central library and will be amplified and re-imagined with community input in the design phase. Where we can, we're adding innovation labs at branches that contain elements of the technology-rich specialty spaces that will be in the new central library. Everything included in the new central library will strengthen the overall library system, and will not be a duplication of offerings.

When not in use for library programs or by library partners, some of the spaces (four in total) will be available for rental. However, no spaces planned for the central library are solely to create revenue sources for the library. This approach is consistent with SPL's existing Rental Policy & Regulations, which places limitations and restrictions on how the rooms are used. Namely, the renter cannot charge for attendance at their event, and the rooms cannot be used for commercial ventures. Rates are nominal, and not-for-profit organizations receive an additional 20% discount.

At the request of the Governance & Priorities Committee, SPL has provided samples of comparative services based on publicly available information. This report should be used only to highlight service and access gaps that SPL fills in the community. The library creates equitable access for everyone in the community, in particular, to create inclusion and opportunity for those who face social isolation and poverty. The public library is both free and welcoming to everyone, regardless of social status or economic privilege. Use is not predicated on a purchase—be it a coffee, newspaper, or admission—one uses the library by simply visiting it.

Programming & Discovery Spaces

Free learning spaces for patrons to explore and use for creative pursuits.

Space allocation: 18% of the new central library

Space Type	Primary Use Description	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
Children's story room (1 room, ~60 seats)	The children's story room will be designed to create magical memories for children as our existing space has done.	The central library currently offers a story room. The current space is very well used, but not accessible.	Branch library operations not impacted. Every branch library has a story room.	Cost: Free. Patrons can use the space by attending programs. Available for rental: No	None.	None.
Gallery (Same as current space)	The gallery space in a central library will be used to showcase new and emerging local artists. I will also be used to host programs and library events.	A gallery for new and emerging artists is available at the existing central library. SPL also uses the gallery to host some programming and other events.	Branch library operations not impacted.	Cost: Free. Patrons can use the space by visiting the library. Available for rental: No	Remai Modern Cost: \$12 admission.	Private commercial galleries also exist.

Space Type	Primary Use Description	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
Flexible programming rooms (1 room, ~100 seats) (2 rooms, ~25 seats each)	Rooms are for the delivery and provision of library programs and partnerships. These rooms will also be used for employee meeting rooms when not used for programming.	The central library offers one programming space for a group of approximately 100 people. With a lack of space available, it is difficult to host programs at the central library.	Branch library operations not impacted. Most branches have a large auditorium and a small meeting room already.	Cost: Free. Patrons can use the space by attending programs. Available for rental: Yes, when not in use for library needs. Existing rates range from \$40-\$65 for a three-hour booking.	City of Saskatoon Leisure Centres Cost: \$20-30 per hour.	School Gymnasiums Cost: \$45.50 per hour. Village Guitar Cost: \$700. Paved Arts Cost: \$25 – 100 for with annual Membership of \$25-\$100 per year. Nutrien Wunderhub Cost: \$50- \$200.
Theatre (1 theatre, ~200 seats)	The theatre show documentaries and film series, as well as free new releases and family films. It is also used to host speakers, author readings, panel discussions, and citizenship ceremonies.	The central library currently offers a 192 seat theatre.	Branch library operations not impacted. There are no theatres elsewhere in the SPL system.	Cost: Free. Patrons can use the space by attending programs. Available for rental: Yes, when not in use for library needs. Existing rates are approximately \$65 for a three-hour booking.	Remai Modern 147 seats Cost: \$12 for admission. Rental: \$700 & up. Cosmo Civic Centre Cost: \$30.30 per hour.	Cineplex Odeon, Broadway Theatre, Roxy, Scotiabank Theatre & Landmark Cinemas Cost: \$12.99 & up (ticket). Rental: Cost dependent on event needs. Nutrien Wunderhub Performance Hall Rental: \$600.

Space Type	Primary Use Description	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
Visual production studio (1 studio)	<p>This space will be used by patrons to create movies & videos.</p> <p>It is assumed the space will include a video camera, lighting, green screens.</p> <p>Public consultation will inform the type of equipment available.</p>	<p>New service offering for SPL. It is identified as a desire during community consultation.</p> <p>Standard service offering in modern library systems.</p> <p>Service is already available at Regina Public Central Library.</p>	<p>This will complement existing branch library offerings.</p> <p>Rusty Macdonald & Round Prairie branch libraries have Innovation Labs that offer some of this equipment.</p>	<p>Cost: Free. Patrons can use the space by coming to the library. Reservations will be offered for patron convenience but will not be required based on availability.</p> <p>Available for rental: No</p>	None.	<p>Paved Arts Cost: \$10 per day with an annual membership.</p> <p>A number of private video production companies exist. Studios can be rented, though equipment would not be supplied.</p> <p>Cost: Will vary depending on the project.</p>
Audio recording studio & recording booths (1 studio & 2 recording booths)	<p>This space will be used by patrons to record music, podcasts, stories, or any audio recording.</p> <p>It is assumed the space will include digital recording & sound mixing equipment, and some musical instruments.</p> <p>Public consultation will inform the type of equipment available.</p>	<p>New service offering for SPL. Identified as a desire during community consultation.</p> <p>Standard service offering in modern library systems.</p> <p>Service is already available at Regina Public Central Library.</p>	<p>This will complement existing branch library offerings.</p> <p>Some branch libraries have Innovation Labs that offer some of this equipment.</p>	<p>Cost: Free. Patrons can use the space by coming to the library. Reservations will be offered for patron convenience but will not be required based on availability.</p> <p>Available for rental: No.</p>	None.	<p>Paved Arts Cost: \$10 per day with an annual membership of \$25-100 per year.</p> <p>A number of private audio production recording studios exist. Studios can be rented. Cost: Will vary depending on the project.</p>

Space Type	Primary Use Description	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
Post-production studio (1 studio)	<p>Space will be available for patrons to edit photos and create graphics and design on the computer systems.</p> <p>It is assumed that the space will have computers with software such as Adobe products and peripherals.</p> <p>Public consultation will inform the type of equipment available.</p>	<p>New service offering for SPL. Identified as a desire during community consultation.</p> <p>Standard service offering in modern library systems.</p> <p>Service is already available at Regina Public Central Library</p>	<p>This will complement existing branch library offerings.</p> <p>MacBook Pros & a green screen are available in some SPL Innovation Labs.</p>	<p>Cost: Free. Patrons can use the space by coming to the library. Reservations will be offered for patron convenience but will not be required based on availability.</p> <p>Available for rental: No.</p>	None.	<p>Paved Arts Cost: \$10 per day with an annual membership of \$25-100 per year.</p>
Digital tools workstations (4 stations)	<p>This will be a space where patrons can convert physical materials such as CDs, photos, VHS, & film to digital files.</p> <p>Public consultation will inform the type of equipment available.</p>	<p>New service offering for SPL. Identified as a desire during community consultation.</p> <p>Standard service offering in modern library systems. Service is available at Regina Public Library.</p>	Branch library operations not impacted.	<p>Cost: Free. Patrons can use the space by coming to the library. Reservations will be offered for patron convenience but will not be required based on availability.</p> <p>Available for rental: No.</p>	None.	<p>Paved Arts Cost: \$5 per day with an annual membership of \$25-100 per year. Digital photo studio only.</p>

Space Type	Primary Use Description	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
In-residence spaces for writers, artists and Elder (3 offices)	In a new central library, SPL plans to expand the in-residence program expansion beyond writer-in-residence to include opportunities for artists and Elder residencies.	There is a writer-in-residence program (and office) at the central library. The program has been in place at SPL since 1982.	Branch library operations not impacted.	Cost: Free. Patrons can book appointments for advice and guidance from advisors. Available for rental: No	None.	Unknown.
Group video gaming stations (4 stations, ~4 seats per station)	The new central library is planned to include four groups of four video gaming stations, where patrons can play alone or with a group. Public consultation will inform the type of equipment available.	The central library currently does not have video game stations.	Video game rooms are located at branches including Round Prairie, Rusty Macdonald and planned for Cliff Wright. Other branches offer video game programs.	Cost: Free. Patrons can use the space by coming to the library. Reservations will be offered for patron convenience but will not be required based on availability. Available for rental: No	None.	Bartari Cost: \$5 per person (plus food and drinks). Ruckers Cost: \$1 for 3 tokens (one game); quantity discounts are available. Stoked Centre (Wilson's) Cost: \$2 per gameplay.

Space Type	Primary Use Description	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
Indigenous-based space (1 space)	<p>Space will be designed based on public consultation.</p> <p>There will be ventilation so ceremony can take place within the room.</p> <p>It will have a flexible design for a variety of different programs.</p> <p>Space can also be used for meetings and community gathering space, such as for Reconciliation Saskatoon meetings.</p>	SPL does not have any space where ventilation is adequate for smudging.	Branch library operations not impacted.	<p>Cost: Free. Patrons can use the space by attending programs and events. Partners will also have access to the use of the room.</p> <p>Available for rental: No.</p>	None.	<p>Gordon Oakes Red Bear Student Centre</p> <p>White Buffalo Youth Lodge</p> <p>Central Urban Métis Federation</p> <p>Community Service Village</p> <p>SIMFC (Saskatoon Indian & Metis Friendship Centre)</p>
Kitchen (1 room, ~30 seats)	<p>The demonstration kitchen will enable SPL to provide health-literacy programming in partnership with community organizations.</p> <p>Public consultation will inform the type of equipment available.</p> <p>Sized to accommodate class visits.</p>	<p>This will be a new space for SPL.</p> <p>Standard service offering in modern library systems. Halifax central library is currently renovating to add a kitchen based on need.</p>	Branch library operations not impacted.	<p>Cost: Free. Patrons can use the space by attending programs.</p> <p>Available for rental: No.</p>	None.	<p>CHEP Cost: \$10-20 per person & subsidies available.</p> <p>The Local Kitchen Cost: \$65 to \$135 per person.</p> <p>Simon's Fine Foods Cost: \$65 to \$100 per person.</p> <p>Sobey's (Stonebridge) Cost: Free.</p>

Space Type	Primary Use Description	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
Multi-purpose for STEAM (science, technology, engineering, arts, math) programs (1 room, ~30 seats)	<p>This space will enable SPL to provide STEAM programming to develop a multitude of literacies.</p> <p>The size will be large enough to host visits from school classrooms and be used for regular programming.</p> <p>Public consultation will inform the type of equipment available.</p> <p>Sized to accommodate class visits.</p>	<p>SPL has been offering STEAM programming for a number of years elsewhere in the system but has been restricted due to lack of space to offer it in, at the central library.</p>	<p>Branch library operations not impacted.</p> <p>Rusty Macdonald & Round Prairie branch libraries have Innovation Labs that offer STEAM activities.</p> <p>Other branches offer STEAM programming in other rooms.</p>	<p>Cost: Free. Patrons can use the space by attending programs.</p> <p>Available for rental: No.</p>	<p>Remai Modern Cost: Free art-making.</p>	<p>Nutrien Wonderhub Cost: \$8 per person.</p> <p>Saskatoon Makerspace Cost: membership \$50 per month.</p> <p>Saskatoon Techworks Cost: membership \$50 per month (1-year membership).</p>
Technology training space (1 room, ~25 seats)	<p>This will be a lab where computer literacy and job readiness programming will be held.</p>	<p>The central library currently has a similar space for computer literacy programming.</p>	<p>Branch library operations not impacted.</p>	<p>Cost: Free. Patrons can use the space by attending programs.</p> <p>Available for rental: No.</p>	<p>None.</p>	<p>YMCA Cost: \$275 for 8 hours of instruction.</p> <p>International Women of Saskatchewan Cost: Free for newcomers.</p>

Public Seating, Collaboration & Bookable Spaces

A mix of quiet and animated spaces, individual and group spaces, and table/chair, and casual seating.

Space allocation: 15% of the new central library. Total seats increase from 240 in the existing central library to 550.

Space Type	Primary Use Description	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
Quiet reading space	The new central library is planned to have a quiet reading room, which will enable patrons who need a quiet place to read or work will be able to use.	The central library has almost no quiet space due to overcrowding.	This will take pressure off branches they are smaller and more animated, and providing quiet space can be challenging.	Cost: Free. Patrons can use the space by coming to the library. Available for rental: No.	None.	Bookstores & coffee shops Cost: Space provided for customers only.
Civic commons space with casual seating	The new central library is planned to have casual spaces where people who want to collaborate or have conversations without disturbing other patrons will be welcome to sit.	The central library currently has a reading room with casual seating. However, the casual seating is very limited.	Branch library operations not impacted.	Cost: Free. Patrons can use the space by coming to the library. Available for rental: No.	None.	Bookstores & coffee shops Cost: Space provided for customers only. Shopping mall food courts Cost: Space provided for customers only.

Space Type	Primary Use Description & Identified Service Gap	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
Table seating integrated throughout	Throughout the library a mix of casual seating will be integrated with table seating for the convenience of patrons.	There is table seating at the current central library.	Branch library operations not impacted.	Cost: Free. Patrons can use the space by coming to the library. Available for rental: No.	None.	University & Polytechnic Libraries Cost: Free, but for use by students & alumni.
Group study carrels	There will be dedicated group study booths to facilitate private group work.	1 group study space available at Frances Morrison Central Library. 2 spaces are available at Rusty Macdonald.	Branch library operations not impacted. Space permitting, group study areas are being incorporated into branch library refreshes.	Cost: Free. Patrons can use the space by coming to the library. Available for rental: No.	None.	University & Polytechnic Libraries Cost: Free, but for use by students & alumni.
Individual study carrels	Individual study carrels will be integrated into the space for patrons.	There are currently a small number of study carrels in the teen area at the central library and they are well used.	Branch library operations not impacted.	Cost: Free. Patrons can use the space by coming to the library. Available for rental: No.	None.	University & Polytechnic Libraries Cost: Free, but for use by students & alumni.

Space Type	Primary Use Description & Identified Service Gap	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
Rooms for group study (18 rooms with seating for ~3 per room)	For patrons who need a more collaborative space to work, small rooms will be available for booking. These will also serve as employee meeting areas as well.	There is nothing like this available at the central library. These are becoming standard in modern libraries.	Branch library operations not impacted.	Cost: Free. Patrons can use the space by coming to the library. Available for rental: No.	City of Saskatoon Leisure Centres Cost: \$20-30 per hour.	Two Twenty Cost: \$400 and up per month for physical space. Membership of \$25-\$200 for access to building and resources. Assembly Studio Cost: \$100 per month.

Open & Gathering Spaces

The majority of the space in this area includes public stairwells, entrances, foyers, a central greeting & service point, and marshalling areas for children and school groups waiting for bus pick-up & drop off.

Space allocation: 9% of the new central library.

Space Type	Primary Use Description & Identified Service Gap	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
Indoor children's play area (1 space)	<p>A need was identified based on both Saskatoon being a winter city that having an indoor climbing structure for use in the winter by families with young children would be beneficial.</p> <p>It was also noted that downtown lacks children's amenities.</p>	The existing central library has a large play area with toys.	The branches also have children's areas with toys.	<p>Cost: Free. Patrons can use the space by coming to the library.</p> <p>Available for rental: No.</p>	<p>No indoor play areas.</p> <p>The closest outdoor playground is in Riversdale.</p>	<p>Nutrien Wonderhub, Flynn's Forest, The Fun Factory, Learn & Play Café, Kid's Castle, Stoked Centre</p> <p>Cost: \$5- \$15 per child.</p>
Indoor green space	<p>The new central library will have plants and greenery incorporated into throughout the design to provide a natural atmosphere year-round.</p> <p>Greenspace was identified as a priority during community consultations.</p>	The current central library does not have a natural or inviting ambience.	Branch library operations not impacted.	<p>Cost: Free. Patrons can use the space by coming to the library.</p>	None.	<p>Nutrien Wonderhub (Conservatory)</p> <p>Cost: Not currently available.</p>

Space Type	Primary Use Description & Identified Service Gap	Existing Library Space	Impact on Branches	User Cost / Available for Rental	Other City Offerings	Other Identified Offerings
Consultation space for outreach workers to assist patrons (1 room)	The consultation space will enable SPL Outreach Workers to meet privately with patrons in order to assist with making community connections to access appropriate resources.	A consultation space is available in the central library.	Branch library operations not impacted.	Cost: Free. Patrons can use the space by coming to the library. Available for rental: No.	None.	Lighthouse Cost: Free. Market Mall Community Health Clinic Cost: Free (Thurs). Kinsmen Activity Place Cost: Free (Tues). Saskatoon Food Bank & Learning Centre Cost: Free (Mon). Community Adult Mental Health Services Cost: Free with a referral.

The outdoor space is not assigned square footage, as the site selection and configuration will the size of this, SPL is committed to providing exterior public greenspace in the downtown core.

Outdoor green space	Community input showed a strong desire for outdoor greenspace.	The central library has no outdoor greenspace or plaza.	Branch library operations not impacted.	Cost: Free. Patrons can use the space by coming to the library.	Civic Square (City Hall) Cost: Free. Parks Cost: Free.	Nutrien Playland Cost: Park is free. Rides are additional. Forestry Farm Park & Zoo Cost: \$2 (to park facilities only).
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That a report be forwarded to City Council recommending that the matter be referred to the Saskatoon Public Library Board requesting a report on the comparison of the proposal in relation to having some administration and housing of collection in other areas of the city that are less expensive.

The business case determined that the central library should continue to function as the hub of library operations. Decisions and factors which informed the functional program and therefore the business case analysis include:

1. A secondary storage location for a portion of the collection will result in a service reduction to the public, whereas increasing the size of the collection is intended to achieve a service enhancement.
2. A secondary storage location for the collection will result in a further reduction of operational efficiency and will result in additional operating cost increases.
3. The future of libraries is not definitively based on eBooks because Canadian copyright law does not support libraries in acquiring eBooks, and many people in our community don't have access to the technology required to use digital library materials.
4. The functional plan recommends the central library as the hub of all library operations to maximize operational efficiency and cost savings.
5. Public leadership in locating services and employees downtown is an essential component of downtown revitalization and densification.

Each factor considered is discussed below.

A secondary storage location for a portion of the collection will result in a service reduction to the public, whereas increasing the size of the collection is intended to achieve a service enhancement.

Based on usage statistics, the demand by patrons to borrow materials that are available on the shelves at the central library is high. In 2018, 85% of the 3.3 million circulations in Saskatoon was from materials located on the shelves, and only 15% of items borrowed were transported from one branch to another for patrons. Additionally, patrons who come to the library to access materials expect those materials to be available on-demand. If some materials were moved off-site, there would be multi-day delays in accessing materials. This would negatively impact people doing research and other time sensitive activities.

Severe space limitations have forced a portion of the collection at the current central library into storage within the same facility. Lack of access to this portion of the collection has created a negative service experience, as patrons want to browse and discover the collection. Materials in storage can only be found through searching the online catalogue, and can only be accessed with the assistance of an employee. In other words, patrons cannot browse the online catalogue in the way they can browse physical shelves. The new

central library seeks to reduce the proportion of the collection in storage, to maximize use and availability of the collection.

During our consultations, community input indicated a strong desire for an extensive collection that is accessible and available in a new central library.

A secondary storage location for the collection will result in a further reduction of operational efficiency and will result in additional operating cost increases.

Housing collection at a secondary location has cost increase implications:

- The hiring of new employees to permanently work in the storage facility.
- An increase in the number of employees at the central library will be required to receive, process, and ship these items to and from central storage.
- Increase in transportation costs and negative environmental impact resulting from moving the materials back and forth to the central library.
- Delays in service timelines (slower for patrons to receive their materials).
- Increase in facilities costs to operate and maintain a second location.

The analysis determined that a secondary site for collections was not feasible within SPL's operations and service objectives.

The future of libraries is not definitively based on eBooks because Canadian copyright law does not support libraries, and many people in our community don't have access to the technology required to use digital library materials.

Despite the growth in popularity of eBooks over the last decade, the demand for physical materials is still very high, and the future of eBook lending at libraries is unknown. As eBooks have become more popular, they have become more expensive and difficult for libraries to access. Currently, federal law only requires publishers to make physical copies available to libraries. The result is that many titles are not made available to libraries. When items are available, they are premium priced and include restrictions on the number of times the item can be borrowed.

Additionally, a considerable number of people do not have access to the devices required to access digital materials, even if they are available from the library. Maintaining a large and available physical collection into the future will be critical in creating equitable access to library services.

The functional plan recommends the central library as the hub of all library operations to maximize operational efficiency and cost savings.

KPMG & Colliers International assisted SPL in making the following cost analysis. It is based on the space and financial assumptions contained in the business case, and 2019 Q2 lease and occupancy rates in Saskatoon, in which current lease rates are low and vacancy is high.

Administrative space in the new central library is estimated to cost \$4.2 million in one-time capital costs. Financing and operating costs for the administrative space associated with a new central library over 30 years (2026-2056) are estimated to cost \$5.6 million.

Estimated lease costs to decentralize administration, based on median Class A and Class B lease and occupancy rates for Q2 2019 and a 2% annual inflation rate, are estimated to be

\$8.7 million over 30 years (2026-2055). One time tenant improvements of approximately \$0.4 million are also anticipated to be required, based on available benchmarks.

The difference between including administration in the new central library compared to an alternate site is a cost of \$700,000 (or less than .5% of the project cost) based on the current low lease rates. It is difficult to predict what may happen to lease costs in the next 30 years.

Also, it should be noted that for the purposes of this analysis, the capital costs for the new central library were projected using the **highest estimated costs**, whereas the projected lease costs were determined **using median lease costs**. Given that Saskatoon is currently a “tenant” market, this analysis is very sensitive to cost fluctuations.

In addition to the quantifiable costs, decentralizing administration, although difficult to quantify, will negatively impact operations in the following ways:

- Travel by staff, especially senior staff, will be required between locations to provide ongoing oversight, support and guidance, resulting in increased non-value added time/effort and increased mileage expense.
- Staff related supports such as general office supplies, meeting space, washrooms, copiers, and a kitchen will be required in both locations resulting in duplication of costs.
- Contract management, including related to facilities and utilities, will be duplicated resulting in duplication of work and cost.
- Negative impact on employee engagement and deteriorating a collaborative culture among front line and administrative teams impacting performance and achievement of outcomes.
- Reduces economies of scale to drive value through a centralized location resulting in increased cost.

Public leadership in locating services and employees downtown is an essential component of downtown revitalization.

A priority of the City is to make downtown a more attractive place to live, work, and play. Doing so requires public leadership. Decentralization doesn’t align with the priority to support the downtown strategy, for which the new central library is intended to be a catalyst. Maintaining the employees (and adding new ones) to the downtown core will increase the densification of the area and contribute to revitalization.

River Landing Update

ISSUE

This report provides a brief update on the financial and governance position of River Landing, in response to a request from City Council during the 2019 Budget deliberations. Additional reporting will be provided in 2020.

BACKGROUND

City Council has made a significant investment in River Landing since its creation in 2004. Appendix 1 provides an update on the overall implementation of the River Landing Concept Plan. In 2008, City Council approved the recommendation to remove the area of River Landing from the adjacent business improvement districts in order to avoid overlapping district boundaries, responsibilities, activities, level of service, and revenues (See Appendix 2 for River Landing Map). This decision was made with the intent to create the area as a unique district and a contiguous development with expanded services.

In terms of a financial model, River Landing as a district, was intended in the long-term to become self-sufficient through property taxes, parking revenues and leases. Since operations began in 2008, the majority of its operational and maintenance costs have been covered by funds allocated from the Reserve for Capital Expenditures (RCE). This funding strategy was intended to continue until the operations and properties within River Landing were in a position to cover operating costs for the area. RCE funding was intended to be repaid from future operating revenue surpluses. In 2008, City Council also determined that River Landing, once fully built out, would transition to a management/governance structure similar to other civic boards the City oversees, such as TCU Place, SaskTel Centre and Remai Modern. Appendix 3 gives an overview of the proposed governance structure and financing model when River Landing was first created.

At its meeting on November 5, 2018, the Standing Policy Committee on Finance, gave approval for Administration to proceed in 2019 with the preparation and release of the two remaining City-owned land parcels in River Landing.

During the 2019 Preliminary Business Plan and Budget meeting held on November 26, 2018, and November 27, 2018, City Council resolved that the Administration provide an update to the Governance and Priorities Committee on the funding model of River Landing.

REPORT

Original Governance and Financial Assumptions

Since its inception, construction and development of River Landing has included a total of \$81.5 million in capital costs which has been funded from a variety of sources, including federal (\$16.7M) and provincial government (\$9.8M) funding, Meewasin funding (\$2.4M), City funding (\$31.3M), and an approved contribution from the proceeds

River Landing Update

of future land sales (\$21.3M). Since land sales have not occurred as anticipated, this outstanding funding source has been cash flowed internally, and interest charged, with the requirement that the funding would be repaid from any land sale surpluses that may be realized. The original budget had approximately \$21 million in land sales; to date, \$10.5 million have been realized, with \$10.8 million outstanding to fulfill the funding requirements, including the additional interest.

The original financial model from 2008 was set up so ongoing operations and maintenance for River Landing would be funded from RCE until such time as the property taxes, parking revenues and leases in the area, when fully built out, would be sufficient to cover operating costs for the area. As revenues are incrementally generated from River Landing, the allocation from RCE will be phased out as per a City Council resolution from March 17, 2008. In addition, City Council resolved on April 14, 2010, that the River Landing Operating Program continue to be balanced through a transfer from RCE in order to ensure financial sustainability. The total transfers from RCE to the Operating Program are accumulated with the expectation that RCE will be repaid from any future surpluses in the program.

Based on these decisions, Administration has operated the River Landing program with the expectation that River Landing operations will become self-sufficient, and maintenance, management, and operating expenses will be covered from property taxes, parking revenues, and leases, and that the RCE funding will be repaid. The original timeline for River Landing estimated that self-sufficiency would be achieved in 2016. This timeline to achieve self-sufficiency has been continually adjusted based on factors such as:

- The need to re-tender land parcels after changes in development plans by private developers (e.g. Parcel A, Parcel YY);
- Delays in development (e.g. Parcel YY); and
- Tax abatements granted on various properties (The Banks, No. 1 River Landing Condos, East Tower, future Nutrien Tower) affecting revenues.

An overview of the River Landing Operating Program can be found in Appendix 4.

CURRENT STATUS

In order to be a self-financing area, River Landing needs to rely on property tax from properties within the area to help fund its operations (in addition to parking and lease revenues). Financial projections, to date, have assumed the remaining land parcels would be sold in 2019 and 2021 at their estimated values, thereby ensuring a predictable flow of property tax revenue, once sold. Factors such as property tax abatements and delays in land sales have an impact on the time it will take for River Landing to achieve self-sufficiency.

Based on the current status of the area, the financial projections, which include assumed inflationary and growth increases, show River Landing will become operationally self-sufficient by the end of 2028 (assuming the remaining land parcels are sold according to plan). Currently, River Landing's operating budget draws

River Landing Update

approximately 38% of its funding from RCE and 62% from district-generated revenue (parking, property taxes and leases). In total, from 2008-2018, River Landing has drawn \$6.48 million from RCE to cover operating costs.

The Current Funding Plan

1. Based on the approved funding model, RCE will continue to be used to offset the gap between district revenues and operating expenditures in River Landing until self-sufficiency is achieved. From 2019 to 2027, this is expected to require an additional \$5.12 million in support bringing the total draw on RCE from 2008-2027 to an estimated \$11.60 million.
2. Sale of the remaining two land parcels is expected to generate revenue of approximately \$16.4 million (2019 land sales estimate). Once the land is sold, this revenue will be used to fulfill the outstanding capital funding allocation plus interest cash flowed through the Property Realized Reserve of approximately \$10.8 million. The remaining \$5.6 million from the land sales proceeds would be allocated towards a partial reimbursement to RCE.
3. When the property tax abatements end and the associated tax revenue is received, River Landing is anticipated to be self-sufficient by the end of 2028. At that time, it is expected that River Landing will no longer need to draw from RCE to fund its operating budget.
4. The balance of funds allocated from the RCE, approximately \$6.0 million, is estimated to be paid back by the end of 2036.

Ongoing operating needs, tax abatements, and fluctuations in the market for land sales will continue to impact the financial model for River Landing.

Related to this, Parcel G (formerly Parcel D/E), which was approved for sale in November 2018 and targeted to be released in the summer of 2019, has been identified as one of a number of potential site options for a future facility as part of the Downtown Entertainment District. As such, the site in River Landing is not in a position to be released for sale as expected. Upon completion of the engagement and reporting process for the Downtown Entertainment District, Saskatoon Land will then be in a position to either release the River Landing site for sale, or formally announce that the development site will not be released as it will be held for a future Downtown Entertainment District location. The financial impacts of this decision for the River Landing program will be monitored and updated based on the outcomes of this process.

DISCUSSION/ANALYSIS

This report is intended to provide Governance and Priorities Committee (Committee) with a high level overview of the current status of River Landing financials, a brief introduction to the proposed governance and the overall intent of River Landing from its beginning.

River Landing Update

Going forward, there are also several remaining components of the development which Administration will need to confirm with Committee for the future of River Landing via future reports. This includes the following:

1. Should re-use of the Pumphouse and development of the Feature Building, as outlined in the Concept Plan, still be pursued?
2. Is the financing model of self-sufficiency (through property tax, parking and leases) still valid and is it the preferred model?
3. Once full build out is achieved, is the governance/management structure originally approved in 2008 still the preference?
4. Given the extended time frame for payback of RCE funding, is that reimbursement still required?

In addition, Administration has been approached by the Downtown Business Improvement District to discuss moving a portion of River Landing back under its jurisdiction. This request has legal, financial and operational implications that need to be considered fully and presented back to Committee prior to a formal decision on this item.

Administration will be reporting back to Committee in 2020 on each of the items noted above, for further discussion and direction.

Administration will also bring forward reports once the Parcel YY development has been completed and the future of the two remaining land parcels has been resolved.

IMPLICATIONS

There are no social or environmental implications identified in this information report. However, there will be financial and legal implications in the next report which Administration will bring forward.

NEXT STEPS

Administration will bring forward future decision reports for Committee on the governance and financial model in 2020.

APPENDICES

1. River Landing Concept Plan Update
2. River Landing Map
3. River Landing Governance Briefing note
4. River Landing Operating Program

Report Approval

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SP/2019/PL/GPC – River Landing Update/pg



River Landing Concept Plan Update 2019

Concept Plan – 2004 to 2019: Where Are We At?

October, 2019

Overview:

As a cultural and recreational centre, River Landing is the only urban destination identified in the 100-Year Plan for the Meewasin Valley and invites citizens and visitors alike to enjoy the natural beauty and benefits of parks, trails, and other amenities that bring people together.

In 2004, a concept plan for the south downtown (later named River Landing) was created after many rounds of community consultation and input from numerous groups and organizations, and officially approved by City Council as the blueprint for the site.

The \$81.5M, 36-acre riverfront development (stretching from 19th Street to the river, and from 3rd Avenue to Avenue C) is a mixed use space of beautiful parks, riverfront trails, new art gallery, live performance theatre, farmers' market, business incubator, seasonal concession, restaurants, as well as commercial, retail, hotel, and residential developments. These and other amenities draw thousands of visitors and residents each year to River Landing. On average over 360,000 pedestrians and cyclists visit or pass through the area annually. In addition, there are numerous festivals, races, special events, weddings, and dance classes in the vicinity each year (in 2018, there were 353 small and large events held in River Landing).

The River Landing concept plan was designed to provide a framework for the redevelopment of the south downtown area. The plan contained 12 planning principles and eight key elements to meet them. Below is a summary of the eight key elements and how they have been achieved since construction started in 2004.

#1 Landmarks:

Many cities have landmarks (buildings or structures) that are symbols for the community. River Landing has three landmarks—*Prairie Wind* (roundabout at 2nd Avenue and Spadina Crescent); *The Founders* (roundabout at 3rd Avenue and Spadina); and *Spirit of Alliance* (roundabout at Avenue A and Spadina). The concept plan also suggested a landmark at the western edge of the cultural block, which is now the Rемаi Modern Art Gallery of Saskatchewan, so one could say the Gallery itself has become the landmark. Rемаi Modern opened in October 2017 and has won numerous design awards. It features four levels, 11 galleries, a learning studio, theatre, restaurant, gift store, lounges and multi-use rental spaces. It also has the largest collection of Picasso linocuts.

#2 Strengthen Connections and Access

The south downtown had poor visual, vehicle, pedestrian, bicycle connections and access. To fully integrate River Landing with Riversdale and the Downtown, and to make the area a successful destination, the connections were improved.

- The City removed the old rail bridge over 19th Street, created a new east-west walkway on the south side of the street, and raised the street level of 19th Street. (The concept plan also suggested a pedestrian bridge over the 1st Avenue on-ramp, but it was not realized, due to costs and infrastructure challenges.)
- New north-south connections were created to join 2nd Avenue all the way to Spadina Crescent, and Avenue A, B and C were extended to Spadina; Spadina itself was also extended east-west in both phases.
- Riverfront paths and two pedestrian bridges were created, including enlarging the pathway under the Senator Sid Buckwold Bridge, as well as constructing numerous lookouts over the river. These changes provided a closer relationship between pedestrians and cyclists to the water, enabling them to travel over water and provide a contrasting experience with the conventional paths along the river.
- The rebuilt Traffic Bridge also strengthens connections, and is a conduit for motorists, cyclists, and pedestrians leading directly to River Landing.

#3 Mix of Land Uses

A mix of land uses was essential to meeting the planning principles and to be a destination for residents and tourists, creating an interesting and vibrant area that would be alive all seasons, and throughout the day and evening.

- Housing--The Banks opened in spring 2016 and has four buildings of low rise condos, with retail/commercial spaces at grade, and opportunities for live-work spaces. Parcel YY features a hotel and condominium development (plus two office towers and a public plaza). The two City parcels of land coming up for sale in Phase II also propose residential (Parcel D with high rise residential and retail at grade; Parcel BB, low to mid rise residential, again with commercial retail at grade). The original concept plan also suggested a library at street level, but there is now the Dr. Freda Ahenakew Branch Library nearby in Riversdale.
- Hotel and Restaurant—Parcel YY features a boutique hotel and potential cafes/restaurants. Parcel D could potentially have both a hotel and restaurant. Two restaurants are located along 2nd Avenue, with smaller ones in the Farmers' Market Building, and a café in The Banks. There is also the seasonal concession (Pavilion Building) in the riverfront park (which includes public washrooms). The Remai Modern also has a restaurant within the Gallery. The concept plan also called for the Feature Building (future) to have food service along Spadina Crescent, with a seasonal sports equipment rental down at the riverfront.

- Cultural, Theatre, Attraction, Interpretive and Public Space--Many examples of these elements are achieved in River Landing—a live performance theatre with Persephone Theatre, the new Rемаi Modern, and the two riverfront outdoor amphitheatres for public use. (The concept plan suggested an interpretive centre/visitor centre located where the new Rемаi Modern is situated; the plan also called for a public space on the south side of that parcel with inside/outside seating and a space to warm-up in the winter—Remai Modern achieves those objectives with its public spaces). In addition, in June 2018, the sidewalk along Spadina Crescent between 2nd and 3rd Avenues was named Joni Mitchell Promenade in honour of the famous musician who grew up in Saskatoon and was influenced by the river for many of her songs.
- Retail, Brew Pub/Restaurant, and Cafes--There are small scale food vendors and cafes within the Farmers' Market Building, a large café and a restaurant on 2nd Avenue, a café in The Banks, and the proposed future lease of The Pumphouse envisions a restaurant/bistro/brew pub type of enterprise. Parcel YY also envisages cafes in each of the office towers.
- Parks— The plan called for the creation of three parks, and they were all achieved. There are two riverfront parks, as well as Isinger Park with a children's play area and equipment. In addition, there is the Adult Fitness Circuit (installed summer 2014) in the riverfront park (consisting of a variety of cardio, strength, and resistance equipment for a workout any time of the year, overlooking the beautiful river view). There are also seasonal boat docks in the riverfront parks (the plan also suggested a boat launch, and the City, in partnership with Meewasin, is undertaking a review of possible sites elsewhere along the riverbank).

To note: when the Riverfront Park in Phase II was created, significant soil contamination was discovered throughout the site (contamination from previous site uses by the railway, the former power plant, and old practises of dumping materials along the riverbank). The City spent considerable time and money testing, excavating, safely disposing, and covering with clean soil to ensure the park was brought up to the rigorous environmental standards, and would be safe for the community to enjoy. The remediation has been recognized nationally as a best practice.

- Farmers Market Building, Market Square, and Business Incubator--Both the Saskatoon Farmers' Market Co-op and Ideas Inc. opened in their current location (a refurbished and expanded old City electrical building) in 2008. Market Square is available for the market vendors, as well as public bookings for events and festivals.
- Transit and Parking—For River Landing to flourish, it must be accessible by vehicle and transit. On-street parking spots were created: 119 on-street parking spots in Phase I, and 198 in Phase II. Two temporary off-street lots also provide

parking in Phase II. Administration is exploring opportunities to develop additional parking on the west side of the Senator Sid Buckwold Bridge. The River Landing Parkade with 154 spots under Remai Modern opened in spring 2017. The private developments in River Landing will also provide their own tenant parking. There are also bike racks throughout River Landing and in the River Landing Parkade. There is a Transit stop on 19th Street, and as River Landing becomes more of a destination and people place, Administration will continue to work with Transit to ensure Transit is a viable option for travel to and from the site.

- Existing Electrical Substation and Sewage Pumping Station—These existing facilities were not preferred uses in River landing. Therefore, a visually appealing wall and landscaping were built around the electrical substation to help mitigate noise and visual impact. The pumping station building above ground was removed and landscaping elements incorporated in its place; only the shaft remains, as an access point in an emergency overflow situation.

#4 The Riverfront as a Stage

One of the major concepts of River Landing is that the whole area functions as major setting for special events. The area can be viewed as a “stage” or “stages” to host a wide variety of events. Spadina Crescent (and other streets) can be closed to accommodate festivals, markets, and concerts.

There are two amphitheatres in River Landing, one on each side of the Senator Sid Buckwold Bridge, that are used for outdoor concerts, dance lessons, weddings, etc. In addition, numerous special events such as the Fireworks Festival, are specially designed to use River Landing and the river as a backdrop to the fireworks. Another example of creatively using the river is the “I Am the Bridge” annual Culture Days event; it shows films/videos under the Senator Sid Buckwold Bridge, by projecting the films on one of the bridge piers and the audience sits on cushions or chairs watching from the path.

#5 Ambient and Special Event Lighting

Lighting plays many roles in River Landing and it assists in making the area a destination late into the evening for all seasons.

Illuminated bollards throughout River Landing provide lighting for safety and ambience after dark. Overhead decorative pathway lighting also provide safe and welcoming vistas. The *Prairie Wind* sculpture is illuminated at night, with colours themed to reflect various seasons. Though not specifically mentioned in the plan, there are decorative banners on the light poles in River Landing, demarking the space as well as promoting upcoming events and facilities in a festive way.

#6 Heritage and Environmental Interpretation

The plan drew on the rich history of the area and the need to remember and celebrate the rich history.

- Indigenous culture is found throughout the site, including *The Founders* statue, commemorating the meeting of John Lake and Chief Whitecap along the riverbank. The statue was commissioned to tell the story of the pivotal meeting between these two leaders, which led to the founding of Saskatoon. It is situated at the roundabout at the intersection of 3rd Avenue and Spadina Crescent (installed June 2008).
- *Land of Berries* is a neon light sculpture on the exterior of Persephone Theatre. The artist collaborated with local Indigenous artists to create the piece, and the neon sculpture is Cyrillic script to represent *Land of Berries* in the Cree language to acknowledge the Saskatoon Berries found here, after which Saskatoon is named (installed 2013).
- *Spirit of Alliance - War of 1812* monument, was envisioned, commissioned, and funded by Chief Bear and the Whitecap Dakota First Nation in collaboration with the City's Public Art Consultant, to recognize the War of 1812 Bicentennial and to commemorate the alliance between the British Crown, the Dakota and others, and how the Dakota came to reside in the area. It is situated at the roundabout at the intersection of Avenue A and Spadina Crescent (installed September 2014 and HRH Prince Edward unveiled the statue).
- The River Landing Tree Grate Design and Input Process won the 2007 Premier's Award of Excellence in Design in the Collaborative Category. The City and Indigenous Elders partnered to produce one-of-a-kind tree grates that celebrate Indigenous oral history. Eight separate tree grate designs were produced based on four themes: Home, Stories, Play, and Ceremony.
- Site-specific tree grates are also placed around the site of the former A.L. Cole power plant, depicting concepts of power and electricity. A restored winch (with interpretive plaque) salvaged from the power plant's pumphouse also enhances the area's history.
- *Cut Out of Time*, mounted on the abutment wall under the Traffic Bridge, depicts the waterway history along the South Saskatchewan River, (including Saskatoon's first and only marine disaster, the crash of the SS Medicine Hat) (installed June 2008).
- Situated on either side of 2nd Avenue and 19th Street are the Gathercole Arches, marking one of the entrances to River Landing. The arches were created using masonry units salvaged from the entrance façade of the former Gathercole building that was formerly at the site (installed 2009).

- In memoriam of the long-serving artistic director at Persephone Theatre (Tibor Feheregyhazi), a small public plaza (Tibor Plaza) was constructed beside the Theatre in River Landing. Salvaged bricks and tyndall stone caps from the former Gathercole building were used to make seating walls, and trolley track cobblestones (salvaged nearby) were used to pave the accent strips.
- Market Square includes a unique and fascinating interpretative feature that highlights the history of the former Immigration Hall that once was located on the site. The “Market Square Storytelling Chairs” are a series of stainless steel chairs that have images and vignettes of life at Immigration Hall.
- Commemorating the hard work of Saskatchewan’s pioneer women, is the public art piece *Egg Money*, situated just south of the Farmer’s Market. Many pioneer women supplemented the family income by selling eggs, and this statue depicts a mother and her children with the chickens. A very popular piece with young children who love to pet the chickens.
- The interactive children’s Saskatchewan River Basin Water Play Feature is a model of the 420,000 square kilometres of the Saskatchewan River Basin that spans three Canadian provinces and one American state. It provides children, adults, and visitors to Saskatoon with a critical sense of place, highlighting the geological features, flora and fauna, and cultural history of the river. Over 100 treasures await to be discovered—all embedded in the water play feature—cities, forts, land borders, animal tracks and footprints, plants, symbols, fish, fossils, license plates, and even a giant sturgeon.
- Hidden in the lagoon or grotto (a specially designed basin both as a stormwater outfall with an environmentally friendly oil and grit separator and landscaped area), are metal cut-out shapes of beavers and herons, species that can be found along the riverbank.
- An interesting interpretive feature along the riverfront path in Phase II is the outline of the original shoreline shown in historic cobblestone bricks. The distinctive brick work delineates what the shoreline was prior to the River Landing development, and shows how the shoreline was enlarged to incorporate more pathway and amenities.

#7 Streetscape and Public Art

The concept plan involved planning and constructing a whole new series of streets in both sides of River Landing. The plan wanted to create as strong sense of place, and produce a pedestrian-friendly atmosphere, while still allowing slow speed vehicular circulation through the area to provide access to individual properties and to the riverfront parks. The paving stones identify the street as a pedestrian priority zone and also slows traffic down.

In some areas, the sidewalks are wider than regular sidewalks to accommodate more pedestrians and sidewalk amenity space. The curbs are rounded to accommodate easy access by persons using wheelchairs, strollers, or other wheeled devices. Power and water access are provided at strategic locations to accommodate special events. The amenity strips feature streetscape furniture (such as garbage cans, bike racks, wayfinding directory, bollards, and tree grates). The benches in River Landing are made of Forest Stewardship Council certified Ipe wood harvested in an environmentally-friendly way, and are extremely durable - resistant to vandalism and harsh weather elements.

River Landing also had its own palette of colours selected in order to brand the site as distinctive—titanium grey throughout with burgundy red accents used on features such as fencing, light poles, bollards, and railings in order to reinforce the site as a unique zone.

Approximately 200 trees were added along the sidewalks in River Landing, in addition to the trees in the new parks. Sparkle lights will be added to the trees when they are more mature, in order to provide a warm festive atmosphere year round. In addition to the beautiful flowers beds planted annually, River Landing also has large seasonal flowerpots that are planted every year, again adding to the color and vibrancy of the area. Native plantings, grasses, and shrubs were all carefully selected to enhance the landscaping of the area.

A whimsical feature projects up in Phase II by the Pumphouse—large poles with a stylized graphic of a rabbit on top (similar to a gargoyle on top of buildings). The poles can be seen by people at street level, to draw them down to see what other surprises and delights await them along the riverfront paths.

Public art is a popular aspect of Saskatoon, and both permanent and temporary art are incorporated into the area. In addition to all the features noted earlier in this summary, in Element #6, other public art features, include:

- *The Cougar* sculpture to surprise and delight people along 19th Street, under the Idylwyld Overpass and as the artist states “...to keep thinking about living in harmony with the wildlife in and around the city” (installed 2010).
- *Prairie Wind*—located at the roundabout at 2nd Avenue and Spadina Crescent was the result of a national call for entries. It represents the waving prairie grasses in the wind, and is also illuminated at night (installed December 2006).
- *Launch Time*, simulates the launching of a canoe into the river with iconic representations of a canoe (installed November 2007).
- *Forging the Future* sculpture across from the Farmers’ Market Building, created “in recognition of the blacksmith’s contribution to all the small communities in Saskatchewan as it developed into a province.”

- The *Fire Vessel* is a stunning art piece by the Pavilion Building, created as a legacy for the 2010 Olympic Torch Relay when it passed through Saskatoon. This piece has a natural gas flame which can be booked during all four seasons of the year. The fire pit area has a seating node for all age groups to gather and enjoy at any time of day.
- Temporary art under the Senator Sid Buckwold Bridge (first with the very popular and interactive blackboard “Before I Die” wall; now the whimsical mural *River Reflection*).

#8 Controlling Development and Design

River Landing is special and prominent, and both City Council and the community wish to ensure the land use, design, and form of the development that occurs is consistent with the intent of the plan.

As a result, there are special zoning and architectural controls for River Landing. There are the Direct Control District 1 Guidelines which govern such areas as land uses, building form, height, landscaping, parking, and service access. River Landing also has Architectural Control District Guidelines, to address proportion, scale, massing, colour and relationship to the street. Every new proposed development undergoes development review both by the City and Meewasin.

River Landing Map



River Landing Governance Briefing Note

October, 2019

BACKGROUND

Construction started on River Landing in 2004 (and the majority of the City's portion of construction finished in 2014; what remains is the streetscaping around Parcel YY). The district covers 36 acres of parks, mixed use development, streets, streetscaping, unique infrastructure elements, and utilities. The total cost was \$81.5M.

River Landing (stretching from 19th Street to the river, and from 3rd Avenue to Avenue C) is a mixed use space of beautiful parks, riverfront trails, a new art gallery, a live performance theatre, a farmers' market, business incubator, seasonal concession, restaurants, and commercial, retail, hotel, and residential developments. These and other amenities draw thousands of visitors and residents each year to River Landing. On average over 300,000 pedestrians and cyclists visit or pass through the area annually. In addition, there are numerous festivals, races, special events, weddings, and dance classes in the vicinity each year (in 2018, there were 353 events held in River Landing).

The South Downtown Concept Plan defined twelve principles to guide planning and development within River Landing. Among these were:

- Create a distinct identity and sense of place;
- Design to be a destination;
- Design for development viability.

MANAGEMENT STRUCTURE

In March 2008, Administration brought forward a report to City Council and a number of key decisions were made based on that report:

1. Council *approved the establishment of a civic-owned non-profit corporation, similar to that for TCU Place* (for oversight of River Landing, once it was fully built out).
2. River Landing was intentionally removed from the areas of overlap in both the Riversdale and Downtown BIDs. This was in an effort to avoid overlapping district boundaries, responsibilities, activities, levels of service, and revenues and *"...to ensure a unique district and a contiguous development with expanded services for River Landing*. Before this removal, portions of River Landing were within the boundaries of both the Downtown and Riversdale BIDs.
3. And finally, Council approved *"... the dedication of River Landing municipal property taxes and parking revenues to fund management, maintenance, and operations"* to ensure financial sustainability.

CURRENT OPERATIONS

Currently, River Landing is managed by a City project manager, with service agreements with other civic Divisions (Roadways & Operations, Parks, Facilities, and Parking Services) to deliver services in the district. This entails River Landing paying for such services now, even though it is not yet self-sufficient.

These operations include:

- snow removal and street sweeping;
- site maintenance and repairs;

- building maintenance;
- graffiti removal;
- amenity maintenance;
- lighting, bollard repairs;
- landscaping and grounds maintenance;
- garbage collection;
- public art; and
- parking services such as pay stations, enforcement, and collection (because the parking revenue remains in River Landing as a funding source).

River Landing also works with the Allocations Office on bookings and programming of River Landing by third parties. In 2018, 353 separate events were held, by 60 different user groups. In addition to the oversight of daily operations, River Landing management also oversees tenant/site relations, land development, construction liaison, and the River Landing Parkade operations (located underneath Remail Modern).

To date, the City controlled non-profit corporation has not been established, as the district is not yet fully built out. Parcel YY is still under construction, and two land parcels remain to be sold for private development.

CURRENT FUNDING

- The majority of River Landing's operating budget is supported through an allocation from the Reserve for Capital Expenditures (RCE), with the remainder of funding derived from parking revenues, leases, and property taxes. River Landing is projected to be self-sufficient (and therefore not draw on RCE any more) in the future (estimated at the end of 2028), depending on some conditions, such as land sales timing and tax abatements ending, and assumed inflationary increases in revenues and expenses).
- River Landing's parking revenues are maintained separately from the rest of the City's parking revenues, as this area is in some ways set up as a tax increment financing district.
- Similarly, the original intent was not to provide tax incentives to developments in River Landing, but rather to use those tax increases to help the area become self-sufficient earlier in the development of River Landing. However, delays in development and a slow development market, tax abatements have been provided to assist developers with their projects in the district. There is one current property tax abatement (The Banks, residential abatement expires end of 2021) and three more soon to start: in 2020 (No. 1 River Landing Condos, East Tower) and in 2022 (Nutrien Tower). The only entities currently paying property tax are commercial properties at The Banks; River Centre; Ideas Inc; Saskatoon Farmers Market Co-op; Alt Hotel; and the land portion of the Parcel YY site.

NEXT STEPS

Since the River Landing area has evolved in the eleven years of actual operation and lessons have been learned since the original governance report was approved in 2008, Administration wants to find the best governance fit for River Landing. Once River Landing is closer to full build out (land sales completed and buildings developed) and there is a more comprehensive understanding of the full programming, operating and capital needs for the area, including a review of potential governance/management models, then Administration will report further to Council recommending the proposed future governance model.

River Landing Operational Program

The River Landing Operating Program includes the following:

- **Daily Operational Site Management**
 - In terms of operational site management, River Landing can be considered as similar to the oversight and operations of other City facilities such as the Shaw Centre or Saskatoon Field House, but just outdoors.
 - Asset and operational management and service level agreements cross-charged to River Landing by Facilities, Parks, Parking Services, Roadways & Operations;
 - Identification and coordination of maintenance and repair activities for structures, assets, street furniture, streetscaping elements, park spaces (grounds maintenance, garbage removal, irrigation, trees), energy management, snow removal and grading, street sweeping, garbage pick up etc.;
 - Troubleshooting daily issues/operational impacts in the district;
 - Addressing inquiries/questions from residents, Councillors, external and internal stakeholders;
 - Addressing parking management operations and issues;
 - Liaising with special events user groups; and
 - Programming funding support (e.g. Wintershines, Fireworks Festival).
- **Tenant/Site Relations**
 - Farmers' Market Building, Ideas Inc., Pavilion Building, Persephone Theatre, Remai Modern, The Banks, Alt Hotel, East Tower, Future North Tower; and,
 - Lease management (renewals, inquiries, issues management).
- **River Landing Parkade**
 - Operational direction and oversight; and,
 - Monitoring parking revenues and expenditures.
- **Development Oversight**
 - Liaising with builders/developers during their construction activities in the district; and
 - Project management of adjacent civic streetscaping construction.
- **Land Sales/Development Oversight/Reporting**
 - Parcels G, BB; Morse Road, Pumphouse, possible Feature Building; and
 - Reporting to Council on future planned development and financial status updates for River Landing.

Low Emissions Community Plan – Opportunities and Partnerships

ISSUE

City Council has received the Low Emissions Community (LEC) Plan, which is a detailed roadmap of the actions required to meet both community and corporate emissions reduction targets for 2023, and to reduce greenhouse gases by 80% by 2050. The Actions in the LEC Plan will impact the entire community, therefore striving for community cooperation and collaboration is essential for success.

This report provides information on community engagement, as work is considered for 2020-2021. While some LEC actions are already underway, most require further funding and collaboration to move forward. City Council indicated at the August 26, 2019 meeting, that additional information is required prior to budget deliberations to assist in funding decisions for the LEC initiatives; specifically to better understand where there are opportunities for collaboration with community partners and to find those initiatives that will result in the most impactful outcomes.

This report provides a summary of engagement with key stakeholders and presents opportunities over the next two years.

BACKGROUND

On August 26, 2019, City Council received the Low Emissions Community Plan and the Preliminary Low Emissions Community Plan Initiatives reports and resolved, in part:

- “1. That engagement with the community and stakeholders is undertaken to further advance planning and to develop comprehensive implementation strategies for preliminary initiatives included in the Low Emissions Community Plan.
2. That the Administration report back on ways we can partner with the private, institutional, and non-profit sectors in order to provide opportunities for other sectors to take the lead on, and provide feedback on the initiatives they are undertaking and intending to undertake with respect to the relevant portions of the LEC Plan.
3. That the Administration report back on how we can partner and collaborate with, but not limited to, Saskatchewan municipalities, SUMA, and the provincial government with respect to the proposed LEC Plan.”

CURRENT STATUS

A summary of initiatives strategically positioned for near-term implementation of the LEC Plan has been prepared for further budget consideration and prioritization. The list of LEC items relevant to the 2020/2021 Gas Tax / RCE prioritization includes:

Low Emissions Community Plan – Opportunities and Partnerships

Sector	Community Initiative	City / Corporation Initiative
Transportation	<ul style="list-style-type: none"> Community Electric Vehicle Adoption Strategy and Charging Infrastructure 	
Energy Generation	<ul style="list-style-type: none"> City-wide Solar Strategy 	<ul style="list-style-type: none"> Utility Scale Solar Energy Project: Parcel M City-wide Solar Strategy
Buildings and Energy Efficiency	<ul style="list-style-type: none"> Community Incentive Program for Energy Efficiency Property Assessed Clean Energy (PACE) Financing Program 	<ul style="list-style-type: none"> High Performance Civic Building Policy – Phase 1 - New Buildings Phase 2 - Viability of Enhanced Energy Performance Standards for New City Buildings, and Green Certification for Existing Buildings Municipal Building Appliance Replacement Heat Pump Feasibility Study
Waste Management	<ul style="list-style-type: none"> Implementation of Industrial, Commercial and Institutional Recycling and Organics waste reduction policy development and program Kitchen catchers for Multi-family organics program 	<ul style="list-style-type: none"> Leading by Example – City Building Implementation of ICI policy for waste reduction

There are also items on the prioritization list administered under existing corporate projects that would impact long-term LEC outcomes including:

- Curbside Organics Bin Purchase;
- Weir Hydro Power;
- Corridor Planning/Infill Development;
- Downtown Stimulus;
- Corporate Adaptation Strategy Implementation;
- Active Transportation Plan Implementation; and
- The Growth Plan.

The prioritization list also includes support for implementation of the Triple Bottom Line (TBL) Policy. Although the TBL is not outlined as an LEC action, education, quality management and support for significant City of Saskatoon (City) work using a TBL lens would support strategic sustainability principles and targets as well as broader corporate objectives.

DISCUSSION/ANALYSIS

This report provides a summary of engagement with key stakeholders and presents the LEC initiatives, which have potential collaboration or partnership opportunities. Information is provided to clarify alignment of initiatives with what was heard from the community. Furthermore, since the LEC plan was tabled in August, feedback has been

received and the Administration has made amendments to certain key terms and statements within the plan to address the items identified by the community and to provide clarity of intent, while continuing to meet the objectives of the LEC plan. Lastly, further information on the operationalization of the TBL Policy has also been provided, as it strongly aligns with objectives for greenhouse gas reduction opportunities and broader corporate social and economic co-benefits.

Stakeholder Feedback and LEC Alignment

In addition to community feedback at the August 26, 2019, meeting of City Council, the Administration met with seven groups of stakeholders throughout September 2019. A summary of this feedback is included as Appendix 1 – Feedback and Opportunities for Collaboration, showing if and how stakeholders were interested in working together and ensuring coordination on LEC Actions. Opportunities for collaboration include:

Organization	Opportunities for Collaboration
Saskatoon and Region Home Builders' Association (SRHBA)	<ul style="list-style-type: none"> SRHBA would continue to participate on a task force (between industry, government, and other key stakeholders) to prepare for the next changes to the National Building Code. SRHBA is ideally suited to provide education and communications for home builders and homeowners around programs such as PACE. SRHBA will continue to support actions that lead to high standards in the home building industry (e.g. by continuing to offer its Certified Professional Home Builder Program).
Federated Co-operatives Limited (FCL), Sustainability Unit and Energy Unit	<ul style="list-style-type: none"> FCL is interested in continued conversations around waste management, electric vehicle infrastructure, alternative fuels, and solar. FCL has experience with building and facility energy efficiency upgrades. Interested in leading and/or learning from research and development (e.g. in the areas of electric vehicle charging networks and alternative fuels such as renewable diesel and renewable natural gas). FCL is pursuing government funding for electric vehicle charging infrastructure, some of which would be located in Saskatoon if the application is successful. Partnerships with / support from local municipalities would strengthen the proposal.
Nutrien, Sustainability & Stakeholder Relations	<ul style="list-style-type: none"> Nutrien would like to continue talking with the City about opportunities to support solar and renewables. Nutrien is targeting LEED Gold Certification for their new Saskatoon Headquarters. Nutrien would be interested in opportunities to share best practices around green buildings. Nutrien is supportive of sustainability-focused educational programming and exploring collaborations.
University of Saskatchewan (USask), Facilities	<ul style="list-style-type: none"> Potential exists to collaborate with different academic, operational, and governing bodies at USask, as per the Memorandum of Understanding. USask is interested in further discussing projects with positive business cases.

Low Emissions Community Plan – Opportunities and Partnerships

Sustainability and Engineering	<ul style="list-style-type: none">• USask would like to learn more about the City's approach to organics diversion and water conservation opportunities, sharing lessons learned about building efficiency upgrades, and exploring cleaner energy sources.
Greater Saskatoon Chamber of Commerce	<ul style="list-style-type: none">• The Chamber would like to learn more about the LEC Plan and actions.• Interested in staying informed around program development, working together, and continued communication, especially related to building retrofits, electric vehicle charging stations, and waste management.
Downtown, Broadway, Riversdale, and Sutherland Business Improvement Districts (BIDs)	<ul style="list-style-type: none">• BIDs are generally interested in learning more about PACE, electric vehicle charging stations, solar, building improvements, and waste.• The BIDs are particularly interested in staying engaged and up to date on any requirements and/or changes to how buildings are built, retrofitted, and preserved.• Interested in continuing the conversation.
North Saskatoon Business Association	<ul style="list-style-type: none">• The North Saskatoon Business Association is supportive of PACE financing. PACE removes the biggest obstacle in a business' path (capital funding) in the most flexible way.

Throughout the engagement, common themes emerged. Consistent across all organizations was a general interest in gaining a better understanding of the plan, especially its financial impacts, and to communicate these messages more clearly. The stakeholders suggested that collaborating on approach, tools and resources would aid their stakeholders to understand and guide possible sustainable actions. Feedback from a number of the groups was concern around language that refers to “caps”, “mandating”, or implies that the City might get ahead of other regional or national jurisdictions. Details on the engagement strategy and methodology as well as more comprehensive feedback from this preliminary engagement can be found in the What We Heard Interim Report (www.saskatoon.ca/engage/climate-change). This information as well as on-going engagement will inform the strategy for continued engagement.

Opportunities for Collaboration and 2020-2021 LEC Project Alignment

Based on the discussions to date, several opportunities have been identified to potentially partner with stakeholders to implement specific initiatives within the LEC Plan such as:

- Community Electric Vehicles Adoption Strategy;
- Renewable Energy – Utility Scale Solar;
- Property Assessed Clean Energy (PACE);
- Community Incentives for Building Efficiencies;
- Waste Diversion for the Industrial, Commercial and Institutional Sector; and
- Community of Practice.

Appendix 2 - Information on Preliminary Low Emissions Community Plan Initiatives includes greater detail on each of these initiatives.

Education and Communications

Stakeholders and the public alike have offered feedback about language and clarity of expectations in the LEC Plan. Many of the groups provided recommendations which involve: increased access to broader LEC communications; use of clear or plain language; and continued engagement to identify additional partnerships and alignment. Administration is developing a communications plan to increase understanding and awareness of the LEC Plan, which would likely include:

- An LEC backgrounder – a concise and accessible booklet that will contain key messages from the LEC Plan in an easy-to-read format;
- Presentations – the City will provide presentations to school groups, business partners, organizations, and residents; and
- Awareness Campaign – using the webpage, social media, and video, key messages about the LEC Plan will be circulated.

The City currently has environmental education programs, including the Student Action for a Sustainable Future Program. This program engages grades 5 to 8 classrooms in action and inquiry projects in the areas of waste, water, energy, food, biodiversity, and transportation. This program can be used to further enhance awareness of the LEC actions and greenhouse gas (GHG) reduction targets set by the City. Partnership opportunities are being explored to expand the program.

What We Heard – Evolution of the LEC Plan

Stakeholders have brought forward concerns that certain terms within the LEC Plan actions indicate that the City will introduce more stringent municipal building codes in advance of the National Building Code (NBC) and Saskatchewan's Uniform Building and Accessibility Standards (UBAS), and that through this, the City might mandate retrofits, energy caps, and design of new buildings that gets ahead of regulatory expectations elsewhere in Saskatchewan. While the LEC actions anticipate energy requirements increasing over time, they are meant to align and follow the NBC and UBAS requirements. In order to clarify this intent, while still meeting the objectives of the LEC Plan, amended wording of the Actions are proposed for the Plan in accordance with Appendix 3 - Low Emissions Community Plan Amendments and Clarification.

Operationalizing the Triple Bottom Line Policy

City Council approved a Triple Bottom Line (TBL) Policy at their meeting on September 30, 2019. The TBL Policy will help to ensure that the GHG implications of initiatives and other connections back to the LEC Plan are considered in all decisions. This policy works to maximize the co-benefits of every initiative by shifting decision-making towards a comprehensive approach that considers environmental, social, and economic factors.

The TBL Draft Project Plan (see Appendix 4 - Triple Bottom Line Draft Project Plan) outlines near, middle and longer term deliverables and resources associated with operationalization of the TBL Policy. In order to ensure consistent application of the policy, additional resources are required to:

- Provide support to apply a TBL framework to initiatives, including an Operating (How-to) manual for the policy, other quality management system tools for process support and mapping, a centralized web-based area for supporting

information, education tools for in-person, video or PowerPoint delivery, and one-to-one support;

- Formalize governance framework, including oversight and auditing, support material approvals, addressing consistency issues, and reporting;
- Share Civic TBL processes and learnings with other organizations;
- Prepare reporting on status annually; and
- Identify success and corporate need beyond the two-year operationalizing phase.

IMPLICATIONS

The City will use existing operational resources for further engagement and education associated with the LEC Plan. Specific initiatives outlined on the 2020/2021 Gas Tax / RCE list require funding in order to proceed.

NEXT STEPS

As directed by City Council, the Administration will continue to engage and provide communications on the LEC Plan. A summary of the engagement strategy is available within the [What We Heard Interim Report](#).

APPENDICES

1. Feedback and Opportunities for Collaboration
2. Information on Preliminary Low Emissions Community Plan Initiatives
3. Low Emissions Community Plan Amendments and Clarification
4. Triple Bottom Line Draft Project Plan

REPORT APPROVAL

Written by: Amber Weckworth, Education & Environmental Manager
Reviewed by: Jeanna South, Director of Sustainability
Approved by: Angela Gardiner, General Manager, Utilities & Environment

Feedback and Opportunities for Collaboration

The Administration met with seven stakeholders (BIDS counting as one) throughout September to gather feedback and explore opportunities for collaboration. The feedback from these meetings is provided below; for more details on the engagement process and discussions, refer to the [What We Heard Interim Report](#).

Organization	Feedback	Opportunities for Collaboration
Saskatoon and Region Home Builders' Association (SRHBA)	<ul style="list-style-type: none"> • There are ways to support the home building industry beyond financial incentives, including improving building, development, and permitting processes. • Prefer performance-based building standards that allow for flexibility and innovation, rather than prescriptive standards. • SRHBA does not support mandatory retrofits. • SRHBA does not support municipalities mandating processes and standards that go above the National Building Code, but does support incentives and collaborations. • SRHBA has issued a letter to the Saskatchewan Government encouraging changes to Legislation to allow PACE financing. • SRHBA will be advocating for use of only certified construction professionals when incentives are created and when/if PACE financing becomes available. • SRHBA will be taking steps to ensure that only certified professionals are used when incentives are created and when or if PACE financing becomes available. The Certified Professional Home Builder Program is the only professional certification in the residential construction sector (they are also launching an equivalent program to certify professional renovators) and should be tapped into to ensure quality work and standards, and to ensure items are in writing, which 	<ul style="list-style-type: none"> • SRHBA would continue to participate on the successful task force (between industry, government, and other key stakeholders) to prepare for the next changes to the National Building Code. • SRHBA is ideally suited to provide education and communications for home builders and homeowners around programs such as PACE. • SRHBA will continue to support actions that lead to high standards in the home building industry (e.g. by continuing to offer its Certified Professional Home Builder Program).

	protects everyone involved and ensures tax revenues are collected.	
Federated Co-operatives Limited (FCL), Sustainability Unit and Energy Unit	<ul style="list-style-type: none"> • FCL recommends that the City look at what other jurisdictions are doing. Where possible, harmonization of regulations across different jurisdictions would help businesses that have operations in multiple locations across Canada. • Consider how to reduce administrative burdens for businesses as the LEC Actions are designed and rolled out. • FCL wants to be a part of the solution and believes that collaboration is key to building a sustainable community. • Favourable regulations and incentives can make a business case work. 	<ul style="list-style-type: none"> • FCL is interested in continued conversations around waste management, electric vehicle infrastructure, alternative fuels, and solar. • FCL has experience with building and facility energy efficiency upgrades. • Interested in leading and/or learning from research and development (e.g. in the areas of electric vehicle charging networks and alternative fuels such as renewable diesel and renewable natural gas). • FCL is pursuing government funding for electric vehicle charging infrastructure, some of which would be located in Saskatoon if the application is successful. Partnerships with/support from local municipalities would strengthen the proposal.
Nutrien, Sustainability & Stakeholder Relations	<ul style="list-style-type: none"> • Nutrien is looking for opportunities to support sustainability and interested in learning more about the LEC Actions over time, even if specific ways of collaborating aren't known at this time. 	<ul style="list-style-type: none"> • Nutrien would like to learn more about opportunities to support solar and renewables. • Nutrien is targeting LEED Gold Certification for their new Saskatoon Headquarters. Nutrien would be interested in opportunities to learn about and share best practices around green buildings. • Nutrien is supportive of sustainability-focused educational programming and exploring collaborations.
University of Saskatchewan (USask),	<ul style="list-style-type: none"> • The LEC identifies an ambitious but appropriate list of actions. Other 	<ul style="list-style-type: none"> • Potential exists to collaborate with different academic,

Facilities Sustainability and Engineering	opportunities to reduce emissions exist as well.	<p>operational, and governing bodies at USask, as per the MOU.</p> <ul style="list-style-type: none"> • USask is interested in learning about/exploring projects with good business cases. • USask would like to learn more about organics diversion and water conservation opportunities, share lessons learned about building efficiency upgrades, and explore cleaner energy sources.
Greater Saskatoon Chamber of Commerce	<ul style="list-style-type: none"> • Create business-focused education that highlights the savings and benefits of tangible actions, and that explains how the LEC Plan makes Saskatoon an attractive place to do business. • There's general uncertainty about the Plan. The Chamber and business community need to understand the business impacts of the LEC actions. • Collaboration with the Provincial Government and neighbouring municipalities is important. • Remove language about mandating. Limit government regulation. • The Chamber is concerned that the Plan might lead to tax increases or be prioritized over infrastructure funding. • The Chamber's membership is concerned about the potential for increased costs for retro-fits and upgrades. 	<ul style="list-style-type: none"> • The Chamber would like to learn more about the LEC Plan and actions. • Interested in staying informed around program development, working together, and continued communication, especially related to building retrofits, electric vehicle charging stations, and waste management.
Downtown, Broadway, Riversdale, and Sutherland Business Improvement Districts (BIDs)	<ul style="list-style-type: none"> • The Plan is kind of overwhelming and challenging to understand. • Provide more business-focused, accessible education. Focus on solutions that businesses can do that have a good payback. • The Plan introduces some new concepts that they're not familiar 	<ul style="list-style-type: none"> • BIDs are generally interested in learning more about PACE, EVs, solar, building improvements, and waste. • The BIDs are particularly interested in staying engaged and up to date on any requirements and/or changes

	<p>with (e.g. PACE Financing) that they'd like to learn more about.</p> <ul style="list-style-type: none"> • Make sure that actions don't drive businesses and customers away from the BID areas. • Businesses are starting to change when actions lead to a direct cost benefit. • Whatever the City does, do it well. • There is a sense of caution relating to the cost of the plan. There is interest in obtaining a more fulsome understanding of how this plan is to be paid for. Businesses will require an understanding of this type of information moving forward. 	<p>to how buildings are built, retrofitted, and preserved.</p> <ul style="list-style-type: none"> • Interested in continuing the conversation.
North Saskatoon Business Association (NSBA)	<ul style="list-style-type: none"> • Pleased to see that the City has been showcasing leadership by piloting some of these actions on their own operations first. It helps show that these actions work before doing widespread implementation. • Changing standards change the economics of a project. The way the City times, communicates, and rolls out their changing standards could be improved. Businesses need time to adapt. • A gap in the Plan is that it doesn't show the estimated per homeowner and per business costs of the LEC actions. • Communicate what the LEC actions will do to and for businesses – the positives and negatives. • Implementation should take place at the pace that people and businesses can afford to them. • The NSBA doesn't support a prescriptive approach or mandating. 	<ul style="list-style-type: none"> • The NSBA is supportive of PACE financing. PACE removes the biggest obstacle in a business' path (capital funding) in the most flexible way.

Information on Preliminary Low Emissions Community Plan Initiatives

Community Electric Vehicle Adoption Strategy

Scope and Budget

A pilot project in 2020/2021 is being recommended for funding of \$100,000 from Gas tax/RCE. The pilot project would include:

- 1-3 Level 2 Charging stations downtown with free on-street parking – administration would look for partnerships with businesses to encourage investment in downtown charging stations; incentives could include grants, joint marketing, or parking
- An education exhibit that focuses on the advantages and breaks down barriers (such as cold climate) for EVs in Saskatchewan.

The full scope of work for a Community Electric Vehicle (EV) Adoption Strategy and Charging Infrastructure initiative requires:

- Collaboration with the community and stakeholders to plan an EV charging network;
- Research and consideration for cold-climate design;
- Electric vehicle access incentives and education programs; and
- Design and installation of 4-7 EV charging stations for public use (level 2 or 3).

To complete the full strategy, additional funding would be required.

Engagement and Partnerships

Many municipalities have led with preliminary EV infrastructure, which functions to incentivize increased use of electric vehicles, but the municipality does not need to be the sole developer of charging infrastructure and incentives. Preliminary feedback from our stakeholder discussions has identified a number of collaboration and partnership opportunities. These could include: co-design of a comprehensive grid from public and privately run charging stations; partnering on grant applications; co-purchase of vehicles and/or charging infrastructure; sharing research and best practices; as well as, marketing and education around the benefits and availability of these types of vehicles and charging infrastructure. This community collaboration may inform parallel work slated to occur with the City EV fleet and infrastructure, and *vice versa*.

Funding

Preliminary research indicates that the federal government supports EVs through funding and incentives. Funding programs are in place for new charging stations in workplaces, public parking areas and multi-unit buildings, and incentives of \$5,000 are available towards the purchase of an electric battery or hydrogen fuel cell vehicle. Risks to the City with the current federal funding include the anticipated expiration of these incentive programs in 2022 or 2023, or change in Government direction resulting from the 2019 election outcome.

Benefits

EVs are 3-5 times more energy efficient than regular combustion engine vehicles, especially in urban environments. Although the upfront cost of an EV may be higher than a conventional vehicle in some cases, the ownership costs over the life of the vehicle are likely to be lower.

A Community EV adoption strategy would enable Actions 21 and 22 from the LEC Plan - if the targets of 30% of new vehicle sales switching to electric by 2030, and 90% by 2050 are achieved – the cumulative reductions could be 9,624,000 tonnes of cumulative CO_{2e} reductions by 2050.

Renewable Energy - Utility Scale Solar

Scope and Background

The scope of this project includes implementation of a 1 Mega Watt solar plant on Parcel M. The implementation plan will be informed by a feasibility study led by Saskatoon Light & Power (SL&P); funding for this study has been secured from the Electrical Distribution Extension Reserve (EDER), and is expected to cost \$60,000. The feasibility study will outline scope; capital requirement; delivery and partnership options and recommendations; return on investment; rate impact, and greenhouse gas reductions.

Budget

The estimated cost if the City was to fully fund the project is \$3.5M; however, details of implementation would be determined through the feasibility study including funding opportunities which might include a green loan or partnership. Based on the RCE/Gas Tax Prioritization work, Administration will be recommending \$750,000 from the Gas Tax for construction of the plant. Additional funding will be required through a loan or other financing.

Engagement and Partnerships

During engagement, some organizations identified an interest in renewable energy resources as part of a corporate sustainability strategy and for the potential carbon offsets. Further discussions are warranted in alignment with the development of options for the Parcel M Feasibility Study, scheduled to commence in 2020.

Funding

Implementation of Parcel M could occur in many different ways, with different modes of collaboration and partnership, including:

City-owned and operated	Parcel M could be City-funded and owned. SL&P would operate the plant until the end of its life. With this model a new rate class could be introduced where customers would purchase solar electricity at a premium rate to offset their own renewable targets. Alternately, SL&P could sell offset credits at a fixed rate to help pay back the investment.
Third Party Investment	SL&P could issue a Power Purchase Agreement to a 3rd party to purchase solar electricity for a predetermined number of years at a fixed price and escalation.
Community investment	The public could invest capital and receive returns equal to their investment portion; this model is currently being utilized through the Saskatoon Solar Coop. SL&P could operate and maintain the facility, or a third-party can retain a contractor to operate and maintain the facility. The power would be purchased at the community solar power rate for a predetermined number of years with annual escalation and eventually SL&P would take ownership of the asset.

Benefits

The plant is expected to generate 1,225 Mega Watt-hours (MWhs) of clean electricity annually, which would result in 592 tonnes of reduced CO₂e annually. The development of this facility will provide jobs and help develop expertise in the clean energy industry, while generating revenue for SL&P. The project aligns with and enables Actions 30, and 34 in the Low Emissions Community Plan.

Property Assessed Clean Energy (PACE) Financing

Scope and Background

The *Property Assessed Clean Energy (PACE) Financing Program* involves development of a property tax-based loan program, provided by the municipality to residents, that can be used for renewable energy installations or energy efficiency retrofits. A PACE program is dependent upon legislative changes that are in progress and anticipated to be ratified in Q2 2020.

Budget

This initiative is expected to cost \$80,000 over the next two years to complete the pre-work needed such as program design, establishment of administrative and financing mechanisms in alignment with City systems, understanding impacts, and pursuing financing. Funding for this initiative has been prioritized within the RCE/Gas Tax prioritization exercise.

After the program is developed, further funding for marketing and education related to the new program would be required at an additional cost; as well as financing for loans.

Engagement and Partnerships

The Saskatoon & Region Home Builders Association (SRHBA) has issued a letter to the Government of Saskatchewan requesting legislative changes to allow PACE financing; they would like to collaborate on program design; the BIDs, North Saskatoon Business Association and the Chamber generally support incentive programs in principle, although issue caution if rate increases occur as a result of incentives.

Funding

PACE financing can return revenue to the City by offering a financing rate to residents higher than the municipal borrowing rate. However, the municipality may want to keep the financing rate low to encourage more participation. A full financial analysis would be required to set interest rates for the program.

The 2019 Federal Government budget proposed Community EcoEfficiency Acceleration funding of \$300M to enable cities to provide loans to home owners for both energy efficiency and renewable energy generation retrofits.

Benefits

PACE financing offers an innovative mechanism to mobilize the community to improve their homes and buildings (e.g. through energy efficiency retrofits and solar installations). This will help the City achieve its community emissions reduction targets, including enabling Actions 6 through 16 in the LEC Plan.

This type of program has seen success in other cities including Halifax and Toronto. PACE financing works because it removes barriers for citizens in securing financing, by

incorporating repayment onto their property tax bill it keeps both the loan repayment and the property improvement with the property. Once the improvement has been paid off, the utility savings and/or energy generation credits will be passed on to the homeowner, saving them money.

Community Incentive Program for Building Efficiencies

Scope and Background

Administration anticipates that the National Building Code (NBC) and National Energy Code for Buildings (NECB) will target net-zero by 2030, and that a step code may be introduced as early as 2020. We will need to work closely with industry, other levels of government, and peers in neighbouring jurisdictions to ensure consistency and effectiveness of building efficiency requirements.

The *Community Incentive Program for Building Efficiencies* initiative looks to establish a program of incentives targeted at builders to encourage voluntary water and energy efficiency retrofits in residential, commercial, and industrial buildings.

Deliverables include:

- Design and implement incentives to encourage improved energy efficiency over minimum standards;
- Training and capacity building programs, including a community of practice, for building efficiency retrofits and new constructions;
- Investigate certification systems for renovations already being used by industry and consider how they could be used by the City.

A future phase of incentives will be targeted at homeowners, and would cost an additional \$275,000; future phases will include:

- Energy literacy and education including audits with energy efficiency recommendations;
- Incentives such as grants, rebates, or direct install programs (to align or complement PACE).

Budget

This program is expected to cost \$260,000 over two years.

Engagement and Partnerships

Like the PACE program, SHRBA and the business community have indicated a general support of building retrofit incentives, with some groups remaining cautious about possible impacts on the mill rate.

Benefits

Developing incentives and education for builders and property owners is a critical component to making future and existing buildings more efficient. It is more cost effective to build to higher standards now than to complete retrofits later. It enables action 6 through 16 in the Low Emissions Community Plan.

High efficiency buildings have spaces that are more consistently the right temperature, are quieter, have improved air quality and are generally more comfortable. These programs can provide increased opportunities within the construction, renewable

energy, and trades. In addition to this, the products required for energy efficient buildings may also spur new and innovative types of business.

Waste Diversion for the Industrial, Commercial, and Institutional Sector

Scope and Background

This initiative includes:

- Mandatory recycling and organics policies and programs for the Industrial, Commercial and Institutional (ICI) sector including data tracking, education, enforcement and operations plans; and resources for preliminary intake;
- A multi-unit residential organics program options and recommendations that aligns where possible with ICI, and plans for any unique considerations;
- Recycling and organics at all city facilities, events and public spaces; and
- Waste reduction and increased use of recycled content through procurement.

Budget

The Gas-Tax/RCE list identifies \$771,000 for two years; this is being recommended for funding. An additional \$400,000 would be required for kitchen catchers for the multi-unit program.

Engagement and Partnerships

Both residents and businesses seem to agree that consistency is key in successful waste diversion. Through the ICI waste strategy engagement, we heard that businesses understand that regulations around composting and recycling are coming, and they are most interested in ensuring they are equitable between and within the sectors. Furthermore, businesses and organizations would like to understand how the City would implement reduction programs, work with other levels of government, and utilize a harmonized approach to plastic reduction.

Funding

In 2020, Multi-material Stewardship Westerns (MMSW) funds could be allocated for this initiatives. The Federation of Canadian Municipalities' Green Municipal Fund presents an opportunity to offset the cost of initiating new waste diversion or reduction projects.

Benefits

The Strategic Plan targets 70% waste reduction from the City landfill by 2023. The Low Emissions Community Plan's city-wide diversion target for 2050 is *90% for organics, 95% for plastics, and 90% for paper* (LEC Action 24).

The City's waste diversion rate in 2018 was 22.8%, based on waste received and diverted through City-provided services. The 2016 Waste Diversion Opportunities Report estimated that when considering all landfills around the city, the ICI sector generated approximately 100,000 tonnes of divertible waste, compared to the 39,000 tonnes generated by the curbside residential sector.

This initiative is estimated to divert 7,000 additional tonnes from the City landfill and 40,000 city-wide and reduce emissions by an estimated 100,200 tonnes CO_{2e} per year.

Community of Practice

Scope and Background

The City has much to learn from our ICI partners, and they from each other, as we introduce new building efficiencies, retrofits, electric vehicles, and waste management practices. Through communities of practice, we can facilitate this transfer of knowledge. The proposed High Performance Civic Buildings (HPCB) project provides an opportunity to initiate a Buildings Group which could inform the preparation of HPCB, as well as provide a way for the City to share learnings with other organizations.

Some work has been carried out toward the preparation of a HPCB Policy and further work is needed to ensure that new buildings and retrofits are carried out in a consistent and optimal manner. The work is described in three parts:

- Preparation of a policy for new municipal building construction. The cost is estimated at \$85,000;
- Enhanced performance requirements to Passive House standards, estimated at \$125,000; and
- implementation of a rating or performance system for existing buildings and retrofits, estimated at \$225,000.

Capital for incremental costs resulting from implementation of the new policy would need to be requested in the capital budget for any new construction project(s). Each new capital project should also carry costs for internal staff to support the policy implementation and continuous improvement of the implementation guide.

Following the initiation of a High Performance Buildings Community of Practice, other areas of interest may follow with interested Stakeholders, such as electric vehicles and infrastructure, energy generation or waste management.

Budget

The first phase, preparation of a policy for \$85,000, is being prioritized for funding from the RCE/Gas Tax.

Engagement and Partnerships

The City's work toward high performance buildings creates excellent opportunities for collaboration with other institutional and corporate owner/operators, as well as the building industry, realtors and property managers, especially around topics of energy performance: commissioning, air migration, and reporting and measuring performance.

Benefits

- Reduce energy consumption, greenhouse gas emissions, and landfilled waste in City owned buildings;
- Increase employee/occupant comfort and health in City owned buildings leading to increased employee engagement, productivity, and reduced sick leave;
- Decreased operating costs, and overall reduced life-cycle costs of buildings; and
- Learn from community partners.

Low Emissions Community Plan Amendments and Clarifications

Stakeholders have brought forward concerns about language within the Low Emissions Community (LEC) Plan that appears to suggest that the City of Saskatoon (City) would introduce municipal codes in advance of the Canadian National Building Code (NBC), the National Energy Code for Buildings (NECB), and *The Uniform Building and Accessibility Standards Act* (the UBAS Act); and that through this, the City would mandate retrofits, energy caps, and design of new buildings ahead of regulatory expectations elsewhere in Saskatchewan. The City would like to clarify that this is not the intention, and that the LEC actions are meant to align with the NBC, NECB and the UBAS Act.

The Government of Canada has stated it will work with provinces and territories to develop a net zero energy ready building code to be adopted by 2030.¹ The next iteration of the Codes, could potentially include components of an energy step code as seen in British Columbia.

For the purposes of the LEC plan projections, it is assumed that the province of Saskatchewan will continue to adopt the NBC and NECB.

Energy Consumption Code

- Thermal energy consumption standards for energy use intensity (EUI) and thermal energy demand intensity (TEDI) are included in the British Columbia Step Code as a component of the building design. Targets in the LEC Plan anticipate EUI and TEDI improvements in a future NBC step code.
- The LEC Plan anticipates that in future NBC and NECB requirements, more rigorous EUI and TEDI standards will be required in the building design. Energy modelling would be used at the design stage to demonstrate that the energy standards are being met and if they are not, design modifications would occur in order to be compliant with the code. These energy design standards are relevant at the building design stage and the intent is not that an operational building would have an energy use cap and the heat or electricity would be cut off if exceeded.

Municipal Step Code

- A municipal step code has been effectively used in British Columbia. Stakeholders have indicated that Natural Resources Canada (NRCan) may introduce a step code as part of the NBC and NECB and that performance requirements in the later phases of the step code are likely to be similar to those outlined in the LEC Plan (e.g. Passive House standard).

Currently, the City intends to continue aligning our regulations with the provincial adoption of codes; the City does not have plans to get ahead of the code and will work with industry to build capacity and prepare for code changes.

¹ Homes and Buildings, climate change, government of Canada, 2018

Mandatory Retrofits

- Current language in the plan indicates that the City might eventually mandate retrofits. The City does not intend to do this unless it is regulated at a provincial level.

Amendments to the LEC Actions

As a result of this feedback, the Administration will amend language within the LEC Plan for further clarity around the role of the City and alignment with Provincial regulations. These amendments are outlined in Table 1. A revised version of the LEC Plan will be available on the City's website.

Table 1. Amendments to the Low Emissions Community Plan Actions.

LEC Action Number	Current Language of LEC Action	Replace with Amended LEC Action
6	<i>Create an electric and thermal energy consumption cap for new home construction by utilizing a municipal step code</i>	In alignment with provincial legislation, plan and prepare for electric and thermal energy consumption reductions for new home construction (as anticipated in future NRCan step code).
7	<i>Require new homes to include roof solar Photovoltaic (PV) installations in the final year of a municipal step code.</i>	In alignment with provincial legislation, plan and prepare for the use of roof solar Photovoltaic (PV) installations in new homes (as anticipated in the future NRCan step code – later stages).
8	<i>Create an electric and thermal energy consumption cap for new Industrial, Commercial and Institutional (ICI) construction by utilizing a municipal step code.</i>	In alignment with provincial legislation, plan and prepare for electric and thermal energy consumption reductions in new Industrial, Commercial and Institutional (ICI) construction (as anticipated in future NRCan step code).
9	<i>Require new ICI buildings to include roof solar PV installations. In the final year of a municipal step code.</i>	In alignment with provincial legislation, plan and prepare for new ICI buildings to include roof solar PV installations (as anticipated in the future NRCan step code – later stages).
10	<i>Incentivize and mandate homeowners to perform deep energy retrofits</i>	Incentivize, and then in alignment with provincial legislation, plan and prepare for homeowners to perform deep energy retrofits.

11	<i>Incentivize and later mandate ICI owners and operators to perform deep energy retrofits.</i>	Incentivize, and then in alignment with provincial legislation, plan and prepare for ICI owners and operators to perform deep energy retrofits.
12	<i>Require energy efficiency improvements residential and ICI building lighting systems.</i>	Incentivize, and then in alignment with provincial legislation, plan and prepare for energy efficiency improvements to residential and ICI building lighting systems.
13	<i>Incentivize and later mandate homeowners to upgrade household appliances to energy and water efficient models.</i>	Incentivize, and then in alignment with provincial legislation, plan and prepare for homeowners to upgrade household appliances to energy and water efficient models.

Triple Bottom Line Draft Project Plan

Project/Initiative Name:	Triple Bottom Line Draft Project Plan
Date Created:	September 26, 2019
Contact Name:	Shannon Dyck
Department/Division:	Utilities and Environment, Sustainability

Scope

The scope includes roll-out of the Triple Bottom Line (TBL) Council Policy and corresponding decision-making framework across the corporation through initiatives that increase employees' understanding of the Policy, build each divisions' capacity to incorporate a TBL approach into their work, and support uptake and compliance.

The TBL initiative is meant to position the broadly-defined principles of sustainability as a responsibility of the entire organization, whereby each division and each employee has a role to play in ensuring its success. For this reason, a set of initiatives have been identified that will support employees as they apply a sustainability lens during the planning, design, implementation, monitoring, and reporting of new and existing initiatives.

Leadership Commitment, Guiding Value, and/or Strategic Goal Alignment

This initiative will allow the City of Saskatoon to make decisions and achieve its strategic priorities in a more comprehensive, consistent, and sustainable fashion by integrating: environmental health and integrity; social equity and cultural wellbeing; economic prosperity and fiscal responsibility; and good governance.

Draft Implementation Plan

Q3-4 2019	Wrap Up Preliminary Scope of TBL Work
Task	Description
Complete the TBL Decision Making Tool	Finalize version 1.0 of the tool for corporate use. Lock the spreadsheet.
Reach out to Directors at SMT Meeting	Present information on the TBL Policy and Decision Making Tool to SMT. Highlight next steps. Invite further conversations and follow-ups.
Corporate Email / Staff Directive	An email from the City Manager that includes a "staff directive" to use the tool once the TBL Council Policy becomes effective. Provide an update in a My City email.
Complete Pilots of the Decision Making Tool	To ensure the TBL Tool works for a diversity of projects and incorporates employee feedback, a series of pilots will be conducted with existing initiatives from across the corporation.
Create an Internal SharePoint Page on TBL	Save the TBL Tool and Policy on SharePoint. Describe what TBL is, include opportunities to learn more about it, etc.
Q1-2 2020	Formalize processes: Plan Next Scope of TBL Work
Create a New TBL Project Charter and Complete Project Management Documents	
Develop a New TBL Steering Committee	The new Steering Committee will decide on governance and responsibilities; roll out; and operationalizing TBL.
Determine role of TBL Advisory Committee	A new Advisory Committee could support TBL Tool improvements; roll out initiatives; education and capacity building; etc.
Define Tier 1, 2 and 3 Initiatives	As a way of prioritizing which initiatives undergo a full TBL evaluation, define Tier 1, 2 and 3 initiatives (a draft <i>TBL Prioritization - Tier 1 2 3 Initiatives</i> document is complete). Next step: Reach out to project leads for initiatives that fall into the highest priority category (Tier 1) to conduct TBL evaluations. This could include some or all of the 180 capital projects that Council is reviewing.

Create a Decision Making Tree / Process Map	<p>Create a visual flow-chart that maps out the TBL process including:</p> <ul style="list-style-type: none"> • When and how to use TBL based on Tier 1, 2 and 3 initiatives; • When to use the Full or Abridged Tool; • Who should use the tool / how TBL applies to staff; • Tasks/steps associated with TBL; • Training opportunities; • How TBL is linked to other City processes, such as tracking, Continuous Quality Management System, procurement, project management, etc.
Meet with Leadership/Directors from each Division	<p>Organize one-on-one meetings with division directors to discuss ways that a TBL lens may be applied/embedded into their existing processes and work plans. For example:</p> <ul style="list-style-type: none"> • Determine whether there are ways to integrate TBL into their operations, beyond just using the tool. • Discuss how to potentially create TBL champions/ambassadors in each division. <p>Specific opportunities:</p> <ul style="list-style-type: none"> • Meet with Strategy and Transformation to discuss how to best operationalize the decision making tool – i.e. through Process Improvement Coordinators and Business Relationship Managers (as ambassadors). • Work with those who lead Business Planning and Budgeting processes. • Collaborate on Sustainable Procurement with Supply Chain Management.
Create an “Operating” Manual for the Policy	<ul style="list-style-type: none"> • Goals and objectives • How-To Guide for the Decision Making Tool • Specify how often the Tool will be reviewed and updated • Define when to use the full length vs abridged version of the TBL Tool • Describe the role of the TBL project lead • Establish when and how check-ins will occur • Describe reporting expectations of TBL implications (i.e. how, what, and when to report to management, council, and committee) • Provide examples of how the TBL approach can be used at different points during the project development and management process. e.g. review at the scoping phase of an initiative to refine project scope; to inform business case development; to help select and narrow down options; to inform procurement documents and scope; at each phase of a stage gate approach; to determine which initiatives or decisions proceed (go / no-go); to support grant, contract, or proposal writing; and at project closure
Complete an Abridged Version of the TBL Tool	Create an abridged version of the Tool for Tier 3 initiatives.
Create a TBL Intake Process / Form	Develop an intake process for TBL assessments. Include a way of prioritizing initiatives.
Align TBL with the City’s Project Management Framework	Add a TBL implications section to the City’s Project Management Templates, such as the Project Charter and Business Case templates. Also include the TBL Decision Making Tool on the Project Management SharePoint page.
Develop a TBL Sub Committee to Audit/Review Results	The purpose of this sub-committee would be to annually review X% of projects that have completed a TBL evaluation (e.g. one initiative from each division) to ensure compliance and completeness of the tool. They could also assess which divisions seem to have capacity for this work and where more resources might be required. They could also flag knowledge gaps and/or opportunities for further education for those filling out the tool.
Q1-4 2020	Operationalize: Run Year 1 Trial of TBL Program
Continue to Pilot the Decision Making Tool until a More Complete TBL Program is Launched	
Support Staff to Complete TBL Tool Evaluations	The Sustainability Division will assist employees, project teams, and project leads by guiding them through the completion of the TBL Tool (i.e. for decision making, initiatives, business planning, multi-year budgeting). ¹ Completed TBL evaluations will be reviewed for thoroughness and compliance, while improvements and additional considerations may also be recommended.

¹ Does not include the creation of business cases, data gathering, or analysis.
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Develop and Deliver Employee Training	<p>The Sustainability Division will develop and deliver employee training (online and in-person) as part of the City's Learning and Development Opportunities calendar. Specifically, the training will:</p> <ul style="list-style-type: none"> • Provide a broad overview of what TBL/sustainability is • Provide an overview of the TBL Policy • Outline how and when to use the TBL Decision Making Tool • Specify Council reporting and internal reporting requirements • Showcase relevant and meaningful linkages of how a TBL framework can support employee work plans and initiatives
Provide Staff Support for Council Reporting	To ensure TBL outcomes are reported on correctly and consistently, review the TBL Implications of Council Reports and provide one-on-one support to staff as necessary.
TBL Data and Targets – Alignment and Gap Analysis	<ul style="list-style-type: none"> • Identify what data the City is already measuring and collecting in each of the TBL areas. Identify targets set by the City that relate to TBL. • Assess where TBL data and target gaps exist. • Link existing (and relevant) City data and targets to the TBL Decision Making Tool. Identify whether additional data and/or targets should be considered. • Determine how TBL links to / supports existing plans and reports • Link TBL to World Council on City Data (WCCD ISO 37120)
Align TBL with Research	Explore how TBL might link with Research Junction selection criteria, as well as other research projects and partnerships.
Publish a Public-Facing Webpage	Provide a high level overview of the City of Saskatoon's commitment to TBL by creating a page on the City's existing website.
Evaluate the Year 1 Trial Program in Q4 and Adjust /Strengthen as Necessary	
Q3-4 2020	Quality Management: Develop Enhanced Supports, Tools, and Processes
Develop a Toolkit using Continuous Quality Management System Templates	
Develop Train the Trainer Packages	
Develop a TBL Team Talk	
Develop a TBL Community of Practice	Lead an internal Community of Practice that offers opportunities for employees to learn, share knowledge, collaborate, and develop cross-divisional initiatives that achieve the City's TBL objectives. Opportunities to learn about specific TBL indicators and success measures will be provided (e.g. through World Café style workshops), as will "open" learning opportunities where employees may go through the TBL Tool on their own with subject matter expert(s) on hand to answer questions.
Work with External Partners to Enhance the TBL Approach	Determine ways to work with the community and external partners to enhance and improve upon the TBL approach. Possible approaches: Develop a TBL Community of Practice; share best practices; add external partners/agencies to the Contacts column of the TBL Tool; explore where related subject matter expertise exists in the community for indicators and success measures.
Policy Alignment - Conduct Council Policy Analysis Research Policy	<p>The Sustainability Division will work with a policy professional / consultant to map out how the TBL Policy aligns (or does not align) with the City's existing Council Policies in order to identify:</p> <ul style="list-style-type: none"> • Which Council Policies already incorporate one or more TBL principle; • Which individual policies might benefit from being updated using a TBL lens; • Whether the suite of existing Council Policies support a holistic TBL approach, or if changes need to be made to better support the City's sustainability objectives; and • Whether any existing policies should be removed or new policies added in order to better support a TBL approach.
2021	Roll Out Enhanced Features of the TBL Program
Run Year 2 Trial of TBL Program	Evaluate the Year 2 Trial Program
Identify and Prepare for Next Steps (Q3-4 2021)	<ul style="list-style-type: none"> • Find Opportunities to "Automate" Implementation (where possible) e.g. Develop a central repository to upload TBL evaluation results

	<ul style="list-style-type: none"> Transition Ownership of Tool. The TBL approach encompasses four principles that, while mutually supportive, require varied content and context expertise. Near the end of the 2-year trial, project stakeholders should determine which division(s) the TBL Tool and portfolio of work make the most sense to be housed within. Identify Resources for 2022+ if needed
2022+	Future Opportunities
Secure Staff Support for Each TBL Area	Identify and designate City staff/divisions to provide support, expertise, and data for each TBL success measure.
Identify and Secure Resources for Ongoing Measurement and Monitoring	Seek resources and build capacity internally to measure and track each of the TBL success measures. While some divisions may already have people assigned to conduct data measurement, monitoring, and analysis, some divisions will need additional support.
Third Party Review of Decision Making Framework	Seek a third-party Decision-Making and/or Applied Sustainability consultant to review the effectiveness and uptake of the TBL decision making framework.
Develop and Deliver a TBL Education & Awareness Program	Run an education and awareness program that promotes sustainability frequently and widely by: <ul style="list-style-type: none"> Communicating sustainability messages through internal channels; Hosting speakers, workshops, book clubs, and other engagement and learning opportunities; Providing support for employees to make sustainability decisions in their personal lives; Recognizing employees and/or holding celebrations for their contributions; and Including sustainability messages in day-to-day procedures, such as in press releases, newsletters, and meetings.
Provide Third-Party / Professional Training	To support continuous improvement and learning, provide employees (such as project managers, coordinators, and members of leadership) with opportunities to gain TBL training from a third party sustainability professional / organization.

Costs

Budget - Estimate:

The capital budget prioritization process City Council is currently completing includes an estimated \$130,000 in 2020 and an additional \$130,000 in 2021 to operationalize the TBL Policy.

Cost Management Plan:

The Project Manager will be responsible for managing and reporting on the project's cost throughout the duration of implementation. The Project Manager is responsible for accounting for cost deviations and presenting the Project Sponsor and Director with options for getting the initiative back on budget. The Project Sponsor and Director have the authority to make changes to the project to bring it back within budget.

Approvals for budget/cost changes must be approved by the Project Sponsor and Director.

Quality

Quality Management Plan:

The Project Manager will be responsible for managing and reporting on quality management throughout the duration of implementation, including updates to the Project Team, Steering Committee, Project Sponsor, Director and Key Stakeholders with items that are (or are at risk of becoming) below minimum required quality standards.

The Project Team, Steering Committee, Project Sponsor, Director, and Key Stakeholders may make suggestions for quality improvements at any time. Each suggestion will be reviewed to determine the benefit of implementing the improvement, and how the improvement will impact the project. If an improvement is implemented, the Project Manager will update all associated documentation to include the improvement.

Low Emissions Community Plan Funding Options

ISSUE

The current funding for the Low Emissions Community (LEC) Plan is heavily reliant on one-time funding from the Reserve for Capital Expenditures and government grants. This report is in follow up to City Council direction to report on more dedicated and sustainable funding options.

BACKGROUND

At its regular meeting on November 19, 2018, when considering a report entitled “Recommendations Report for a Low Emissions Community,” City Council resolved, in part:

- “3. That the Administration report back through the Standing Policy Committee on Environment, Utilities and Corporate Services on some of the strategic prioritization and financing tools available to support the future implementation plan for the Low Emissions Community Plan.”

At its regular meeting on August 26, 2019 when considering a report entitled “Preliminary Low Emissions Community Plan Initiatives,” City Council resolved, in part:

- “2. That the Administration be directed to report back, either before or to the 2020-21 budget process, on dedicated and sustainable funding options to support initiatives identified in the LEC Plan, including but not limited to creation of a dedicated reserve and green revolving funds.”

CURRENT STATUS

Implementation of the LEC Plan actions and achieving emissions reduction targets and other co-benefits would require sustained funding for proactive planning, management, and implementation for programs and initiatives. Substantial investment in initiatives such as renewable energy projects, electrifying transportation systems, and new service offerings for residents, as well as project management, program development, corporate coordination and data management is required.

The present funding methodology for emissions reduction and other environmental projects is unsustainable due to the following:

- Typically, the City of Saskatoon’s (City) climate change projects are funded on a case-by-case basis through discretionary funding means such as the Reserve for Capital Expenditures (RCE), which provides uncertainty around future funding.

- This funding method restricts phased planning and causes delays in project and program delivery.

Grant funding is heavily relied upon, which creates a risk to program delivery due to competition, labour intensive administration, and changing political priorities. Identifying matching funding for grant applications can cause challenges for financial planning.

DISCUSSION/ANALYSIS

There are essentially two overarching funding strategies that could be employed in order to supply the LEC Plan with funding a pay-as-you-go funding strategy which would result in the creation of a reserve, or debt financing. The remainder of this report will provide an overview of each option and strategies that could be implemented under them.

Reserve Funding

Creation of an Environmental Sustainability Reserve is a relatively easy and effective way to ensure that potential funding for LEC and other Environmental initiatives are utilized in line with the intended purpose. While setting up the reserve itself is a relatively simple step, establishing the strategies to provide the reserve with funding has a multitude of options and impacts. An overview of these options and the advantages and disadvantages are provided below.

1. Dedicated Property Tax Increase Contribution

An increase to the property tax dedicated to a reserve is one of the most effective and simplest options to ensure ongoing funding is available for future LEC and other Environmental initiatives. For example, a 0.25% dedicated property tax increase would be equivalent to approximately \$610,000 in 2020. Some of the advantages and disadvantages to this option are as follows:

Advantages

- Implementation of this option could occur relatively quickly.
- Once implemented, this option provides ongoing and sustainable funding.
- Provides certainty on funding levels and enables planning and design work to continue and resourcing to make grant submissions.

Disadvantage

- This option would result in a higher property tax increase in 2020 and 2021 than currently projected.

2. Revolving Green Fund

A Revolving Green Fund involves utilizing the savings created by initiatives and reinvesting those savings back into a reserve. The City has five outstanding Green Loans and the Energy Performance Contract which have implemented projects that have resulted in cost savings or additional revenue. Currently,

100% of the savings as a result of these projects are being utilized to repay the original capital cost and once repaid typically go to offset future property tax increases. However, if a reserve was created, one of the following two options could be implemented in order to utilize a Revolving Green Fund strategy:

- a. Continue to dedicate 100% of the cost savings or additional revenue to the repayment of the borrowing, however, once repayment is complete, these savings would transition to an annual contribution to the reserve; or
- b. Adjust the current allocation to dedicate only a portion of the cost savings or additional revenue to debt repayment and allocate the remainder of the funds towards a reserve.

Some of the advantages and disadvantages of this funding strategy include:

Advantages

- Reinvests savings and revenues gained from prior projects' successes to environmental sustainability initiatives.
- Once implemented, this option provides ongoing and sustainable funding.

Disadvantages

- Utilizes savings and revenues that could otherwise be used to directly lower future property taxes.
- Will take several years to generate meaningful funds for a reserve as savings are first utilized to repay borrowings.

3. Future Carbon Tax Allocation

The City's preliminary 2020/2021 Business Plan and Budget includes an estimated \$1.5 million increase in expenditures related to the impact of Carbon Tax. While the Administration is anticipating that a significant portion of these funds will be returned via a municipal rebate, the estimated rebate amount, timing or eligible uses are not known at this time. However, once announced, the Carbon Tax rebate could potentially be dedicated to a reserve as a source of funding. This option has the following advantages and disadvantages:

Advantages

- Provides an ongoing and sustainable source of funding.
- Could be easily and quickly implemented once program details are identified.
- No increases in property taxes are required.

Disadvantage

- The amount, timing or eligible uses of a municipal carbon tax rebate are unknown.

4. Federal Gas Tax Contribution

As part of the 2019 Federal Budget, it was announced that municipalities would receive a one-time doubling of the annual Gas Tax contribution. For the City, this meant that an additional \$14.1 million would be received in 2019. Since this announcement, City Council has preliminarily directed the Administration to allocate \$10.0 million of the \$14.1 million towards the implementation of a city-wide organics program and associated bin purchases. However, the remaining, or part of, the \$4.1 million could be allocated to a reserve to provide “start-up” funding until a sustainable source can be established. The advantages and disadvantages to this approach include:

Advantages

- Implemented relatively quickly and easily.
- Provide significant amount of funding in the short-term to advance LEC initiatives.
- No increase in property taxes required.

Disadvantages

- Only a one-time payment and does not solve the issue of long-term planning needs to meet greenhouse gas reduction targets;
- Allocates the remaining Gas Tax funding that could be utilized for other initiatives.

5. Reserve for Capital Expenditures Allocation

The City allocates \$2.87 million on an annual basis to the RCE. This reserve has historically been utilized to fund capital projects that align with City Council’s Strategic Priorities and do not have a dedicated reserve. There are two ways in which City Council could utilize RCE:

- a. LEC initiatives can compete on an annual basis against other RCE eligible projects for funding; or
- b. A portion of the \$2.87 million annual contribution can be reallocated to the Environmental Sustainability Reserve.

The advantages and disadvantages of this option are as follows:

Advantages

- Provides the opportunity for funding on an annual basis.
- No increases in property taxes required.

Disadvantages

- Funding is not guaranteed as LEC projects may compete with all other projects in the corporation each year and are not prioritized.

- As LEC projects are unlikely to be successful in obtaining consistent RCE funding on an annual basis, this option may likely delay the LEC implementation.
- RCE funding would not be sufficient for larger scale LEC projects.

Debt Funding

Funding the LEC Plan through debt is another option to significantly advance the initiatives in a short period of time. While utilizing debt to advance initiatives is relatively straight forward, there are many considerations that need to be taken into account, which include:

- how the borrowing will be repaid, through savings or other means;
- the sufficiency of the City's current borrowing limit of \$558.0 million to meet the entire corporation's needs, including the LEC Plan; and
- the impact on the City's AAA credit rating.

The following two options to utilize borrowing as a source of funding are:

1. Continued Use of Green Loans

Council Policy No. C03-024, Borrowing for Capital Projects, allows for issuance of internal loans for projects that result in energy or water use reductions and demonstrate savings. To be eligible for a loan, an initiative must:

- be a capital project;
- utilize proven energy reduction techniques and technologies; and
- be repaid within 10 years from savings.

The City currently has five outstanding Green Loans under this program. The City has the option to continue to utilize and grow this program based on potential LEC initiatives.

Advantages

- Provides a reliable source of funding for projects that have a clear pay-back schedule.
- Implemented quickly and easily for eligible projects.

Disadvantages

- Many LEC projects require detailed business cases to be completed first to determine whether they would be suitable for a green loan.
- This funding source would only be eligible for projects that result in current cost reductions and could not be used for projects that have future cost avoidance.

2. Traditional Debt Financing

The City could provide traditional debt financing to certain initiatives under the LEC Plan. Through this funding strategy, the City could complete the design, implementation and/or construction of a variety of infrastructure initiatives under the LEC Plan. Advantages and disadvantages of this option are as follows:

Advantages

- Implemented quickly and easily for eligible projects.
- Provides a significant amount of start-up funding for the LEC Plan.

Disadvantages

- Future repayment of the debt will need to be determined prior to proceeding with this strategy, which could include increases in the property tax or utility rates in order to repay the debt.
- Significant increases in City debt could push the City beyond the currently approved debt limit of \$558.0 million.
- Significant increase in City debt could impact the City's current AAA credit rating.

Does not provide a general allocation to the LEC Plan and must be directly linked to projects.

FINANCIAL IMPLICATIONS

The financial implications are outlined under each option presented. There are no legal, environmental or social implications identified.

NEXT STEPS

There is no further action required.

REPORT APPROVAL

Written by: Clae Hack, Interim Chief Financial Officer

Reviewed by: Jeanna South, Director of Sustainability
Angela Gardiner, General Manager, Utilities & Environment Department

Approved by: Jeff Jorgenson, City Manager

2020/2021 Business Plan and Budget Capital Prioritization Process

ISSUE

There is currently \$19.0 million in available funding to advance City Council priority projects in 2020 and 2021. This report outlines the results of the prioritization process undertaken by the Governance and Priorities Committee (Committee) and associated recommendations.

BACKGROUND

At its meeting on August 19, 2019, when considering a report from Interim Chief Financial Officer entitled “2020/2021 Business Plan and Budget Options,” Committee resolved, in part:

- “1. That the Reserve for Capital Expenditures prioritization process as outlined in the report of the Interim Chief Financial Officer dated August 19, 2019, be approved.”

At the same meeting when considering a report entitled “2019 Additional Gas Tax Prioritization,” Committee resolved:

- “That the Administration report back regarding the results of the Gas Tax reallocation pool survey and corresponding options.”

At its regular meeting on August 26, 2019, when considering a report from the General Manager, Utilities and Environment Department, entitled “Preliminary Low Emissions Community Plan Initiatives,” City Council resolved, in part:

- “1. That City Council forward the comprehensive list of items included in the attachment LEC 2020-2021 Actions to the budget prioritization process and request additional information from administration on these projects related to:
 - anticipated emissions reductions;
 - anticipated financial returns on investment; and
 - comments from administration on implementation timelines.”

At the same City Council meeting, Administration provided a verbal update on how these three previously approved individual prioritization processes would be delivered. As these listings share common projects and are all competing for a limited pool of funding, it was determined that the surveys would be consolidated into one.

A prioritization update report was presented to Committee at its September 23, 2019 meeting, which outlined the consolidated listing of initiatives and requested information on financial returns on investments, emissions reductions and timelines.

DISCUSSION/ANALYSIS

Available Funding

Currently, there is a total of approximately \$19.0 million in available funding for 2020 and 2021. This amount is comprised of the following:

- \$14.1 million as a result of the Federal Gas Tax doubling in 2019;
- \$4.4 million in available Reserve for Capital Expenditure (RCE) funding in 2020 and 2021; and
- \$453,000 in funding from the Multi-Material Stewardship Western (MMSW) Program in 2020.

Committee has the option to allocate these funds based on the prioritization results as outlined in the following section of this report, or retain any amount of the funds in reserve in anticipation of future pressures or initiatives that have not yet been identified.

Prioritization Results

As previously reported, Committee has been undertaking a prioritization process over the past several months in order to determine how to utilize the current available funding in the 2020 and 2021 Business Plan and Budget. A voting exercise was administered to Committee where each member had 15 total votes to allocate to initiatives.

In addition to the prioritization process, Administration has taken other factors into consideration, such as regulatory requirements, past commitments and corporate risk in developing the following recommended projects:

2020/2021 Business Plan and Budget Capital Prioritization Process

Project	Gas Tax	2020 RCE	2021 RCE	MMSW	% of Committee Votes
Growth Plan Implementation and Corridor Planning/Infill Development (Note 1)	\$1,400,000	\$800,000	\$800,000	-	70% – 80%
Cottony Ash Psyllid/Pest Management Reserve	-	\$340,000	\$340,000	-	60% – 70%
City-Wide Solar Strategy	-	-	-	\$180,000	60% - 70%
Curbside Organics Bin Purchase	\$10,000,000	-	-	-	60% - 70%
Utility Solar Scale Solar Energy Project Implementation Parcel M (Note 2)	\$750,000	-	-	-	50% - 60%
Sidewalk Asset Management	-	\$200,000	\$200,000	-	50% - 60%
Regional Planning (P4G) Requirements	-	-	\$406,000	-	50% - 60%
Arena and Convention Centre Business Case Development (Note 3)	-	\$100,000	-	-	50% - 60%
Property Assessed Clean Energy (PACE) Financing Program	-	-	-	\$80,000	40% - 50%
Waste Reduction – Industrial, Commercial, and Institutional (ICI) and Multi-Unit	\$609,000	-	\$54,000	\$108,000	40% - 50%
High Performance Civic Building Policy – New Building Phase I	-	-	-	\$85,000	40% - 50%
Parks Asset Management Plan	\$150,000	\$100,000	-	-	40% - 50%
Community Electrical Vehicle (EV) Adoption Strategy and Charging Infrastructure	\$100,000	-	-	-	30% – 40%
Triple Bottom Line Implementation Support	-	\$260,000	-	-	30% - 40%
Zoning Bylaw Update	-	\$400,000	\$400,000	-	10% - 20%
Research Grant Program	\$100,000				
Total Allocated	\$13,109,000	\$2,200,000	\$2,200,000	\$453,000	-
Total Available	\$14,100,000	\$2,200,000	\$2,200,000	\$453,000	-
Remaining Amount Unallocated	\$991,000	-	-	-	-

In addition to the recommended initiatives above, the Administration is recommending that \$991,000 of reallocated Gas Tax remain unallocated in order to be utilized for future contingency or other emerging issues and initiatives over the next several years.

It is important to note that all initiatives that received over 40% of Committee's support are included in the recommended list. In addition, the Administration is recommending that the following four initiatives be funded, even though they received less than 40% of Committee's votes.

1. Triple Bottom Line Implementation Support - \$260,000: This initiative involves internal staffing, training and change management support required in order to implement the Triple Bottom Line policy and strategy. Without this resource allocation, the Administration would not be able to effectively implement a triple bottom line approach.

2. Zoning Bylaw Update Completion - \$400,000 in each of 2020 and 2021: The Zoning Bylaw last underwent a comprehensive review between 2007 and 2009. Industry trends and changes in the meantime have left gaps where the zoning does not address the desired uses effectively. Addressing these issues will assist in streamlining development applications by ensuring that regulations are appropriate and in place for the desired types of facilities in the community.

If this project is not approved, the City of Saskatoon (City) will not meet industry expectations and will not be able to address continued community feedback related to items such as infill and commercial development.

3. The Administration has been working with community partners regarding a pilot project for Community Electric Vehicles Adoption that would include:
 - a. One to three Level 2 charging stations downtown with free on-street parking. This would be accomplished in partnership with businesses to encourage investment in downtown charging stations through incentives such as grants, joint marketing and parking; and
 - b. An education exhibit that focuses on the advantages and breaks down barriers (such as cold climates) for electric vehicles in Saskatchewan.

This project would help advance these partnerships and if approved, the Administration will report back regarding the full partnership proposal. If this project is not approved, the City would not be able to advance community partnerships that require funding regarding electric vehicles in Saskatoon.

4. The Research Grant Program was originally identified as a \$300,000 initiative as part of the prioritization process; however, this estimate has been revised to \$100,000. In 2018, the City entered into a Memorandum of Understanding with the University of Saskatchewan to collaboratively address issues related to Urban Planning, Land Development, Reconciliation and other key areas. \$50,000 would be required per year in 2020 and 2021 to support research projects that provide tangible benefits to Saskatoon. Without this funding, the City would not be able to resource the requirements under the memorandum of understanding with the University of Saskatchewan.

Committee has the option to recommend any additional initiatives to be funded either by removing current initiatives from the list or utilizing the recommended contingency. The following initiatives that received the next highest rankings with 30% to 40% of Committee's votes as part of the prioritization process were:

- Corporate Adaptation Strategy Implementation (\$400,000);
- Civic Conservatory Replacement (\$12.0 million);

- Transportation System Strategic Plan Implementation (\$500,000);
- Roadside Safety Improvements (\$7.5 million); and
- Decorative Lighting Replacement (\$200,000).

All other initiatives received less than 30% of Committee's votes.

Note 1 – Growth Plan Implementation and Corridor Planning/Infill Development

The original prioritization process identified the Corridor Planning/Infill Development project as requiring \$2.25 million and the Growth Plan Implementation as requiring \$1.60 million. After further review by the Administration, it has been identified that these projects are very much integrated together and strongly support one another.

Therefore, the Administration has combined these initiatives and recommends that a total of \$3.0 million be allocated towards this combined initiative.

This allocation will allow the Growth Plan to continue to progress towards the following key deliverables:

- Finalizing the Official Community Plan;
- Updating the Transportation Master Plan;
- Developing a finance model to support infill development; and
- Corridor Segment Plans.

In terms of the Corridor Planning/Infill Development project specifically, it is structured in multiple phases, with each phase corresponding to an individual Corridor Plan for each section of the overall study area. The budget ask for this work reflects the Administration's estimate for completing all of the anticipated Corridor Plans, as well as Corridor Land Development financing and incentives to develop and implement a funding model for corridor infrastructure and incentives. The Administration will bring a report forward early in the new year with options and a recommendation for prioritization of these corridor plans. With the recommended funding, the Administration expects to be able to address the highest priority Corridor Plans and Land Development financing and incentives components over the next several years.

Note 2 – Utility Solar Scale Solar Energy Project Implementation on Parcel M

This project was identified as a high priority by Committee, however, the final projected cost of this project and potential partnership opportunities and/or funding by Saskatoon Light & Power has yet to be determined. Saskatoon Light & Power is proposing a \$60,000 feasibility study as part of the 2020 Business Plan and Budget to further investigate and refine these aspects. It is likely that the City's contribution to the project will be significantly less than the \$3.5 million originally identified in the prioritization process. Once the feasibility study is completed, it will be determined if SL&P will be able to fund the portion of the project that provides economic returns, whereby the City would need to fill any potential gap above and beyond.

Therefore, the Administration is recommending that \$750,000 in reallocated Gas Tax funds be held until the feasibility study is completed. Once the feasibility study is complete, Committee can make a decision to allocate the required funds at that time based on more complete information.

Note 3 – Arena and Convention Centre Business Case

A \$300,000 Arena and Convention Centre Business Case was originally proposed as part of the original prioritization process. However, through further discussions with TCU Place and SaskTel Centre, it has been agreed that a more appropriate approach to this project would be through a cost sharing arrangement, whereby the City, TCU Place and SaskTel Centre all pay one third of the projected cost.

Therefore, although this project only received 29% of Committee's support, due to the potential significance of this project on the future of the downtown and the updated cost sharing arrangement, the Administration is recommending that \$100,000 be funded by RCE in 2020.

IMPLICATIONS

The financial implications are included in the body of the report. There are no legal, social, or environmental implication identified.

NEXT STEPS

This report and associated recommendations will be forwarded to the 2020/2021 Business Plan and Budget Review where City Council will provide final approval regarding which projects to fund in 2020 and 2021.

Report Approval

Written by: Clae Hack, Interim Chief Financial Officer
Approved by: Jeff Jorgenson, City Manager

Admin Report - 2020/2021 Business Plan and Budget Capital Prioritization Process.docx

Saskatoon Environmental Advisory Committee October 2019 – Advice to City Council on 2020 Budget Prioritization

Firstly, congratulations on being nominated for a Rob Dumont Energy Management Award for Leadership in developing the Low Emissions Community Plan (LEC Plan). It's an honor to be recognized by industry and the community.

The LEC Plan lists 40 actions for Saskatoon to meet our greenhouse gas emission reduction targets, and recommended implementation timelines for each action. In order to meet our targets, action needs to happen as laid out in the Plan. **As you know, it is vital for Saskatoon, like the rest of the world, to dramatically reduce our emissions in order to help prevent the worst climate impacts.** In our letter to City Council, dated August 19, 2019, we lay out our strong support for adopting this plan.

In your capital prioritization budget deliberations, 53 actions are vying for \$18 million that is available through the one-time Gas Tax doubling and two years of the Reserve for Capital Expenditures. Of these actions, 25 are prioritized from the LEC plan. You have some tough choices and we acknowledge that; however, **we remind you that time is running out to take action on climate change.**

In our letter dated October 30, 2018 to SPC Environment, Utilities, and Corporate Services regarding capital decision making, **we urged you to set up a stable source of funds dedicated specifically to moving greenhouse gas emission reduction projects forward; with the release of the LEC plan, we stand by this recommendation.**

We also urge you to prioritize support to operationalize the Triple Bottom Line Policy in the form of the requested resource, so that all divisions may more easily include greenhouse gas emission reduction in their decision making.

SEAC considered whether we could recommend or prioritize certain actions in the Capital Prioritization process to support your deliberations today. However, as volunteers with limited resources and without context for all actions on this list, we did not feel equipped to provide this advice. In addition, **we strongly believe that Saskatoon needs to implement ALL ACTIONS associated with the LEC plan. Therefore, we recommend that you find a way, whether through the Gas Tax or other mechanisms, to approve the funding as requested.** This will give Saskatoon the best possible opportunity to meet the set GHG emission reduction targets and do our part to limit the effects of climate change.

As you work to find funding for these actions, you may want to consider the following:

- The marginal abatement curve in the LEC Plan, both wide bars (e.g. municipal retrofits) and tall bars (e.g. transit electric vehicles);
- The financial savings and economic benefits of savings from projects should as noted in the LEC, the payback for the entire community of this plan is as little as 10 years;



- The socio-economic benefits of each project. The LEC Plan also details the benefits of transition to a low emission community;
- The cost of inaction. As the LEC plan notes, each dollar spent on mitigation efforts is projected to prevent six dollars required on adaptation down the road;
- Potential for private/alternative funding for certain projects. For example, individuals or organizations may wish to invest in the community scale solar project, and investment by the City makes this broader opportunity possible;
- Policy options that have a small cost, but enable big actions, such as developing a Property Assessed Clean Energy (PACE) program;
- Actions with high likelihood of success, making them "just do its" (e.g. municipal appliance upgrades);
- Actions that ready the City for global trends, such as electric vehicle charging; and,
- The recently endorsed Triple Bottom Line Policy.

We all need to do everything we can, as quickly as possible, to minimize climate change impacts. Administration has provided you with a good plan for moving forward and you can no longer say you don't know what needs to happen.

SEAC strongly recommends to City Council to find a way to proceed with all actions from the LEC plan. Positive results may be observed many years into the future and will possibly occur beyond your own time as a sitting member of City Council. We encourage you to keep the big picture in mind as you make your decisions. By progressing these actions today, you have the ability to take the first step that will leave a lasting legacy for your tenure.

Respectfully,



for Sara Harrison
Chair, Saskatoon Environmental Advisory Committee

2020 Local Government Elections – Appointment of Returning Officer

ISSUE

In accordance with provincial legislation and a City bylaw, The City of Saskatoon appoints a Returning Officer to administer municipal elections. The purpose of this report is to inform the Governance and Priorities Committee of the appointment of a Returning Officer for the 2020 Local Government Elections.

BACKGROUND

City Council passed Bylaw No. 9370, *The Returning Officer Appointment Bylaw, 2016* at its meeting held on April 25, 2016. The Returning Officer is to perform all duties and functions prescribed under *The Local Government Election Act, 2015* as well as administrative duties in accordance with the *Act*, bylaws and policies of the City.

At its Regular Business meeting held on June 25, 2018, City Council considered a report of the Governance and Priorities Committee regarding recommendations made by the Municipal Review Commission related to municipal elections. City Council resolved, in part, that an in-house Returning Officer model be approved for the 2020 Civic Election, with appropriate resources; and that the Administration report back on a process to ensure independence, and the perception of independence of the Returning Officer from City Council.

CURRENT STATUS

Following approval of the City Clerk's 2019 budget, the City Clerk's Office acquired a staff person with a portion of the position dedicated to planning and executing municipal and school board elections and by-elections and with the expectation the staff person be appointed Returning Officer for the 2020 Municipal Elections.

DISCUSSION/ANALYSIS

Mr. Scott Bastian, Deputy City Clerk, is appointed Returning Officer for the 2020 Local Government Elections. Mr. Bastian is responsible for fulfilling all statutory requirements of the position of Returning Officer, and will be focusing solely on the municipal election in the months leading up to Election Day on November 9, 2020. The Election Program is a program of the City Clerk's Office, and the City Clerk's role with respect to the appointment is only in regard to non-statutory matters and provision of Administrative support as required. This in-house model is similar to the model used for the 2012 Municipal Elections, whereby a Deputy City Clerk within the City Clerk's Office was appointed Returning Officer, with non-statutory and administrative support provided by the City Clerk.

In 2020, the Returning Officer will be establishing a separate Election Office, outside of City Hall. The Office will have dedicated support staff, separate phone lines, etc.

IMPLICATIONS

An election reserve is in place and costs of general elections are historically shared with the School Boards (50 percent). The appointment of a Returning Officer does not produce any new financial or budgetary implications as it is already approved within the existing budget of the Office of the City Clerk.

NEXT STEPS

No further action is required with respect to this appointment. Numerous election-related reports will be forthcoming in the coming months.

Report Approval

Written and Approved by: Joanne Sproule, City Clerk

Admin Report - 2020 Local Government Elections – Appointment of Returning Officer.docx

Council Communications and Constituency Relations Allowance – Update (January 1 – September 30, 2019)

ISSUE

This report provides the Governance and Priorities Committee with an update on the usage of the Communications and Constituency Relations allowance.

DISCUSSION/ANALYSIS

Policy C01-027, Council Communications and Constituency Relations Allowance, requires that within 60 days of the end of the quarter, the City Clerk's Office post all expenses, individually and in detail, on the City's website and provide the Governance and Priorities Committee with monthly usage updates for the last quarter. In this regard, attached are updates of communications expenses for each member of Council to the end of September, 2019.

NEXT STEPS

The City Clerk's Office will update the website as noted above. A year-end report summarizing usage for all of 2019 will be provided to the Governance and Priorities Committee at its January 2020 meeting.

APPENDICES

1. Summary of expenses to the end of September 2019 – Mayor
2. Summary of expenses to the end of September 2019 – Councillors

Report Approval

Written and Approved by: Joanne Sproule, City Clerk

Admin Report – CCRA – Update to September 30, 2019.docx

Communications and Constituency Relations Allowance
Mayor's Office
January 1 to September 30, 2019

<i>Payment Date</i>	<i>Doc #</i>	<i>Description</i>	<i>Amount</i>	<i>GST Rebate</i>	<i>Total</i>
1-Feb-19	R602049	Contract services for Social Media Manager (January 2019)	\$ 2,741.70	\$ 123.50	\$ 2,618.20
15-Jan-19		Payroll Costs for Policy & Communications Advisor (Jan 1 - 15)	\$ 429.38	\$ -	\$ 429.38
15-Jan-19		Payroll for Policy & Communications Advisor (Jan 1 - 15)	\$ 3,125.00	\$ -	\$ 3,125.00
31-Jan-19		Payroll Costs for Policy & Communications Advisor (Jan 16 - 31)	\$ 463.73	\$ -	\$ 463.73
31-Jan-19		Payroll for Policy & Communications Advisor (Jan 16 - 31)	\$ 3,375.00	\$ -	\$ 3,375.00
15-Feb-19		Payroll Costs for Policy & Communications Advisor (Feb 1 - 15)	\$ 446.55	\$ -	\$ 446.55
15-Feb-19		Payroll for Policy & Communications Advisor (Feb 1 - 15)	\$ 3,250.00	\$ -	\$ 3,250.00
28-Feb-19		Payroll Costs for Policy & Communications Advisor (Feb 16 - 28)	\$ 446.55	\$ -	\$ 446.55
28-Feb-19		Payroll for Policy & Communications Advisor (Feb 16 - 28)	\$ 3,250.00	\$ -	\$ 3,250.00
28-Feb-19	PJ190002	Mens UA Core Performance Polo	\$ 107.40	\$ 4.84	\$ 102.56
5-Mar-19	R602058	Contract services for Social Media Manager (February 2019)	\$ 1,376.40	\$ 62.00	\$ 1,314.40
15-Mar-19		Payroll Costs for Policy & Communications Advisor (Mar 1 - 15)	\$ 446.55	\$ -	\$ 446.55
15-Mar-19		Payroll for Policy & Communications Advisor (Mar 1 - 15)	\$ 3,250.00	\$ -	\$ 3,250.00
31-Mar-19		Payroll Costs for Policy & Communications Advisor (Mar 16 - 31)	\$ 446.55	\$ -	\$ 446.55
31-Mar-19		Payroll for Policy & Communications Advisor (Mar 16 - 31)	\$ 3,250.00	\$ -	\$ 3,250.00
1-Apr-19	R602068	Contract services for Social Media Manager (March 2019)	\$ 1,332.00	\$ 60.00	\$ 1,272.00
15-Apr-19		Payroll Costs for Policy & Communications Advisor (Apr 1 - 15)	\$ 446.55	\$ -	\$ 446.55
15-Apr-19		Payroll for Policy & Communications Advisor (Apr 1 - 15)	\$ 3,250.00	\$ -	\$ 3,250.00
30-Apr-19		Payroll Costs for Policy & Communications Advisor (Apr 16 - 30)	\$ 446.55	\$ -	\$ 446.55
30-Apr-19		Payroll for Policy & Communications Advisor (Apr 16 - 30)	\$ 3,250.00	\$ -	\$ 3,250.00
2-May-19	R602084	Contract services for Social Media Manager (April 2019)	\$ 2,486.40	\$ 112.00	\$ 2,374.40
15-May-19		Payroll Costs for Policy & Communications Advisor (May 1 - 15)	\$ 446.55	\$ -	\$ 446.55
15-May-19		Payroll for Policy & Communications Advisor (May 1 - 15)	\$ 3,250.00	\$ -	\$ 3,250.00
31-May-19		Payroll Costs for Policy & Communications Advisor (May 16 - 31)	\$ 446.55	\$ -	\$ 446.55
31-May-19		Payroll for Policy & Communications Advisor (May 16 - 31)	\$ 3,250.00	\$ -	\$ 3,250.00
10-Jun-19	R612608	Contract services for Social Media Manager (May 2019)	\$ 1,820.40	\$ 82.00	\$ 1,738.40
10-Jun-19	R612608	Age Friendly Event Posters & Flyers	\$ 499.50	\$ 22.50	\$ 477.00
15-Jun-19		Payroll Costs for Policy & Communications Advisor (June 1 - 15)	\$ 446.55	\$ -	\$ 446.55
15-Jun-19		Payroll for Policy & Communications Advisor (June 1 - 15)	\$ 3,250.00	\$ -	\$ 3,250.00
30-Jun-19		Payroll Costs for Policy & Communications Advisor (June 16 - 30)	\$ 446.55	\$ -	\$ 446.55
30-Jun-19		Payroll for Policy & Communications Advisor (June 16 - 30)	\$ 3,250.00	\$ -	\$ 3,250.00
30-Jun-19	PJ190006	Ad for Pride Week	\$ 136.36	\$ -	\$ 136.36
2-Jul-19	R612618	Contract services for Social Media Manager (June 2019)	\$ 2,114.55	\$ 95.25	\$ 2,019.30
15-Jul-19		Payroll Costs for Policy & Communications Advisor (July 1 - 15)	\$ 446.55	\$ -	\$ 446.55
15-Jul-19		Payroll for Policy & Communications Advisor (July 1 - 15)	\$ 3,250.00	\$ -	\$ 3,250.00
31-Jul-19		Payroll Costs for Policy & Communications Advisor (July 16 - 31)	\$ 446.55	\$ -	\$ 446.55

Communications and Constituency Relations Allowance
Mayor's Office
January 1 to September 30, 2019

<i>Payment Date</i>	<i>Doc #</i>	<i>Description</i>	<i>Amount</i>	<i>GST Rebate</i>	<i>Total</i>
31-Jul-19		Payroll for Policy & Communications Advisor (July 16 - 31)	\$ 3,250.00	\$ -	\$ 3,250.00
1-Aug-19	R612626	Contract services for Social Media Manager (July 2019)	\$ 1,509.60	\$ 68.00	\$ 1,441.60
15-Aug-19		Payroll Costs for Policy & Communications Advisor (August 1 - 15)	\$ 446.55	\$ -	\$ 446.55
15-Aug-19		Payroll for Policy & Communications Advisor (August 1 - 15)	\$ 3,250.00	\$ -	\$ 3,250.00
29-Aug-19	R612636	Contract services for Social Media Manager (August 2019)	\$ 2,297.70	\$ 103.50	\$ 2,194.20
30-Aug-19		Payroll Costs for Policy & Communications Advisor (August 16 - 31)	\$ 446.55	\$ -	\$ 446.55
30-Aug-19		Payroll for Policy & Communications Advisor (August 16 - 31)	\$ 3,250.00	\$ -	\$ 3,250.00
15-Sep-19		Payroll Costs for Policy & Communications Advisor (September 1 - 15)	\$ 446.55	\$ -	\$ 446.55
15-Sep-19		Payroll for Policy & Communications Advisor (September 1 - 15)	\$ 3,250.00	\$ -	\$ 3,250.00
30-Sep-19		Payroll Costs for Policy & Communications Advisor (September 16 - 30)	\$ 446.55	\$ -	\$ 446.55
30-Sep-19		Payroll for Policy & Communications Advisor (September 16 - 30)	\$ 3,250.00	\$ -	\$ 3,250.00
		Total:	\$ 82,959.92	\$ 733.59	\$ 82,226.33

2019 Budget: \$ 128,000.00

Total Spent: \$ 82,226.33

01-5500-102 Communications & Constituency Relations Allowance (CCRA)
Appendix 2
submitted to Governance and Priorities Committee on October 21, 2019

Pymt Date	Document	Description	Budget	Actual
Opening Balance (\$10,000/year)			10,000.00	

BLOCK, Cynthia		Opening Balance (\$10,000/year)		
31-Jan	P-Card	Station 20 West Supper & Silent Auction - Jan 26		50.00
1-Feb	R603036	Arcana Creative: newsletter, website, social media support		144.69
6-Feb	R603050	Saskatoon Heritage Society Annual Luncheon & Auction - March 10		60.00
28-Feb	R603053	Hindu Society of SK Annual Vegetarian Banquet - March 9		70.00
21-Mar	R603065	Arcana Creative: Feb 2019 fees for mail-out design		111.30
31-Mar	J/E	Photocopy charges for April 2 Town Hall Meeting		20.56
4-Apr	R603106	Arcana Creative: mail-out design, March Fees, newsletter, social media, website		221.54
4-Apr	R603153	Mulberry's: refreshments for Town Hall Meeting April 2		153.70
4-Apr	J/E	Frances Morrison Room / Theatre rental for Town Hall Meeting		225.00
17-Apr	R603160	2019 Broadway Street Fair registration - Sept 7		85.00
30-Apr	J/E	Canada Post Statement of Mailing for newsletters - April 2 Town Hall Meeting		784.62
18-Jun	R603227	Arcana Creative: design fees - door hanger		122.43
26-Jun	J/E	Cosmo Civic Centre - gift card for George Ward Pool		31.40
21-Jun	R603228	Arcana Creative: newsletter, social media, website		33.39
30-Jun	P-Card	Saskatoon Diversity Network: Pride Ad		136.36
10-Jul	R603141	April 2 Town Hall expense; May Facebook Advertising		45.00
16-Jul	R603148	Arcana Creative: June design fees - door hanger, newsletter, website		111.30
31-Jul	P-Card	North SK Bus. Assoc. Entrepreneurship Series: Concrete Dreams - Aug 28		150.00
1-Aug	R603281	Arcana Creative: door hanger, design sandwich board, etc.		670.98
20-Aug	R619413	Arcana Creative: design/print feather flags & table cover, print sandwich board		1,188.26
31-Aug	P-Card	Chamber Event: PIVOT The Opportunity of Disruption - Sept 18		110.00
29-Aug	R619424	Arcana Creative: co-ordinate/drop off feather flags, table cover, sandwich board		244.86
30-Sep	Internal	Mapping charge to print Ward 6 InfoGraphics for Town Hall meeting - April 2		18.00
30-Sep	R603235	Broadway Street Fair expenses (food, supplies) - Sept 7		44.13
30-Sep	Mailroom	Printing of 100 newsletter Summer Updates		30.00
Individual Total			10,000.00	4,862.52

DAVIES, Troy		Opening Balance (\$10,000/year)		
15-Jan	R603027	Creative Outdoor Advertising: two locations Jan 15, 2019 - Jan 14, 2020		3,240.00
19-Feb	R603052	Caroline Robins School Sponsorship Toy Bingo Fundraiser March 29		500.00
28-Feb	P-Card	Mobo Promotional Solutions: City Council Polo Shirt with City Crest		104.64
31-Mar	P-Card	Mobo Promotional Solutions: 2nd City Council Polo Shirt with City Crest		173.08
30-Apr	P-Card	Mobo Promotional Solutions: City Council Polo Shirt set up charge credit		(37.10)
15-May	CR153633	Reimburse difference in cost between 1st & 2nd City Council Polo Shirt		(32.86)
4-Apr	R603068	Sponsorship: Care & Share J. Pattison Children's Hospital (2 fridges)		317.98
3-May	R603163	Hampton Village Community Association: 1/4 page ad		50.00
22-May	R603164	North Saskatoon Business Association Golf Classic Sponsorship		500.00
18-Jun	R603226	Mount Royal Community Association: June 2019 newsletter ad		100.00
30-Jun	P-Card	Saskatoon Diversity Network: Pride Ad		136.36
15-Sep	ID154538	Jaden Schwartz Hockey Fights Cancer Event - Aug 24: Sponsorship		426.00
5-Sep	R619425	Jim Pattison Children's Hospital Fdtn Drive for Kids Campaign Aug 27: Sponsorship		952.00
23-Sep	R603234	Mount Royal Community Association: Sept 2019 newsletter ad		100.00
Individual Total			10,000.00	6,530.10

DONAUER, Randy		Opening Balance (\$10,000/year)		
29-Oct	R595424	Insight Hosting: 2019 web hosting and domain registration		315.34
28-Feb	R603054	Hindu Society of SK Annual Vegetarian Banquet - March 9		70.00
28-Feb	P-Card	Mobo Promotional Solutions: City Council Polo Shirt with City Crest		104.64
31-Mar	P-Card	SREDA Forum - April 25		70.47
9-Apr	R603113	Globe Printers: Ward 5 newsletters		934.14

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Appendix 2
submitted to Governance and Priorities Committee on October 21, 2019

Pymt Date	Document	Description	Budget	Actual
Opening Balance (\$10,000/year)			10,000.00	
DONAUER, Randy (continued)				
16-Apr	R603158	State of the City Luncheon 1 Ticket - April 16		75.00
30-Apr	C168554728	Canada Post Statement of Mailing - Ward 5 newsletter mail-out		784.63
31-May	P-Card	North Saskatoon Business Assoc. Luncheon (Freeway update) - May 23		42.00
30-Jun	P-Card	Saskatoon Diversity Network: Pride Ad		136.36
3-Jul	R603139	Favourite Things: Ward 5 Admin. Staff Support - January to June		750.00
24-Jul	R603273	Silverwood Heights Comm. Assoc: Aug 2019 newsletter ad		200.00
22-Aug	R619433	Favourite Things: Terra MacEwan - July Admin. Staff Support		125.00
12-Sep	R619429	Favourite Things: Terra MacEwan - Aug Admin. Staff Support, newsletter design		165.00
Individual Total			10,000.00	3,772.58
DUBOIS, Bev Opening Balance (\$10,000/year)				
28-Feb	P-Card	Mobo Promotional Solutions: City Council Polo Shirt with City Crest		104.63
27-Feb	R603056	Creative Outdoor Advertising: two locations (Jan 15-Apr 14)		818.00
4-Apr	R603107	Arcana Creative: website hosting (Oct-Feb)		55.65
4-Apr	R603124	Grandma Lee's: catering for Seniors' Town Hall - May 28		359.34
27-Jun	R603135	Arcana Creative: design flyers - Age Friendly Forum - May 28		63.60
30-Jun	P-Card	Saskatoon Diversity Network: Pride Ad		136.36
30-Jul	R603274	Creative Outdoor Advertising: two locations (April 15-May 14)		270.00
31-Jul	R603280	Creative Outdoor Advertising: two locations (May 15-Aug 14)		810.00
22-Aug	R619417	Wildwood Community Association: newsletter ad - Invoice 1214		95.00
30-Sep	P-Card	Curbex: Town Hall Ad - Mini B Rental Sign (Aug 29-Sept 19)		200.50
16-Sep	Mailroom	Printing of Ward 9 Town Hall Posters & Evaluation forms - Sept 18		9.50
30-Sep	C168985190	Canada Post Statement of Mailing - Ward 9 Town Hall postcard mail-out		1,658.04
Individual Total			10,000.00	4,580.62
GERSHER, Sarina Opening Balance (\$10,000/year)				
15-Jan	R603029	Greystone Community Assoc. Ad in Spring 2019 newsletter		50.00
27-Sep	R595692	East College Park CA Annual Web Advertising - 2019 portion		37.50
28-Feb	R603055	Greystone Community Assoc. Ad in Spring 2019 newsletter		50.00
28-Feb	P-Card	Mobo Promotional Solutions: City Council Polo Shirt with City Crest		104.63
7-Mar	R603057	Arcana Creative: banner and card design to date		133.56
9-May	R603161	Brevoort Park Community Assoc. Ad in Spring 2019 newsletter		50.00
10-Jun	R603221	Arcana Creative: May design fees, sandwich board, mail-out, door hanger		89.04
30-Jun	P-Card	Saskatoon Diversity Network: Pride Ad		136.36
10-Jul	R603143	Canva Graphics (Jan, Feb, Mar, Apr & June); Facebook Promotions		177.52
31-Jul	P-Card	Innovation in Agriculture Reception (AMC & SREDA) - July 15		35.00
31-Jul	R603277	Canva Graphics (May)		17.91
20-Aug	R619414	Arcana Creative: sandwich board		233.20
29-Aug	R619422	College Park Community Association Ad in Aug 2019 newsletter		50.00
23-Sep	R603233	Greystone Community Assoc. Ad in Fall newsletter		50.00
30-Sep	P-Card	Eventbrite - Wicahitowin-Indigenous Engagement Conference - Oct 16		200.00
30-Sep	P-Card	Eventbrite - Meewasin 40th Anniversary Gala - Oct 22		106.05
Individual Total			10,000.00	1,520.77
GOUGH, Hilary Opening Balance (\$10,000/year)				
28-Feb	P-Card	Mobo Promotional Solutions: City Council Polo Shirt with City Crest		104.63
7-Mar	R603060	Dropbox Plus (Feb 28, 2019 to Dec 31, 2019 portion only)		136.74
7-Mar	R603059	Hindu Society of Sask. Annual Vegetarian Banquet - March 9		70.00
7-Mar	R603058	Caswell Community Association Spring 2018 newsletter ad		95.00
4-Apr	R603151	Station 20 West: catering for Emergency Community Safety meeting		161.04

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Appendix 2
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Pymt Date	Document	Description	Budget	Actual
Opening Balance (\$10,000/year)			10,000.00	
GOUGH, Hilary (continued)				
4-Apr	R603152	Childcare for Emergency Community Safety meeting		90.00
30-Apr	P-Card	Power of Humanity Awards luncheon - April 17 - 1 ticket		75.00
30-Apr	P-Card	Lady Justice Reception & Awards - May 9 - 1 ticket		75.00
9-May	R603162	Holiday Park Community Assoc. newsletter - 1/2 page ad		50.00
30-Jun	P-Card	Saskatoon Diversity Network: Pride Ad		136.36
10-Jul	R603140	Meadowgreen Community Assoc. Steak Night Fundraiser - June 14		15.00
31-Jul	P-Card	Endless Summer Culinary Quest - July 21		100.00
31-Jul	R603279	Riversdale Comm. Assoc. 2019 Spring newsletter ad		37.50
31-Jul	R603283	Vendor Registration: 33rd Street Fair - Sept 14		50.00
11-Sep	R619428	Community Safety Mtg (Patrol & Youth Drop In Planning) - Aug 26 & Sept 6		327.80
30-Sep	P-Card	Institute of Corporate Directors - The Next Generation of Directors - Sept 26		35.00
30-Sep	P-Card	Eventbrite - Meewasin 40th Anniversary Gala - Oct 22		106.05
Individual Total			10,000.00	1,665.12
HILL, Darren				
14-Jan	R603030	Creative Outdoor Advertising: two sign locations (Jan 15-Aug 14)		1,890.00
31-Jan	P-Card	Station 20 West Supper & Silent Auction - Jan 26		50.00
28-Feb	P-Card	Mobo Promotional Solutions: Two City Council Polo Shirts with City Crest		209.26
10-Apr	R603112	Saskatoon Rowing Club Fundraiser - March 30		40.00
30-Jun	P-Card	Saskatoon Diversity Network: Pride Ad		136.37
10-Jul	R603145	Deanna Miller Designs: branding for FCM Vice-President campaign		478.33
31-Aug	P-Card	Creative Outdoor Advertising: two sign locations (Aug 15-31)		135.00
31-Aug	P-Card	Creative Outdoor Advertising: two sign locations (Sept 1-Oct 31)		540.00
20-Sep	R619448	Hudson Bay Park Mayfair Kelsey-Woodlawn (HBPMKW) Ad-Fall newsletter		300.00
Individual Total			10,000.00	3,778.96
IWANCHUK, Ann Opening Balance (\$10,000/year)				
28-Feb	P-Card	Mobo Promotional Solutions: City Council Polo Shirt with City Crest		104.63
31-Mar	P-Card	12th Annual Glass Slipper Event - April 10		106.99
18-Apr	R603118	Ukrainian Cdn Congress Sask. Prov. Council - Visnyk Spring Ad		140.00
16-Apr	R603158	State of the City Luncheon 1 Ticket - April 16		75.00
15-May	R603121	Fairhaven Community Association Ad in Fairhaven Focus - April		25.00
13-Jun	R603128	Fairhaven Comm. Assoc. July 6 Disc Golf Tournament: sponsorship		150.00
13-Jun	R603127	Silver Spoon Dinner - May 6		225.00
21-Jun	R603129	Ukrainian Cdn Congress Sask. Prov. Council - Visnyk Summer Ad		140.00
30-Jun	P-Card	Saskatoon Diversity Network: Pride Ad		136.37
30-Jul	R603275	Tourism Saskatoon: 400 Saskatoon Shine Pins		254.40
16-Sep	R619430	Fairhaven Community Association Ad in Fairhaven Focus - Aug		25.00
Individual Total			10,000.00	1,382.39
JEFFRIES, Zach Opening Balance (\$10,000/year)				
8-Jan	R603018	Drop Box: Dec 15, 2018 to Dec 15, 2019		136.74
15-Jan	R603028	Red Block Media: 2019 website hosting		139.28
31-Jan	R603034	12th Annual Glass Slipper Benefit - April 10		80.50
31-Jan	R603034	Classic Karaoke & Lip Sync Battle - March 1		50.00
28-Feb	P-Card	Mobo Promotional Solutions: City Council Polo Shirt with City Crest		104.64
30-Jun	P-Card	Saskatoon Diversity Network: Pride Ad		136.37
26-Aug	R619420	Uno Printing: design/print and bundle Summer 2019 Ward 10 newsletter		2,120.00
26-Aug	R619421	Data Sciences: 2019 database subscription		3,600.00
31-Aug	C168931375	Canada Post Statement of Mailing - Ward 10- newsletter		1,570.82
19-Sep	R603231	Erindale Arbor Creek Comm. Assoc. - 2019-2020 Annual Silver Sponsorship		250.00

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Appendix 2
submitted to Governance and Priorities Committee on October 21, 2019

Pymt Date	Document	Description	Budget	Actual
Opening Balance (\$10,000/year)			10,000.00	

JEFFRIES, Zach (continued)

18-Sep	R603230	Facebook Ad - 7th Annual Ward 10 Community BBQ - Aug 19-21		341.09
18-Sep	R603230	Curbex - Billboard Ad - Inv. #140271 Aug 23 & Inv. #143345 Aug 28		247.00
18-Sep	R603230	Eventbrite - Meewasin 40th Anniversary Gala - Oct 22		106.05
Individual Total			10,000.00	8,882.49

LOEWEN, Mairin Opening Balance (\$10,000/year)

31-Jan	R603035	Saskatoon & District Labour Council Award (LCAA) Banquet - Feb 8		40.00
28-Feb	P-Card	Curbex Mini B Rental (Dec 23, 2018 to June 20, 2019)		1,239.00
30-Apr	P-Card	SREDA Conference - April 18		53.20
31-May	Mailroom	Printing Charges - Posters for June 13 Town Hall		7.29
10-Jun	R603126	Globe Printers: 13,200 newsletters		929.60
24-Jun	R603131	June 13 Town Hall expenses (microphone rental, coffee & snacks)		84.14
30-Jun	P-Card	Saskatoon Public Schools - Hugh Cairns Gym Rental - June 13 Town Hall		113.60
30-Jun	P-Card	Saskatoon Diversity Network: Pride Ad		136.37
30-Jun	P-Card	Saskatoon Sexual Assault & Info Centre Luncheon En Vogue - Oct 18		65.00
31-Jul	Mailroom	Printing Charges - Revised Posters for June 13 Town Hall		3.36
31-Aug	P-Card	REFUND Saskatoon Sexual Assault & Info Ctre Luncheon En Vogue - Oct 18		(65.00)
31-Aug	P-Card	Curbex Mini B Rental (June 21-Dec 22)		1,239.00
11-Sep	R619427	Stonebridge Movie in the Park (food & supplies) - Sept 6		376.77
30-Sep	P-Card	Eventbrite - Meewasin 40th Anniversary Gala - Oct 22		106.05
30-Sep	Mailroom	Print Logo for Stonebridge Movie in the Park - Sept 6		0.60
Individual Total			10,000.00	4,328.98

2019 Budget 100,000.00
2019 Actual 41,304.53

Supplemental Report – Governance Review – Business Improvement Districts – Governance Structure

ISSUE

The purpose of this report is to table the Governance Review Report of the Business Improvement Districts until the December, 2019 meeting of the Governance and Priorities Committee, and in the interim, to seek feedback and comments from the respective Business Improvement Districts (BIDs) in time for the December, 2019 meeting of the Governance and Priorities Committee.

RECOMMENDATION

1. That the report of the Leadership Governance Subcommittee dated October 21, 2019 entitled Governance Review – Business Improvement Districts – Governance Structure, be tabled and considered at the December, 2019 meeting of the Governance and Priorities Committee; and
2. That the report be forwarded to the respective Business Improvement Districts for review and comment at the December, 2019 meeting of the Governance and Priorities Committee.

BACKGROUND

At the February 13, 2017 meeting of the Governance and Priorities Committee, the Committee resolved:

“That the project parameters for the review of governance structures, models, practices and procedures of the Advisory Committees, Controlled Corporations, Business Improvement Districts and any other agency, board or commission established by the City of Saskatoon be approved.”

In phase one of the governance review, the approved project parameters provided that the Leadership Team Governance Subcommittee will provide recommendations respecting a general governance model for BIDs.

DISCUSSION/ANALYSIS

The report of the Leadership Team Governance Subcommittee – Governance Review – Business Improvement Districts – Governance Structure is being tabled with the Governance and Priorities Committee (GPC) at this meeting, with the intention that it be discussed at a future meeting.

It is intended that the report be tabled until the December, 2019 meeting of GPC. Further engagement with the BIDs is anticipated. The Governance Subcommittee will offer to meet with each BID to get their feedback on the contents of the report, and any feedback will be consolidated and brought back to the December 2019 meeting of GPC.

NEXT STEPS

Should the recommendations pass in this report, the BIDs will be provided with a copy of the report of the Governance Subcommittee and invited to meet and/or provide feedback.

APPENDICES

1. Decision Report - Governance Review – Business Improvement Districts – Governance Structure

Report Approval

Written by:	Joanne Sproule, City Clerk Cindy Yelland, City Solicitor
Reviewed by:	Cindy Yelland, City Solicitor Mike Jordan, Chief Public Policy & Government Relations Officer
Approved by:	Joanne Sproule, City Clerk

Admin Report - Supplemental Report – Governance Review – Business Improvement Districts – Governance Structure.docx

Governance Review – Business Improvement Districts – Governance Structure

ISSUE

The City of Saskatoon is reviewing the governance structures and processes for its Advisory Committees, Controlled Corporations, Business Improvement Districts (“BIDs”) and other agencies, boards and commissions. A series of reports have been tabled with City Council on Advisory Committees and Controlled Corporations. This report is the first in respect of BID governance and is intended to provide information and options in response to the question: What system of governance is needed to support the development of high performing BIDs in Saskatoon?

To provide insight into this question, this report:

- Provides information on current Saskatoon BID governance practices.
- Provides details of standard BID governance practices in comparable municipal jurisdictions.
- Identifies key BID governance considerations and areas of focus.

BACKGROUND

2.1 History

At the February 13, 2017 meeting of the Governance and Priorities Committee (“GPC”), the Committee resolved:

"That the project parameters for the review of governance structures, models, practices and procedures of Advisory Committees, Controlled Corporations, Business Improvement Districts and any other agency, board or commission established by the City of Saskatoon be approved."

In Phase One of the governance review, the approved project parameters provided that the Leadership Team Governance Subcommittee (“Governance Subcommittee”) will provide recommendations respecting a general governance model for BIDs.

2.2 Current Status

The City Administration is continuing the process of reviewing, proposing options and making recommendations for potential improvements to the governance of the City of Saskatoon’s various Advisory Committees, Controlled Corporations, BIDs and other agencies, boards and commissions.

The focus of this report is to provide recommendations for a renewed BID governance structure to address current challenges and prepare for the future. The recommendations put forth in this report are intended to:

- Ensure alignment with existing legislation and current municipal bylaws and policies.
- Ensure that responsive, efficient and effective procedures and processes are in place.
- Ensure transparency and accountability to City Council, BID members and Saskatoon citizens.

2.3 Engagement

In preparing this report, the City Administration met with the representatives of each BID on March 7, 2019. The issues discussed were the current structure and functioning of each BID and Board. Appendix 1 contains a summary of the discussion that occurred on March 7, 2019.

In brief, the following are key factors or themes the BID representatives identified to consider as part of the governance review:

1. Balancing Governance Consistency and Flexibility

In general, the BIDs indicated that consistency around core governance elements and standardization regarding key procedural matters would be welcome. However, elements of flexibility, where appropriate, are also important to retain to ensure BIDs remain adaptable and responsive to the needs of their members.

Further research and assessment of potential areas of flexibility within a larger governance framework is underway. Initial areas of improvement may be to establish a range of board members that are required for BID governance, a minimum number of mandated meetings or streamlined meeting procedures that permit for a variety of participation options.

2. Considerations for Geographic Size and Revenue Generation Capacity

The BID model builds on the idea that pooling resources within a defined area can further improve opportunities for business owners to generate revenue and enhance their local economy. As the BID levy is the most significant source of funding for a BID, its geographic size and membership determines its capacity to generate such revenue. Because of this, board member representation, the ability to undertake programs and services, and the capacity to bring on staffing to do such programming while meeting mandated reporting requirements are all important considerations. Taking these factors into account and balancing

performance expectations against a BID's capacity to deliver on such is critical.

3. Enhanced Communication with the City

The BIDs indicated that enhancement of communication between the City and the BID organizations at the Council/BID board level as well as the BID staff/City staff level would be welcomed. When considering the importance of regular communication, both parties need to consider practical approaches. Further assessment of what is working well between the parties, as well as areas for improvement, will be undertaken.

2.4 City of Saskatoon's Current Approach

A BID is a group of property and business owners in the defined geographical area of each BID that collectively work to improve and promote the BID area as an appealing place to visit, shop and carry on business. The City of Saskatoon has recognized the economic and social value of BIDs and understands that they are vital partners in supporting the overall vision of Saskatoon as "a great place to live, work, learn and play". This recognition is supported by the City's strategic plan and related commitments towards Economic Diversity & Prosperity, Sustainable Growth and Quality of Life. BIDs have been a part of Saskatoon's community governance system since 1986.

How BIDs function, along with the programs and services they deliver, is primarily guided by the following:

- *The Cities Act*;
- City of Saskatoon bylaws adopted to create and fund individual BIDs;
- City of Saskatoon policies;
- Day-to-day operating guidelines of each BID; and
- The needs and goals of the area and its members.

Legislative Authority

Section 25 of *The Cities Act* provides cities with the authority to establish BIDs by bylaw and stipulates what must be addressed in such a bylaw:

- The purpose for which the BID is being established.
- The geographical area that the BID will encompass.
- The appointment of a board to govern the BID. The board of a BID is a corporation.
- The manner in which the board will be required to develop and submit its budget to Council.
- Reporting requirements of the board to Council.
- Any limitations on the powers of the board, including power to incur debt.
- Any other matter as determined by Council.

Section 26 of *The Cities Act* provides Council with the authority to, by bylaw, impose a levy or charge on all property used or intended to be used for business purposes within a BID. This levy provides an opportunity for a BID to raise and use their own funds to enhance an area through marketing and promotion, neighbourhood improvements, safety initiatives or community events and activities. Initiated by a business community through a petition or application process, once approved by Council, there is no “opting out” of a BID – the underlying premise is that all members reap its benefits and so all must pay their share.

As required by *The Cities Act*, Saskatoon City Council, between 1986 and 2014, established five BIDs by bylaw:

- Broadway BID – *Bylaw 6731*.
- Downtown BID – *Bylaw 6710*.
- Riversdale BID – *Bylaw 7092*.
- Sutherland BID – *Bylaw 7891*.
- 33rd Street BID – *Bylaw 9235*.

Except for the boundary descriptions and accompanying map of each BID, Saskatoon’s BID bylaws are all similar and reflect the first bylaw that was drafted in 1986. This appears to be the first time that a governance review has been undertaken of the BIDs since their establishment.

In addition to providing the authority for cities to establish BIDs and impose levies, *The Cities Act* also, at subsection 55.1(5), requires all bodies established by Council to have publicly available written meeting procedures.

The Cities Act does not, however, require the creation of all governance procedures (e.g. board size, term and composition, appointment and duties of officers, methods of record-keeping and reporting); this is left to a city’s discretion.

Governance Structure

Each BID board is made up of volunteer board members comprised of property owners and tenants located within a BID’s geographical area. The BID boards oversee general operations including: BID staff, management of finances, contribution to strategic and/or business planning and supports organizational program and service delivery.

Currently, the City has specified some governance parameters for its BIDs within existing bylaws and policies. These governance parameters currently include:

- Board composition.
- Election and/or appointment of board officers.

- Remuneration.
- Meeting procedures.
- Record-keeping.
- Financial management, including budgetary and reporting requirements.

Some of Saskatoon's BIDs have created their own guiding policies, processes and procedures. For instance, the Broadway BID has created an internal governance policy that expands upon board roles and responsibilities (including committees of the board), its governing style and areas of board accountability (including Code of Conduct and Conflict of Interest guidelines). Their governance policy also outlines the expected duties of an Executive Director. The 33rd Street BID has created an internal expense policy as well as Confidentiality, Code of Ethics and Conflict of Interest policies. Together with their bylaws, these BID policies and procedures aid compliance with legislation and regulations, provide further guidance for decision-making as well as help structure day-to-day operations.

The City's role has been to assist with contacts between a BID and City Departments, facilitate the annual funding process, and monitor BID budgets through required financial reporting. Council representatives who sit on BID boards act in a liaison role, sharing information between the parties and are voting members.

Appendix 2 contains an overview of Saskatoon's current BID governance structure and practices.

2.5 Approaches in Other Jurisdictions

Three levels of governance influence BIDs in Canada: the provincial/territorial ministry in which the enabling legislation is housed; the City Council; and the BID board. Inter-jurisdictional research indicates that BIDs demonstrate the following characteristics:

- Recognized by legislation.
- Created according to a process.
- Formed as an organization.
- Financed by a special assessment.
- Governed by a board.
- Managed by individuals.
- Reviewed periodically.

This general framework embraces the core concept of BIDs as publicly sanctioned and privately managed organizations. In essence, BIDs have become a management tool for municipalities and are a fundamental part of the governance system of many urban centres. To date, Saskatoon (like many other cities) largely has viewed good BID governance in

practical terms related to the efficient provision of local programs and services along with the demonstration of acceptable financial practices. However, there are many components that comprise good governance. An inter-provincial BID scan compared aspects such as: board size, term and composition; board member eligibility and appointment processes; meeting procedures; reporting requirements; and establishment/disestablishment methods. Appendix 3 contains an overview of Canadian BID governance practices.

The following themes were noted:

1. Governance Consolidation
Cities such as Toronto, Winnipeg and Edmonton have taken a consolidated bylaw and/or policy approach to BID governance. Through the creation of a guiding document, core governance matters are detailed for all BIDs within a municipality. This creates a consistent approach, enhances clarity for all parties and provides important direction for all essential governance procedures and practices (e.g. board member appointments, meeting procedures, required reporting, records management and BID establishment/disestablishment processes).
2. Board Size, Term & Composition
Designating BID board sizes, terms and composition is a standard practice. Not only does it ensure a board is comprised of a reasonable number of members with an appropriate mix of skills and experience, it also helps ensure adequate oversight, representation and accountability. Including a Council representative on a BID board provides a tangible connection to the municipality in which the BID resides, fosters information-sharing between the entities and reinforces accountability measures.
3. Focus on Strategic Alignment
To support larger municipal goals, cities such as Toronto and Edmonton have mandated that BIDs are to develop strategic plans, in addition to their financial reporting requirements.

Plans to review its BID governance framework are underway in Calgary with the intention to enhance their BID/City interactions, better integrate economic and social goals as well as address accountability and the long-term sustainability of such organizations. However, in December 2018, a request to defer review of the Business Improvement Area Policy and Governance Framework was presented to allow provincial legislative changes to Alberta's *Municipal Government Act* that pertain to business improvement areas in Calgary to come into effect. We understand that the Government of Alberta has also communicated its intention to amend

The Business Improvement Area Regulation. As these legislative changes will have an impact on any business improvement area policy and framework at the municipal level, review has been deferred for the time being. The Governance Subcommittee will monitor any developments in Alberta.

OPTIONS

This section of the report proposes three governance approaches for consideration: (a) consolidation; (b) independence; and (c) the status quo.

The options have been evaluated based on various governance criteria such as:

- Aligning with City objectives;
- Streamlining processes;
- Enhancing responsiveness; and
- Improving transparency and accountability.

Option 1 – Develop a Consolidated BID Governance Approach

This option proposes to develop a consolidated approach that references essential BID governance practices and procedures and codifies these rules in a single comprehensive document or single BID bylaw. This approach could include the following:

- Clarity of purpose.
- Role and responsibility definition.
- Board size, term and composition.
- Board member eligibility and appointment processes (including board vacancies, replacements, or additions).
- Board committees.
- Board remuneration.
- Conflict of interest and code of conduct guidelines.
- Decision-making and meeting procedures.
- Membership structure and participation of members.
- Financial management.
- Record-keeping.
- Reporting/performance requirements.
- Dispute resolution solutions.
- Establishment, disestablishment, review and boundary alteration procedures.

This option would also allow for some flexibility within certain factors or processes to accommodate the uniqueness of each BID in terms of size, membership, BID area, etc.

Under this option, levy amounts would still be developed and approved on an annual basis. There are no financial implications associated with this option. Legal implications would include the creation of a comprehensive governing bylaw.

Advantages

- Decreases risk of differing rules or application of rules among BIDs.
- Ensures appropriate legislative requirements are adhered to.
- Helps ensure information is identifiable and more easily accessible.
- Supports good governance principles of transparency, accountability and efficiency.

Disadvantages

- Potential to fail to recognize unique nature of individual BIDs.

Option 2 – Review BID Governance Practices and Procedures but Maintain Separate Individual Approaches

This option, as an alternative to a comprehensive scheme, would still see governance policies and practices reviewed and updated, but would see the individual BID bylaws amended to reflect any changes to the current practices. The contents of any changes would likely mirror those topics described above and intended for inclusion in a comprehensive governance document.

There are no financial implications associated with this option. However, bylaw amendments would be required to the existing BID bylaws.

Advantages

- No significant advantage to this approach.

Disadvantages

- Increases risk of differing rules or application of rules among BIDs.
- Piecemeal approach makes looking for information more cumbersome.

Option 3. – Maintain the Status Quo

As an alternative to the other options, the status quo could be maintained. That is, the City's current approach to BID governance (as described in section 2 and Appendix 2) could continue without change. BID governance has remained in Saskatoon in its current state for many years. Maintaining the status quo fails to recognize the economic and social value of the BIDs and their overall contribution to the City.

There are no financial or legal implications of maintaining the status quo. Like Option 2, there is no significant advantage to this approach. The disadvantages as described in Option 2 are equally applicable to maintaining the status quo.

RECOMMENDATION

That the Governance and Priorities Committee recommend to City Council that:

1. The Leadership Team Governance Subcommittee proceed with developing a consolidated BID governance approach (Option 1).
2. The Leadership Team Governance Subcommittee report further on next steps and other details as required for implementation of the consolidated BID governance approach.
3. The report of the Leadership Team Governance Subcommittee – Governance Review – Business Improvement Districts (BIDs) be tabled and debated at the December 2019 meeting of the Governance and Priorities Committee.
4. This report be forwarded to the respective BID Boards and Executive Directors for an opportunity to review and provide comments prior to the December 2019 meeting of the Governance and Priorities Committee.

RATIONALE

Currently, each of the five BIDs are established by independent bylaw. The contents of the bylaws cover those elements mandated by *The Cities Act*, but little else. This has resulted in a system where rules and procedures vary between the BIDs and where clearly established processes are not easily identifiable and readily available. This affects not only the functioning of the BIDs, once established, but the overarching rules regarding establishment, disestablishment and boundary changes are likewise not codified in a single accessible place.

A consolidated BID governance approach is not only permitted by *The Cities Act*, but authorizing such a BID governance approach is also a common practice of other urban centres. A consolidated approach would ensure BID boards have consistent bylaws and/or policies that reference appropriate legislative requirements as well as their general purpose, roles and responsibilities, functions and performance requirements. The development of a consolidated governance approach allows for both governance and administrative effectiveness and efficiency.

While the BIDs may require flexibility in some areas to account for their unique attributes, a uniform process and standard set of governance rules in other areas, such as those noted in Option 1, would pose no impediment to the continued functioning of the BIDs. Further, the smaller BIDs, with less resources, have identified that a comprehensive governance approach would be welcome as this would facilitate a better understanding of the rules.

As provincial legislation determines how BIDs are to be established and structured, there is currently no opportunity to amend these areas. Council may, however, influence and impact a BID's purpose, efficiency, effectiveness and accountability by addressing governance and procedural elements within its related BID Bylaws and governance processes and procedures.

Specifics and recommendations as to the actual content of a comprehensive governance policy or bylaw would be the subject of further reporting and engagement with the BID boards and Executive Directors. However, the direction being sought in this report, and the recommendation being made, is to develop a comprehensive governance approach where the appropriate processes, procedures and rules are housed in a single document. Such approach would enhance clarity for all parties and provide essential direction for governance practices and procedures. Ultimately, this would serve to support good governance goals of responsiveness and transparency.

Continuous improvement is currently an essential focus of the City and opportunities to streamline processes and identify efficiencies are paramount. With these goals, in addition to the fundamental governance goals of responsiveness and transparency in mind, it makes little sense to undertake a comprehensive review of governance practices and procedures and maintain a piecemeal approach where looking for information would be cumbersome and, as time goes on, potentially result in varying practices. For this reason, Option 2 is not being recommended.

The City has traditionally recognized the economic and social value of its BIDs and understands that they are vital partners in supporting the overall vision that Saskatoon is “a great place to live, work, learn and play.” To help ensure Saskatoon's BIDs can continue to do so, the Governance Subcommittee intends to consider the following areas for the BID governance review in the context of a consolidated comprehensive approach:

1. Alignment of BID bylaws to legislation and related policy:
 - All BID-related bylaws and/or policies must be consistent with the legislated requirements outlined in *The Cities Act* as well as with any other relevant Act. By virtue of *The Cities Act*, the City is the only entity that is authorized to oversee the governance and operations of its BID boards of management. Council and Administration are to ensure BID boards have clear and consistent bylaws that reference the appropriate legislated requirements.
2. Enhanced clarity regarding governance roles and responsibilities for BID boards of management to ensure good governance practices and procedures:
 - As governance deals with the structures and processes by which an organization is directed, managed and held to account, good governance – best understood through factors like clarity, consistency and accountability – provides the means to help an organization define and achieve its goals. As public sector governance and management changes and becomes more complex, it is

important that the fundamentals of BID governance are responsive, transparent, efficient and effective.

3. Identification of improved BID procedures and processes to aid organizational efficiency and effectiveness.
4. Review of strategic vision and alignment:
 - Resource scarcity, heightened citizen expectations and keen public sector focus on accountability means that municipal governments are increasingly striving to align their boards of management to focus on areas of vital municipal interest.
 - Undertaking further research and discussion with the BIDs on how their vision and work can best align to the City's strategic priorities (e.g. through enhanced planning or refined reporting requirements) will strengthen the emphasis on outcomes that support the City's priority areas.
5. Review communication between the City and the BIDs and make recommendations for improvement of communication between the parties.
 - Such recommendations could include an increase in reporting requirements or opportunities between the BIDs and Council through its Standing Policy Committees or review of Administrative contacts between the BIDs and the Administration.
6. Appropriate means of ensuring BID performance and accountability:
 - Accountability is understanding who is accountable to whom, for what. When roles and outcomes are not clear, accountability becomes blurred. As municipal government must provide assurance that BID activities are carried out as intended and with due regard for good stewardship, defining clear roles and responsibilities, agreeing on performance expectations, balancing expectations with organizational capacities, requiring credible reporting and undertaking regular review processes become critical factors to exhibit. Currently, all BIDs are expected to adhere to annual budgetary and financial reporting requirements. However, within Administration's early research, it was noted that a periodic review/reauthorization process has been implemented as a standard practice for many BIDs in the United States and the United Kingdom; this process allows a municipality and a BID's membership to more fully review, assess and determine if continuation of a BID organization is desirable.
 - Transparency and accountability are important factors to uphold as BIDs help shape change in the public realm, spend public sector funds and impact local economies. Refining BID reporting and accountability mechanisms, such as through a periodic review process, not only furthers the legitimacy of a BID within a neighbourhood, it also seeks to secure continued consent for its operation while ensuring accountability to its members, elected representatives and citizens-at-large. Such a practice also creates a regular means to review financial (and other) reporting thresholds. In addition, ensuring BIDs are equipped with policies that address purchasing and HR matters will greatly enhance BID sustainability, accountability and performance management.

ADDITIONAL IMPLICATIONS/CONSIDERATIONS

Bylaw and/or policy amendments will be necessary to ensure alignment with existing legislation and related municipal policies and procedures. A review of other pertinent legislative and policy areas remains underway.

Taking into account feedback provided by BID representatives, as well as any direction received from City Council, further findings and governance recommendations are to be expected via the Governance Subcommittee's further reporting on this matter.

COMMUNICATION ACTIVITIES

Initial consultation with the BID representatives has taken place. Further engagement is anticipated. It is intended that this report be tabled until the December 2019 meeting of GPC. The Governance Subcommittee will offer to meet with each BID to get their feedback on the contents of the report. This feedback will be consolidated and brought back to the December 2019 meeting of GPC.

PUBLIC NOTICE

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

APPENDICES

1. BID Engagement – March 7, 2019
2. Current Saskatoon BID Governance Practices
3. Canadian BID Governance Comparisons

Report Approval

Written by: Jennifer Brooks, Executive Intern, City Clerk's Office
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Approved by: Cindy Yelland, City Solicitor

Summary of Discussion with BID Representatives - Governance Review of Business Improvement Districts (BIDs)									
Meeting Date: March 7, 2019									
Topics	Governance Subcommittee Comments & Analysis	General Comments from BIDs	Specific Comments from BIDs						
			Broadway	Downtown	Riversdale	Sutherland	33rd Street		
Review of Current Governance Practices									
Bylaw Approach	Considering consolidation of BID Bylaws into 1 overarching bylaw to establish consistency and clearly identify processes. This model is used in some other jurisdictions. Consideration of this model requires further research and analysis before concrete recommendations are provided.	If considering a consolidated bylaw approach, clarity must be provided as to what that would look like vs. continuing to operate with individual bylaws. Consistency around some core governance elements and/or standardization regarding key procedural matters would be welcome.	Supportive of flexibility of processes between BIDs to accommodate for variances between each BID in terms of size, budget, uniqueness of each area, etc.		Not supportive of overarching guidelines because there are too many variances between each BID in terms of size, budget, uniqueness of each area, etc.	Noted that it is important to retain BID management over how to direct their operations, programs and services that are key to their members.			
Board Size & Composition	All support having a range of Board members rather than having a specified number.	All supportive of recommending a range of members in terms of Board size - the ability to fluctuate is important. Boards strive to be representative of their membership and reflective of the property types within their BID. Voice of BID must be adequately represented and maintained. The Boards strive to contain a variety of skill sets that would aid in governance and oversight (for example: law, accounting, event management). Brief discussion acknowledged that there may be opportunities for diversity on Boards, while also acknowledging that Board members must be electors, operate a business or be a nominee of a corporation that does business in the area. No objections were raised regarding having a Councillor appointed to each Board. Concerns were raised that there is currently no mechanism or way to address if a breakdown of relationships occur between the Board/Councillor appointed. Councillors appointed having voting rights.	Would like to see members of non-profit corporations within the BID boundaries on the Board.	Membership be limited to those who own property in the area and pay taxes within the BID boundaries, it doesn't make sense for a BID to have other types of members. If a party does not pay a levy into a BID, should they be authorized to make decisions for that BID? Commented that the Ward Councillor has a solid understanding of their area to bring insight to the BID.	Board members familiar with concerns and/or issues of the area are key to have. Would like a definition of what Councillors' roles on the Boards are. Councillor representation not need to be restricted to the Ward Councillor. More important is an understanding of issues/challenges/opportunities of the area.		Would like to see members on the Board from outside the BID area.		
Board Term			They have term limits to encourage Board renewal.	No limits - allows for those most interested to serve.	Echoed Sutherland's comments - these are volunteer Board members, term limits may not work well.	Suggested that there not be limited terms for Board members, that if there are people interested in serving on the Board, they want to keep them involved.	They have term limits in place to encourage Board renewal. The terms are staggered to ensure adequate knowledge transfer. They have mechanisms in place to get around term limits if necessary.		
Recruitment, Eligibility & Appointment Process	Board appointments are within the exclusive purview of City Council in accordance with Policy C01-003. Could review options for the possibility of increased involvement of the Boards in recruitment/appointment similar to the recruitment process used for the Controlled Corporation Boards.	Generally, the issue was raised as to how BIDs are expected to fill Board vacancies - must a BID wait for Council to formally appoint a Board member? Could there be an "Interim" provision for BIDs that allows for a Board appointment transition? Briefly discussed the issue of background checks for Board members/staff - how or when should these be required or managed? Finally, all would like to see standardized processes clearly outlined for appointments. None have a formal "skills matrix" for recruitment purposes.	Appointment process needs to be simple and easy to understand. Would like research done with respect to the possibility to recruit membership outside the BID boundaries. There is an ongoing challenge to recruit and retain Board members.	Suggested that consideration be given to allowing more input from the Board membership into recruitment, possibly something similar to the recruitment process utilized by the City's Controlled Corporations. They do not have issues with recruiting membership, they do not solicit people to apply to sit on the Board.	Would like the appointment process reviewed, generally.	Has "knocked on doors" to recruit membership.	Issues an Expression of Interest to recruit membership. Ongoing challenge to recruit Board members.		
Board Committees	Audit or Finance internal committees tended to be the ones most commonly formed. Seems important to the BIDs to continue to have the ability to form internal committees to tackle specific issues. Mixed comments from BIDs regarding having BID Board members act as representatives on other municipal/civic boards or committees.		Uses ad hoc committees to tackle specific issues. Has a Finance/Audit Committee.	Has a Finance Subcommittee, Downtown Safety Committee (which is new).		Uses ad hoc committees to tackle specific issues and has a standing Finance Committee.	Uses ad hoc committees for specific issues, struggles with audit committee, has event committees.		
Regular Meetings	All hold regular meetings on a frequency of 8 to 10 per year. Hiatus seems to occur either during the holiday season or during the summer. Most hold Annual General Meetings (AGM)		Meets monthly, except December, has scheduled meeting dates.	Meets monthly except July and August.	Does not have scheduled meeting dates. They generally meet as necessary and try not to go past 90 days without a meeting.	Meets monthly, has about 8 to 10 meetings per year, takes summer off.	Meets monthly, except December they have an informal social event for the holiday season.		
Meeting Procedures	This is an area mandated by provincial legislation. The Cities Act mandates that BIDs must have approved and clearly documented meeting procedures. City Solicitor's Office provided a meeting procedure template for each BID to revise as needed and adopt.	General comments are that all want the flexibility to amend meeting procedures to suit their needs, all want options for attendance at meetings - want the ability to participate via conference call for example. Want clarity regarding voting options. Most allow for email voting for members who cannot attend a meeting and would like the option to keep doing this.	Employs formal meeting procedures - conducts their meetings similar to a City Council meeting - uses consent agenda.	Employs formal meeting procedures - use the template received from the City Solicitor's Office as a guide with some modifications.	Requested insight about how BIDs can appropriately manage Board member nominations from the floor during an AGM.		Meeting procedures not formal, but do vote.		
Remuneration		All Board members serve on a volunteer basis without remuneration. Most have adopted policies with respect to expense reimbursement for BID business. Typically authorized by resolution during regular BID business meetings.	Covers expenses from allotted budget.	Follows Council guidelines and does motion to approve expense reimbursement. They do not allow for wage replacement but sometimes allow for meal supplement, there is no honorarium to attend meetings.	Covers expenses through motion passed at a meeting to use budget funds to reimburse.				
Reporting	All BIDs report to City Council through Council's Standing Policy Committee on Finance.		Reports financials annually.	Reports financials annually and on an as required basis such as when a Board member resigns. Takes the opportunity to inform Council and larger community as a whole.	Reports financials annually and reports as required. Raised concern regarding obligation to provide full financial audit for BIDs with revenues of less than \$250,000; suggested review engagement documentation should suffice for 3 - 5 year period and requiring a full financial audit after that time. Suggested a review and adjustment of salary reporting would be prudent.	Reports annually.	Reports annually.		
Establishment & Boundary Alteration Process		Most would like to see clear processes outlined with respect to how to establish a BID.	Would like to see increased clarity around how a BID might adjust its boundaries - either to expand or decrease size. There is currently no formal process for this.						
Disestablishment Process	This is an area mandated by provincial legislation. Municipalities must have a procedure that addresses BID dissolution.	Comments from all requested that a clear dissolution process that includes a transition period, for example to address contractual obligations with respect to leases and staff, be included. Comments from all also noted a need for clarity regarding allocation of BID assets following dissolution.							
Identify Areas for Enhanced Governance Opportunities									
Strategic Alignment		Majority of BIDs want to see the role of BIDs clearly outlined and want to see their authority clearly outlined in comparison to City Council's role.	Alignment of their work with City Council's goals is an important aspect of their planning and operations.	Same comment as Broadway.		Same comment as Broadway.			
Accessing Grants & Additional Funding			Raised the issue of fundraising capability. Access to other sources of funding such as grants or sponsorships valuable to help in providing events, programs and services. They typically partner with their community association to access charitable/non-profit funding. Would like further guidance on how to manage access to these types of funding opportunities. Would also like to know about possibility of creating a charitable foundation or establishing a mechanism through the City to access additional funding sources without raising levies.	Budget prioritization important. The current tools available to BIDs are sufficient for BIDs to conduct their business.		Requested clarity as to how and what a BID might use additional funding for beyond what is raised through levies. Requested further insight on how BIDs can align to and leverage funding for capital projects or other activities that are beyond their regular funding scope but of strategic importance to the district or whole City. Regular review of how much levy is appropriate and needed by a BID to conduct business should become part of a regular review process.			
Communicating with the City	Improving/streamlining communication between the BIDs and City Council is a recurring theme. This includes considerations for Board/Council and BID Management/Administration levels.								
Policies/Governing Documents Provided									
			* Governance Policy *Bylaw Number 1					* Code of Ethics * Confidentiality Policy *Reimbursement of Expenses Policy *Conflict of Interest Policy *Bylaw Number 1	

Current Saskatoon BID Governance Practices

	Broadway BID	Downtown BID	Riversdale BID	Sutherland BID	33 rd Street BID
Year Established	1986	1986	1990	1999	2014
Establishment Process	No formalized BID application or petition process established. Historically done through petition process to Council.				
City Bylaw	Bylaw 6731	Bylaw 6710	Bylaw 7092	Bylaw 7891	Bylaw 9235
Current Board Size & Composition	Approx. 10 Members + 1 Council Representative	Approx. 9 Members + 1 Council Representative	Approx. 5 Members + 1 Council Representative	Approx. 5 Members + 1 Council Representative	Approx. 8 Members + 2 Council Representatives
Board Term	Board of Director terms are the same as the term of Council in office (4 years). There is no limitation placed by the City on how many terms an individual may serve. Broadway and 33 rd St. BIDs apply term limits.				
Board Eligibility Requirements	1. Board members must be eligible electors within the City of Saskatoon; and 2. Operate a business in the district or be a nominee of a corporation that carries on business in the district.				
Board Member Appointments Process	BIDs recruit board members and provide names of potential representatives to City Council. City Council appoints BID representatives to their respective board. No formalized process in place to address BID board vacancies, replacements or additions.				
Board Officer Appointments Process	BID boards are to elect a Chair and Vice-Chair and appoint a Secretary-Treasurer, as well as any other officers deemed necessary for the operation of the BID.				
Board Committees	Committees are established by and report to the larger BID board. Committees are established around a key function (e.g. finance/audit, safety, events). No formalized process in place that addresses committee structure, function and positions.				
Regular Meetings	Monthly	Monthly	Minimum Quarterly	Monthly	Monthly
Annual and Special Meetings	An Annual General Meeting (AGM) is required. Special Meetings may be held, as required.				
Meeting Procedures/ Policies	BIDs must adopt a meeting procedures. Broadway, Downtown, Sutherland and 33 rd St. BIDs have adopted meeting procedures. Broadway and 33 rd St. BIDs currently have some policies in place.				
Board Remuneration	Board members serve as volunteers with no expectation of remuneration. Select expenses may be covered if they are incurred while a board member undertakes business on behalf of a BID (e.g. workshop or conference fees; meals and/or travel).				
Required Reporting	Annual budget with revenue/expenditure statements. Annual audited financial statements (or review engagement documentation if annual revenue less than \$250,000).				
Levy Amount (2018)	\$194,168	\$738,603	\$185,498	\$47,460	\$30,000
Total Budget (2018)	\$267,488	\$836,003	\$234,548	\$54,200	\$31,100
Levy Contribution as % of Total Budget (2018)	72.6%	88.3%	79.1%	87.6%	96.5%
Disestablishment Process	No formalized BID disestablishment procedure established.				

Canadian BID Governance Comparisons

	Regina, SK	Winnipeg, MB	Toronto, ON	London, ON	Calgary, AB	Edmonton, AB
Authority for BID Establishment	Provincial authority granted through <i>The Cities Act (Sections 25 and 26)</i> . The Act indicates that a business improvement district (BID) may be established through municipal bylaw as long as it includes its purpose, designated area, a board appointment process, budget practices and reporting requirements, requisition for an assessment levy and disestablishment procedures.	Provincial authority granted through <i>The City of Winnipeg Charter (Part 8, Division 7)</i> . The Charter outlines the process the City must follow if it wishes to establish a business improvement area zone (BIA). The City must pass a bylaw determining zone boundaries and representation methods, the assessment levy, budget practices as well as expansion and disestablishment procedures. City Council must have received a petition from businesses in the proposed zone that are in favour of a BIA.	Provincial authority granted through <i>The Ontario Municipal Act, “Business Improvement Areas” (Sections 204-215)</i> . It indicates that municipal bylaw may establish BIA boundaries and boards of management. The Act further outlines general board composition and terms, membership, confirms budgeting and reporting requirements, authorizes “special charge” function (i.e. levy) and a means of BIA dissolution.	Provincial authority granted through <i>The Ontario Municipal Act, “Business Improvement Areas” (Sections 204-215)</i> .	Provincial authority granted through <i>The Municipal Government Act (Part 3, Division 5)</i> as well as through the <i>Business Improvement Area Regulation</i> document. The Act provides the general authority for a Council to establish a Business Improvement Area (BIA) while the <i>Regulation</i> document outlines the process municipalities must follow to establish a BIA, how to address budgeting, capital property and financial matters, how to address the creation of a BIA tax rate, changes in boundaries, as well as what must be included within a bylaw.	Provincial authority granted through <i>The Municipal Government Act (Part 3, Division 5)</i> as well as through the <i>Business Improvement Area Regulation</i> document.
Municipal Establishment Process	Individual municipal bylaws define each BIDs purpose, establish BID boundaries, confirm the preferred requirements for budgeting and financial reporting and authorize boards of management (including the number	Individual municipal bylaws formally establish BIA zone boundaries, confirm the preferred requirements for budgeting and accountability reporting, pass a levy payment schedule (e.g. from the City to the BIAs) and authorize BIA boards of management (including the number of board members, terms of office, nomination/removal	Toronto operates under separate municipal statute – the <i>City of Toronto Act</i> , with BIA information contained in Municipal Code Chapter 19 . This section contains all relevant BIA establishment and governance information and includes a listing of BIAs that it pertains to; authority to direct falls under City Council and/or is delegated to a Community Council.	Individual municipal bylaws formally establish BIA boundaries, establish boards of management, board composition and procedures, financial practices, indemnification and insurance practices and meeting protocol; the bylaws resemble Toronto’s BIA Municipal Code Chapter 19.	As provincial legislation takes a prescriptive approach towards many aspects of BIA governance, Calgary’s individual municipal bylaws are standardized to convey each BIAs purpose, its name and board of management obligations (including the number of and appointment of board members, terms of office and vacancies).	Individual municipal bylaws formally establish business revitalization zones (BRZ) including their boundaries and purpose, confirm the requirements for budgeting and accountability reporting, outline the tax levy process and authorize BRZ boards of management.

	Regina, SK	Winnipeg, MB	Toronto, ON	London, ON	Calgary, AB	Edmonton, AB
	of board members, terms of office and required meeting procedures).	<p>procedures for board members, remuneration, conduct and powers and procedural duties and functions).</p> <p>Winnipeg undertakes a consolidated BID bylaw approach to further address legislative requirements, establish broad governance roles and outline essential policies, procedures, roles and responsibilities for all its BIAs. Individual bylaws are standardized; each one describes the specific zone and the board composition, while reaffirming that the specific BIA will act in accordance with the requirements as outlined within the consolidated bylaw.</p>			<i>(Of Note: The City of Calgary is currently reviewing its BIA governance framework.)</i>	Edmonton undertakes a consolidated approach through a Business Revitalization Zone Establishment and Operation Policy that outlines the roles, procedures and processes to be followed for the establishment, operation and disestablishment of BRZs. Individual bylaws are then standardized; each one includes further BRZ details such as the number of board members, terms of office, eligibility requirements, remuneration, meeting requirements, appointment of officers, special and annual general meeting procedures as well as related financial matters.
# of BIDs	2	16	83	3	12	13
BID Areas of Focus	Promote improvements, undertake area marketing and promotion and advance initiatives for the benefit of the district.	Beautify, improve and maintain property. Promote improvements and economic development.	<p>Improve, beautify and maintain physical environment and assets. Promote and advocate for the area.</p> <p>Undertake safety and security initiatives.</p> <p>Undertake strategic planning to addresses BIA issues.</p>	<p>Improve, beautify and maintain physical environment and assets.</p> <p>Promote the area.</p>	Enhance economic development, improve the physical environment, improve and maintain public parking, work with the City of Calgary to deliver municipal services and advocate for policies and practices that support economic vitality.	<p>Improve, beautify and maintain property.</p> <p>Develop, improve and maintain public parking.</p> <p>Marketing and promotion.</p>

	Regina, SK	Winnipeg, MB	Toronto, ON	London, ON	Calgary, AB	Edmonton, AB
Board Size & Composition	<p>Downtown BID board consists of 12 directors + 1 Council representative (13 total).</p> <p>Old Warehouse BID board consists of 1 citizen representing the district; 9 citizens-at-large; 1 Council representative (11 total).</p> <p>Each Board must include 1 Council representative.</p>	<p>Board sizes vary between 5-16 directors, depending on the size of the BIA (including Council representatives).</p> <p>Each Board must include at least 1 Council representative.</p>	<p>Board sizes vary between 5-16 directors, depending on the size of the BIA (including Council representatives).</p> <p>Each Board must include at least 1 Council representative; more Council representatives may be appointed to a BIA board, if deemed necessary.</p>	<p>Board sizes vary between 9-12 directors (including Council representatives).</p> <p>Each Board must include at least 1 Council representative.</p>	<p>Board sizes vary between 3-13 directors, depending on the size of the BIA (including Council representatives).</p> <p>Each Board must include at least 1 Council representative; more Council representatives may be appointed to a BIA board, if deemed necessary.</p>	<p>Board size may be up to a maximum of 15 directors; Council may appoint fewer than 15, at the recommendation of the board.</p> <p>Council representatives may be appointed in an ex-officio capacity; Council representation on a BRZ board is not required.</p>
Board Term	<p>Downtown BID – Three year terms; to a maximum of three consecutive terms.</p> <p>Old Warehouse BID – Two year terms; to a maximum of four consecutive terms.</p> <p>BID boards are given the ability to stagger board terms to appropriately plan for board succession and renewal.</p>	<p>Two year terms; to a maximum of three consecutive terms.</p> <p>BIA boards are given the ability to stagger board terms to appropriately plan for board succession and renewal.</p>	<p>Director terms are the same as the term of Council in office - 4 years (as outlined within <i>The Ontario Municipal Act</i>).</p> <p>There is no limitation placed on how many terms an individual may serve.</p>	<p>Director terms are the same as the term of Council in office - 4 years (as outlined within <i>The Ontario Municipal Act</i>).</p> <p>There is no limitation placed on how many terms an individual may serve.</p>	<p>Terms vary between 1-3 years; most BIAs have two year terms.</p> <p>There is no limitation placed on how many terms an individual may serve.</p>	<p>One year terms.</p> <p>There is no limitation placed on how many terms an individual may serve.</p>

	Regina, SK	Winnipeg, MB	Toronto, ON	London, ON	Calgary, AB	Edmonton, AB
Board Eligibility Requirements	<p>Downtown BID board members must be electors within the City and/or employed within the district.</p> <p>Old Warehouse BID board must have at least 1 representative from the district.</p>	Board members must be a proprietor, director or an employee of a member business.	Notwithstanding the City's Public Appointments Policy , BIA directors are not required to be residents of the City of Toronto.	Board members must be BIA members.	Board members must be nominated by one or more BIA members, to the BIA Board.	Board members must be nominated by one or more BRZ members, to the BRZ Board.
Board Member Appointments Process	<p>City Council appoints BID representatives to their respective boards.</p> <p>When making appointments, Council may consider names for officer/ Executive Committee positions, including a Chair, Vice-Chair, Finance and Administration Chairs, a citizen member in the first year of their term, the City Council member and a City of Regina ex-officio member [i.e. City Manager].</p>	<p>Board members may be elected (or appointed, should the number of vacancies equal the number of interested candidates) at an annual general meeting.</p> <p>City Council then appoints the elected/appointed BIA representatives to their respective board.</p>	<p>Board members may be elected (or appointed, should the number of vacancies equal the number of interested candidates) at an annual general meeting (held in Council election years).</p> <p>City Council then appoints the elected/appointed BIA representatives to their respective board. If a BIA crosses Ward boundaries, Council appoints the directors.</p> <p>Council or Community Council reserves the right to refuse to appoint an individual to a BIA board.</p>	<p>Board members may be elected (or appointed, should the number of vacancies equal the number of interested candidates) at an annual general meeting (held in Council election years).</p> <p>City Council then appoints the elected/appointed BIA representatives to their respective board.</p> <p>Council reserves the right to refuse to appoint an individual to a BIA board.</p>	City Council appoints BIA representatives to their respective boards.	<p>Board members may be elected (or appointed, should the number of vacancies equal the number of interested candidates) at an annual general meeting.</p> <p>City Council then appoints BRZ representatives to their respective boards.</p>

	Regina, SK	Winnipeg, MB	Toronto, ON	London, ON	Calgary, AB	Edmonton, AB
Board Officer Appointments Process	After appointment, board directors may elect a Chair, Vice-Chair and any other officers it considers necessary from among the members of the board.	Board directors elect a Chair, Vice-Chair, Secretary, Treasurer or any other officers it considers necessary from among the members of the board.	Board directors elect a Chair, Vice-Chair, Secretary, Treasurer or any other officers it considers necessary from among the members of the board.	Board directors elect a Chair and Vice-Chair and appoint a Secretary.	Not addressed.	Board directors elect a Chair and may appoint any other officers it considers necessary from among the members of the board.
Board Committees	No process indicated within bylaws that address committee structure, function and positions.	BID board may adopt rules and procedures to govern the conduct of committees; may establish standing or ad-hoc committees; committees may consist of board members or other individuals appointed by the board.	BID board may establish standing or ad-hoc committees; committees may consist of board members or other individuals appointed by the BID board. Committees are governed by same general rules of procedure for the BID board.	BID board may establish committees as it sees fit to conduct the business of the BID; committees must be comprised of a minimum of 3 individuals.	No process indicated within bylaws that address committee structure, function and positions.	BRZ board may delegate any of its powers to a committee, consisting of one or more directors.
Meetings	BIDs must adopt a procedural bylaw, as per <i>The Cities Act (Section 55.1)</i> . Within individual municipal bylaws, there are no minimum requirements to meet nor are there general or special meeting provisions established.	Must hold a minimum of 8 board meetings each calendar year. Special/general meetings may be convened, as necessary, and must follow meeting protocol.	Must hold a minimum of 4 board meetings each calendar year, including an annual general meeting.	Must hold at least 10 meetings each fiscal year, including an annual general meeting. Special meetings may be convened, as necessary. Boards must hold a meeting for members to discuss budget(s).	Not addressed; boards may establish their own meeting procedures. There are no minimum requirements to meet nor are there general or special meeting provisions established within individual municipal bylaws.	Must hold a minimum of 4 board meetings each calendar year. Special/general meetings may be convened, as necessary, and must follow meeting protocol.
Other Procedures & Items of Note	- Quorum is defined - Address records distribution and management	- Quorum is defined - Include board member election procedures	- Indicates limitations of a board (e.g. must be non-partisan, cannot appeal to another authority, cannot take a position/pass a resolution contrary to Council-approved policy or direction) - Quorum is defined	- Indicates BIA bylaws/policy must not conflict with the City's - Quorum is defined - Council may designate an appointed, non-voting official of the City to attend BIA meetings - <i>The Ontario Municipal Act</i> specifies that the municipal	- Detailed map documents provided with each individual bylaw are clear and easy-to-understand; because of this, descriptive boundary wordings are not included	- Boards are required to have records management procedures - Quorum is defined - A bylaw amendments procedure is outlined within the broad BRZ policy - Address voting procedures

	Regina, SK	Winnipeg, MB	Toronto, ON	London, ON	Calgary, AB	Edmonton, AB
			<ul style="list-style-type: none"> - Board must appoint a contact person to liaise with City - Detail financial requirements; records distribution and management - <i>The Ontario Municipal Act</i> specifies that the municipal auditor is the auditor of each BIA board 	<p>auditor is the auditor of each BIA board</p> <ul style="list-style-type: none"> - Council may approve budget in whole, in part, or make changes to it but may not add expenditures 		
Board Remuneration	Not addressed within bylaws.	Board members do not receive remuneration.	Not addressed within bylaw. Receipt of gifts/fees, etc. addressed through the City of Toronto's Code of Conduct for Members of Local Boards.	Not addressed within bylaws. Receipt of fees/gifts, etc. addressed through <i>Municipal Conflict of Interest Act</i> .	Board members do not receive remuneration.	Board members do not receive remuneration, except for expenses necessarily incurred as part of their performance as a board member.
Required Reporting	<p>Annual revenue/expenditure statements must be submitted and approved by Council. A narrative description must accompany the specific programs and activities to be undertaken by the BID.</p> <p>Annual report and audited financial statements must be submitted to Council.</p>	<p>Annual budgets must be submitted and approved by bylaw.</p> <p>Annual report and audited financial statements must be submitted to Council and made available to all BIA members.</p>	<p>Strategic plans are to be prepared by each BIA.</p> <p>Annual budgets must be submitted for Council approval.</p> <p>Annual audited financial statements must be submitted to City/Council, in a form required by the CFO.</p> <p>Annual meeting minutes and financial statements are required before Council authorizes its special charge to fund BIAs.</p>	<p>Annual revenue/expenditure statements must be submitted and approved by Council.</p> <p>Annual report and audited financial statements must be submitted to Council.</p>	<p>Annual budgets must be submitted for Council approval.</p> <p>Annual report and audited financial statements must be submitted.</p> <p>Administration prepares an overall BIA annual report to City Council.</p>	<p>Strategic business plans are to be prepared by each BIA.</p> <p>Quarterly 'budget-to-actual' financial reports must be submitted to the City.</p> <p>Annual budgets must be submitted for Council approval.</p> <p>Annual report and audited financial statements must be submitted to Council.</p>

	Regina, SK	Winnipeg, MB	Toronto, ON	London, ON	Calgary, AB	Edmonton, AB
Disestablishment Process	Disestablishment is permitted once a board ceases to exist.	Rationale and consequences for termination of a BIA is outlined within the consolidated municipal bylaw.	Repeal of a designating bylaw renders a BIA dissolved.	Council may dissolve a board of management and repeal a designating bylaw.	Disestablishment procedures are contained within the <i>Regulation</i> document.	Disestablishment procedures are contained within the <i>Regulation</i> document. A process for disestablishment is also contained within the broad BRZ policy.

City Council Strategic Priorities

ISSUE

This report provides a draft policy entitled *City Council Strategic Priority & Leadership Policy* for the Governance and Priorities Committee's (GPC) consideration in accordance with City Council's instructions of April 24, 2017 and November 27 and 28, 2017.

RECOMMENDATION

That the Governance and Priorities Committee recommend to City Council that it adopt the *City Council Strategic Priority & Leadership Initiative Policy* attached to this report as Appendix 1.

BACKGROUND

At its Regular Business Meeting on April 24, 2017, City Council considered a report from the Mayor's Office introducing a new leadership initiative for members of Council and resolved:

- "1. That the priority area listed as *Crime and Community Safety* be renamed to *Community Safety and Wellness*;
2. That the priority area listed as *Reconciliation* be renamed to *Reconciliation, Inclusion and Diversity*;
3. That the 10 priority areas, as outlined in the report of the Mayor dated April 10, 2017, and as renamed, be set;
4. That each priority area have a Council Member Lead and that the Council Members Leads be as identified in the report;
5. That Council Member Leads be empowered to take a leadership role in citizen and stakeholder engagement in the 10 priority areas; and
6. That the Administration be directed to prepare a draft policy which sets the parameters for Council Member Leads and which includes the following:
 - The role and limits of authority for the Council Member Lead;
 - The requirements to report back to City Council; and
 - The possibility of special working groups including make-up and mandate."

For ease of reference, the April 10, 2017 report of the Mayor's Office referred to above can be found [here](#).

At its 2018 Business Plan and Budget Meeting held on November 27 and 28, 2017, City Council considered a report of the Mayor's Office dated October 16, 2017 requesting that \$50,000 be set aside as a capital project in order to provide support to the Council

Member Leads undertaking their work within their Strategic Priority Areas. City Council resolved, in part:

- “1. (Item 6.13.1) That a capital project for \$50,000 be created to support the leadership of members of City Council in their assigned priority areas be approved; ...”

For ease of reference, the corresponding report from the Mayor’s Office dated October 16, 2017 can be found [here](#).

DISCUSSION/ANALYSIS

In accordance with City Council’s instructions, we are pleased to provide the *City Council Strategic Priority & Leadership Policy*, which is attached to this report as Appendix 1, for GPC’s consideration.

The proposed policy:

- Establishes a process for designation of Council Member Leads to the Strategic Priority Areas;
- Outlines the role and limits of authority for the Council Member Leads;
- Provides for a process for the Council Member Leads to report to City Council; and
- Establishes the parameters and an approval process to access the \$50,000 capital project fund by the Council Member Leads to support their work within their Strategic Priority Areas.

IMPLICATIONS

There are no financial, social, legal or environmental implications identified.

NEXT STEPS

If the *City Council Strategic Priority & Leadership Initiative Policy* meets with GPC’s approval, it must be sent to City Council for final adoption. If the policy is adopted, the City Clerk’s Office would undertake the necessary steps for its implementation.

APPENDICES

1. Draft *City Council Strategic Priority & Leadership Initiative Policy*

Report Approval

Written & Approved by: Cindy Yelland, City Solicitor
Reviewed by: Joanne Sproule, City Clerk
Jeff Jorgenson, City Manager

CITY OF SASKATOON COUNCIL POLICY

 NUMBER

POLICY TITLE <i>City Council Strategic Priority & Leadership Initiative</i>	ADOPTED BY: <i>City Council</i>	EFFECTIVE DATE
		UPDATED TO
ORIGIN/AUTHORITY <i>City Council Resolution of April 24, 2017; City Council Resolution of November 27/28, 2017 (Business Plan & Budget Deliberations)</i>	CITY FILE NO.	PAGE NUMBER

1. POLICY STATEMENT/ PREAMBLE

City Council has adopted a new approach to leadership. In doing so, it has identified and approved ten Strategic Priority Areas. It has designated a Council Member Lead for each Strategic Priority Area to undertake a leadership role to address certain challenges facing the City of Saskatoon and the community. This new approach empowers Council Members to take leadership roles in engaging citizens and stakeholders to advance issues within their Priority Areas.

2. PURPOSE

The purpose of this Policy is to establish:

- a) A designation process for Council Member Leads to the Strategic Priority Areas;
- b) The role and limits of authority for the Council Member Leads;
- c) A reporting procedure for Council Member Leads to report to City Council with respect to their designated Strategic Priority Area;
- d) A fund to be accessed by Council Member Leads in relation to their identified Strategic Priority Areas; and
- e) An approval process for Council Member Leads to access funding in relation to special projects they wish to undertake pursuant to their

CITY OF SASKATOON COUNCIL POLICY

NUMBER

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Strategic Priority Areas, including the establishment of parameters of which special working groups may be formed.

3. DEFINITIONS

- 3.1 “Strategic Priority Areas” means the set of issues, services, or program areas as established in section 4 of this Policy and described in Schedule “A”.
- 3.2 “Council Member Lead” means the member(s) of Council designated as the lead in a Strategic Priority Area.
- 3.3 “The Strategic Priority Fund” means the capital project fund that Council may approve or allocate, from time to time, that is specifically related to financing projects related to priority areas as established by section 5 of this Policy.
- 3.4 “Governance and Priorities Committee” means the Committee established pursuant to section 76 of City of Saskatoon Bylaw 9170, *The Procedures and Committees Bylaw, 2014*.

4. ESTABLISHING PRIORITY AREAS

City Council may complete a strategic planning exercise on a four (4) year cycle to establish City Council’s four (4) year Strategic Priority Areas. The Strategic Priority Areas are as described on Schedule “A” to this Policy.

5. STRATEGIC PRIORITY FUND

5.1 Establishment

City Council hereby establishes the Strategic Priority Fund.

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5.2 Unused Funds

Any unused monies advanced from the Strategic Priority Fund to a project approved under this Policy, will be returned to the Fund at the completion of the project.

6. DESIGNATION OF COUNCIL MEMBER LEADS

City Council may, by public resolution, designate Council Member Leads to each Strategic Priority Area. Such designations shall be made not later than one year after the start of a new Council term. Subject to Council approval, more than one Council Member may be designated to lead a Strategic Priority Area.

7. ROLE OF COUNCIL MEMBER LEADS

Council Member Leads may be empowered to speak, on behalf of City Council, in relation to their designated Strategic Priority Area. Council Member Leads will be subject to the reporting procedure and approval processes outlined in this Policy. Council Member Leads may apply for funding for an activity or project related to their designated Strategic Priority Area.

8. REPORTING PROCEDURE

8.1 For Updates and Projects

8.1.1 Quarterly Updates

Council Member Leads may provide a verbal or written report to City Council through the Governance and Priorities Committee, on a quarterly basis, to provide a high-level update on the programs, activities, and future direction of their designated Strategic Priority Area.

The first annual quarterly update may also include an outline of the:

- a) Outcome measures used for each Strategic Priority Area and associated projects;

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- b) Any established indicators which provide a basis for performance measurement in future reports; and
- c) Other strategic plans used in the Strategic Priority Area and the results thereof.

8.1.2 Approval of Projects

Council Member Leads must report to City Council through the Governance and Priorities Committee for the approval of projects or activities related to their designated Strategic Priority Area.

9. PROJECTS AND ACTIVITIES

9.1 Working Groups

Council Member Leads may engage in a project or activity related to their designated Strategic Priority Area and may form special working groups to assist in a project or activity. Council Member Leads will be responsible for determining the mandate and the make-up of the special working group. Special working groups may include the Council Member Lead, members of the Administration at the direction of the City Manager and external stakeholders the relevant project may have.

9.2. Applications

Council Member Leads will be able to apply to the Governance and Priorities Committee for funding from the Strategic Priority Fund for an activity or project related to their designated Strategic Priority Area.

9.3 Application Form

Council Member Leads will use the application form attached as Schedule “B” to apply for funding from the Strategic Priority Fund. The application form will set out, among other things:

- a) The sponsor(s) of the project;

CITY OF SASKATOON COUNCIL POLICY

NUMBER

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- b) The amount of money requested;
- c) The purpose of the project;
- d) The importance of the project and how it advances the work within one or more Priority Areas;
- e) The timeline of the project;
- f) A list of partners for the project, including any funds/resources that have been allocated from the partner(s) to the project; and
- g) Any preliminary work already completed on the project.

9.4 City Clerk's Office

The City Clerk will provide updates at the Governance and Priorities Committee meetings outlined in subsection 8.1.1 of this Policy on the projects that have already been funded in each Strategic Priority Area and the balance of the Strategic Priority Fund.

10. RESPONSIBILITIES

10.1 City Council

City Council shall be responsible for:

- a) Designating Council Member Leads to each Strategic Priority Area by public resolution;
- b) Reviewing and, where appropriate, approving any reports from Council Member Leads relating to their Strategic Priority Area;
- c) Reviewing the Strategic Priority Areas on an ongoing basis and, if appropriate, amending this Policy; and
- d) Reviewing and, where appropriate, approving amendments to this Policy.

CITY OF SASKATOON

COUNCIL POLICY

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10.2 Council Member Leads

Council Member Leads will be responsible for:

- a) Taking a leadership role in stakeholder and citizen engagement in their Strategic Priority Area and, where necessary, establishing special working groups as outlined in section 9 of this Policy;
- b) Reporting to City Council for approval of projects within their Strategic Priority Area;
- c) Submitting applications to the Governance and Priorities Committee for approval of spending out of the Fund relating to projects approved by City Council, pursuant to subsection 8.1.2 of this Policy;
- d) Providing quarterly written updates, as required, to City Council through the Governance and Priorities Committee on their designated Strategic Priority Area outlining the high-level activities and future plans within their Strategic Priority Area.

10.3 City Clerk's Office

The City Clerk's Office shall be responsible for:

- a) Reporting to the Governance and Priorities Committee as required pursuant to this Policy; and
- b) Administering the Strategic Priorities Fund and the process of applying to the Governance and Priorities Committee for funding.

CITY OF SASKATOON COUNCIL POLICY

NUMBER

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10.4 Governance and Priorities Committee

The Governance and Priorities Committee shall be responsible for reviewing quarterly applications to the Strategic Priorities Fund and, where applicable, approving such applications.

Schedule “A”

Strategic Priority Areas City Council Term 2016 – 2020

City Council has resolved that the Strategic Priority Areas for the 2016-2020 Council term are as follows:

1 Community Safety and Wellness

City Council is prioritizing an integrated and effective system of services to promote community safety and well-being.

2 Core Services

City Council is prioritizing continued improvement on the efficacy of core public services to maximize the benefit for citizens and visitors in the City.

3 Economic Development

City Council is prioritizing strategic economic development that will position the City to succeed in a rapidly evolving 21st century global economy.

4 Environmental Sustainability

City Council is prioritizing the reduction of, among other things, greenhouse gas emissions from the boundaries of the City and the promotion of energy conservation, renewable energy and waste diversion.

5 Information Technology

City Council is prioritizing information technology as a means to improve citizens' interactions with the City and City operations through both short-term continuous improvement to existing systems and through long-term strategies.

6 Reconciliation, Inclusion and Diversity

City Council is prioritizing work to foster inclusive community, while promoting new paths towards greater partnerships, cooperation and respect among all citizens and visitors within the City.

7 Recreation, Culture and Leisure

City Council is prioritizing the development of recreation, culture and leisure to support the citizen health and enjoyment within the City, throughout all seasons.

8 Regional Planning

City Council is prioritizing the development of a vibrant, competitive and well planned region, built on partnerships with surrounding municipalities and First Nations and Métis groups.

9 Transportation

City Council is prioritizing the development of a mobility strategy that will serve our city and support enhanced transportation options.

10 Downtown Development

City Council is prioritizing creating the conditions to bring more people, jobs, stores, restaurants and amenities into the downtown area of the City.

Schedule “B”

APPLICATION FORM STRATEGIC PRIORITY FUND CITY COUNCIL STRATEGIC PLANNING & LEADERSHIP INITIATIVE

COUNCIL LEAD(S): Click here to enter text.

PROJECT TITLE: Click here to enter text.

PROJECT SPONSOR: Click here to enter text.

AMOUNT REQUESTED: \$_____

DATE OF APPLICATION: Click here to enter a date.

PROJECT DESCRIPTION

PURPOSE OF THE PROJECT: Click here to enter text.

HOW IT ADVANCES THE WORK WITHIN THE PRIORITY AREA(S): Click here to enter text.

PARTNER(S) INVOLVED: Click here to enter text.

FUNDING PROVIDED BY PARTNER(S): Click here to enter text.

PRELIMINARY WORK COMPLETED: Click here to enter text.

COMPLETION TIMELINE: Click here to enter text.

OTHER: Click here to enter text.

City Clerk’s Office Use only:

The Governance and Priorities Committee considered this application at its meeting held on Click here to enter a date. and resolved:

“ _____ ”

116-0
x 116-1

To: Sproule, Joanne
Subject: RE: GPC Report - Strategic Priorities



From: Gersher, Sarina (City Councillor)
Sent: Tuesday, October 15, 2019 10:46 AM
To: Sproule, Joanne <Joanne.Sproule@Saskatoon.ca>
Cc: Loewen, Mairin (City Councillor) <Mairin.Loewen@Saskatoon.ca>; Yelland, Cindy <Cindy.Yelland@Saskatoon.ca>
Subject: GPC Report - Strategic Priorities

Hi Joanne,

Please find attached a completed Appendix B for the Application Form for the Strategic Priority Fund for City Council Strategic Planning and Leadership Initiatives.

If you need any additional information for the report to GPC, please let me know. Mairin and I will speak to our funding ask when it is before GPC on October 21, 2019.

Thank you,
Sarina

Sarina Gersher
City Councillor | Ward 8
City of Saskatoon | 222 Third Avenue North | Saskatoon, SK | S7K 0J5
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Schedule "B"

APPLICATION FORM STRATEGIC PRIORITY FUND CITY COUNCIL STRATEGIC PLANNING & LEADERSHIP INITIATIVE

COUNCIL LEAD(S): Councillors Mairin Loewen and Sarina Gersher

PROJECT TITLE: Youth Climate Action Forum

PROJECT SPONSOR: N/A

AMOUNT REQUESTED: \$ 4,350.00

DATE OF APPLICATION: October 15, 2019

PROJECT DESCRIPTION

PURPOSE OF THE PROJECT: This event will build capacity for youth to engage on climate issues in Saskatoon. Youth bring important voices and energy to climate change conversations and actions, but are often missing in the more formal decision-making processes.

HOW IT ADVANCES THE WORK WITHIN THE PRIORITY AREA(S): City Councillors Sarina Gersher and Mairin Loewen, the lead Councillors for Environmental Sustainability, are inviting teachers and students to a half -day session to learn about what Saskatoon is doing to address climate change. There will be discussions on the content of the plans, the processes available for youth and the public to have their voices heard, and networking among the youth. The intent is for youth to come away from the event understanding better what the City is doing, connected to what other community and student groups are working on, and feeling empowered and knowledgeable about how they can get involved in the climate decisions affecting their

PARTNER(S) INVOLVED: Students and teachers from the Saskatoon Public School Division and Greater Saskatoon Catholic Schools have been invited to participate. The application was available for any class to apply.

FUNDING PROVIDED BY PARTNER(S): There are no external agencies providing funding.

PRELIMINARY WORK COMPLETED: The event is well underway in its planning, including the selection of participating classes, selection of facilitator, booking of venue, and development of graphics and materials.

COMPLETION TIMELINE: October 30, 2019

OTHER: The amount requested includes costs for a venue, facilitation, graphics, supplies, light snacks, and a small contingency.

City Clerk's Office Use only:

The Governance and Priorities Committee considered this application at its meeting held on [Click here to enter a date.](#) and resolved:

" _____ "

Review of The Saskatoon Municipal Review Commission Bylaw, 2014

ISSUE

This report proposes amendments to the schedule of reporting established in Bylaw No. 9242, *The Saskatoon Municipal Review Commission Bylaw, 2014*.

RECOMMENDATION

That the Governance and Priorities Committee recommend to City Council that the City Solicitor be directed to amend Bylaw No. 9242, *The Saskatoon Municipal Review Commission Bylaw, 2014*, to:

1. Require the Municipal Elections Committee to report on or before December 31, 2021 and every four years following on or before December 31;
2. Require the Remuneration Committee to report on or before December 31, 2022 and every four years following on or before December 31;
3. Require the Code of Conduct Committee to report on or before December 31, 2023 and every four years following on or before December 31; and
4. Indicate City Council's ability to amend the established schedules of reporting, either at the request of the Municipal Review Commission, or on its own motion, to accommodate unforeseen circumstances.

BACKGROUND

The Saskatoon Municipal Review Commission Bylaw, 2014 (the "Bylaw") was passed by City Council on December 15, 2014. Since that date, the Saskatoon Municipal Review Commission (the "Commission") has submitted five reports to City Council:

Committee	Report
Municipal Elections Committee	November 19, 2015
Code of Conduct Committee	February 11, 2016
Remuneration Committee	April 16, 2016
Municipal Elections Committee	June 20, 2017
Remuneration Committee	May 28, 2018

At its December 17, 2018 Regular Business Meeting, City Council resolved, in part:

"That the Administration undertake a review of Bylaw No. 9242, *The Saskatoon Municipal Review Commission Bylaw, 2014*, and report further."

The schedule of reporting was the only issue identified by Administration.

DISCUSSION/ANALYSIS

The Bylaw currently provides the following schedule of upcoming reports for the Commission and its Committees:

Committee	Report
Municipal Elections Committee	On or before June 30, 2021 and every four years on or before June 30
Code of Conduct Committee	On or before December 31, 2021 and every four years on or before December 31 ¹
Remuneration Committee	On or before June 30, 2022 and every four years on or before June 30

The reports from all three Committees are to be received within 18 months of each other. This timing made sense when the Bylaw was first passed to allow each Committee to provide an initial report to City Council. However, now that the Commission is established and its work underway, the timing creates an unnecessary burden on the Commission in the preparation of the reports and on City Council in reviewing the reports. Further, there is no mechanism established in the Bylaw to adjust the timing of reports given unforeseen circumstances (other than the initial report).

Municipal Elections Committee

The next municipal election will occur on November 9, 2020. Requiring the Municipal Elections Committee to report on election matters following an election is logical – the Committee can comment on areas identified as requiring amendment during the election. Currently, the Municipal Elections Committee is required to report on or before June 30 in the year following an election. Depending on the issues raised during the election, six months may not be sufficient time to research and assess those issues. Requiring the Municipal Elections Committee to report on or before December 31, 2021, and every four years following on or before December 31, would give the Committee time to prepare a thorough report and leave sufficient time to implement changes before the next election.

Remuneration Committee

As noted above, the next municipal election is on November 9, 2020. The Remuneration Committee reported in May of 2018, two years in advance of the upcoming election, which allowed sufficient time for any proposed amendments to be made. This timing appears to be appropriate, so a reporting schedule of on or before December 31, 2022 and every four years following on or before December 31 is recommended.

¹ At its December 17, 2018 Regular Business Meeting, City Council resolved: “That the second review of the Council Code of Conduct be carried out by the Saskatoon Municipal Review Commission in the winter of 2020, with a third review being scheduled accordingly.”

Code of Conduct Committee

The Code of Ethical Conduct for Members of City Council Bylaw, 2019 was passed by City Council on April 29, 2019 and the Integrity Commissioner was appointed on July 29, 2019. A report on *The Code of Ethical Conduct* is expected from the Commission in the winter of 2020, “with a third review being scheduled accordingly”. The schedule established in the Bylaw had to be amended to accommodate when the new Code was passed. Given the expected 2020 report, and to maintain an annual reporting schedule, the Code of Conduct Committee should be scheduled to report on or before December 31, 2023 and every four years following on or before December 31.

The schedule of reporting above provides for one report per year from the Commission, except for in an election year when no report will be made.

If additional reports are desired by City Council from the Commission, City Council may make a request of the Commission under section 16 of the Bylaw. Section 16 establishes the timing of the report back from the Commission.

Circumstances may arise that make different timing of a report desirable, under section 16 or from any of the Committees. The second report of the Code of Conduct Committee is a good example. Having a section in the Bylaw that explicitly states City Council's ability to amend the established schedules of reporting, either at the request of the Commission or on its own motion, to accommodate unforeseen circumstances would be useful and would signal to the public that this is possible.

IMPLICATIONS

There are no financial, legal, social, or environmental implications identified.

NEXT STEPS

The implementation of the proposed changes requires amendments to the Bylaw.

Report Approval

Written by:	Reché McKeague, Solicitor
Approved by:	Cindy Yelland, City Solicitor
Reviewed by:	Joanne Sproule, City Clerk Jeff Jorgenson, City Manager