



## **REVISED AGENDA REGULAR BUSINESS MEETING OF CITY COUNCIL**

Monday, December 16, 2019

1:00 p.m.

Council Chamber, City Hall

**Pages**

**1. NATIONAL ANTHEM AND CALL TO ORDER**

**2. *CONFIRMATION OF AGENDA***

**12 - 13**

**Recommendation**

1. That City Council suspend the rules of having electronic participation of members limited to emergencies for this meeting to permit Councillor Hill the option to attend the meeting, or a portion of, via teleconference;
2. That the request to speak submitted by Alex Fallon for item 8.2.2 be withdrawn;
3. That the letter requesting to speak from Mark Gill, Captain Taxi, dated December 15, 2019, be added to item 8.4.1;
4. That the letter submitting comments from Jasmin Parker, Nutana Community Association, dated December 16, 2019 be added to item 8.4.2;
5. That the Report of the General Manager, Utilities and Environment dated December 16, 2019 - January 2020 Electrical Rate Change - General Carbon Charge be added as Urgent Business Item 16.1;
6. That Item 8.4.1 be considered immediately following the Consent Agenda and the speaker be heard; and

7. That the agenda be confirmed as amended.

**3. DECLARATION OF CONFLICT OF INTEREST**

**4. ADOPTION OF MINUTES**

**Recommendation**

That the minutes of the Regular Business Meeting of City Council held on November 18, 2019, be adopted.

**5. PUBLIC ACKNOWLEDGMENTS**

**5.1 IBEW 319 / City of Saskatoon Scholarship - 2019 [File No. CK. 150-5]**

Recipient - Lesia Thachuk

**5.2 CUPE 59 / City of Saskatoon Scholarship - 2018 [File No. CK. 150-5]**

Recipients - Jackson Hardy and Esprit Farmer

**6. UNFINISHED BUSINESS**

**7. QUESTION PERIOD**

**8. CONSENT AGENDA**

**Recommendation**

That the Committee recommendations contained in Items 8.1.1; 8.2.1 to 8.2.4; 8.3.1 to 8.3.4; 8.4.1 to 8.4.3; and 8.5.1 to 8.5.3 be adopted as one motion.

**8.1 Standing Policy Committee on Planning, Development & Community Services**

**8.1.1 Amendment to Council Policy C03-018 – Assistance to Community Groups, Environment Category [File No. CK 1871-10 and UE 1870-002]**

14 - 28

**Recommendation**

That Section 3.3(b) of Council Policy C03-018, Assistance to Community Groups, be amended to reflect the current amount allocated to the Environment Category.

**8.2 Standing Policy Committee on Finance**

**8.2.1 Federation of Canadian Municipalities 2020-2021 Membership Fees [File No. CK. 155-2]**

29 - 32



### **Recommendation**

That the Federation of Canadian Municipalities 2020-2021 membership fees, in the amount of \$50,856.36, including GST, be paid.

## **8.2.2 SREDA – 2019/2020 Report [File No. CK. 1870-10] 33 - 49**

A letter requesting to speak from Alex Fallon, Chief Executive Officer, SREDA, dated November 28, 2019 is provided. Mr. Fallon withdrew his request to speak.

### **Recommendation**

1. That a bonus payment of \$117,500 to SREDA be approved; and
2. That SREDA's 2020 Key Performance Indicators and Targets be approved.

## **8.2.3 Amendments to Council Policy No. C09-014, Business Development Incentives [File No. 3500-13] 50 - 62**

### **Recommendation**

1. That the proposed amendments to Council Policy No. C09-014, Business Development Incentives, be approved; and
2. That the City Clerk be requested to update Council Policy No. C09-014, Business Development Incentives, as outlined in the report of the Chief Financial Officer dated November 5, 2019.

## **8.2.4 Amendments to Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations [File No. CK. 4110-36] 63 - 73**

### **Recommendation**

1. That the proposed amendments to Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations, be approved; and
2. That the City Clerk be requested to update Council Policy No. C09-001 as outlined in the report of the Chief Financial Officer dated December 3, 2019.

## **8.3 Standing Policy Committee on Environment, Utilities & Corporate Services**

## **8.3.1 Naming Rights, Sponsorship and Advertising [CK. 100-25] 74 - 121**

### **Recommendation**

That the information be received.

- 8.3.2 Corporate Climate Adaptation Strategy [CK. 375-5 x 7550-1] 122 - 226**

Attachment 2 will only be provided digitally due to size.

**Recommendation**

That the information be received.

- 8.3.3 Additional Information for Curbside Residential Recycling for 2020 and Beyond [CK. 116-2 x 7830-5] 227 - 241**

**Recommendation**

That information be received.

- 8.3.4 Landfill Infrastructure Replacement and Recovery Park Site Design Options [CK. 7830-4-2] 242 - 285**

**Recommendation**

That Option 3: Additional Recovery, Scaled and Non-Scaled, be approved for the Recovery Park site design, and that Capital Project #2050 be adjusted to reflect the estimated cost of \$31.1M.

**8.4 Standing Policy Committee Transportation**

- 8.4.1 Incentives for Wheelchair Accessible Taxis [File No. CK 307-4] 286 - 295**

Request to speak - Mark Gill, Captain Taxi, dated December 15, 2019

**Recommendation**

That Option 2 to provide incentives to wheelchair accessible vehicle owners, as outlined in the report of the General Manager, Community Services Department dated July 23, 2019, be adopted.

- 8.4.2 9th Street Directional Closure Trial Project Follow-Up [File No. CK 6320-1] 296 - 310**

Submitting comments - Jasmin Parker, Nutana Community Association, dated December 16, 2019

**Recommendation**

That the Administration prepare a report to permanently close the right-turn lane from 9th Street to the freeway, and that the pilot project remain in place until the public hearing takes place.

**8.4.3 Rail Whistle Cessation at Marquis Drive Crossing [Files CK 375-2, x6171-1]** 311 - 313

**Recommendation**

1. That the City of Saskatoon is in agreement with train whistling not being used at the Marquis Drive crossing, known as CN Warman Subdivision, Mile 8.50; and
2. That the Administration provide the City Council resolution to Canadian National Railway and Transport Canada's Rail Safety Directorate headquarters.

**8.5 Governance and Priorities Committee**

**8.5.1 Governance Review – Business Improvement Districts – Governance Structure and Engagement Results (File No. CK. 175-1)** 314 - 343

**Recommendation**

1. That the Leadership Team Governance Subcommittee proceed with developing a consolidated BID governance approach (Option 1) as outlined in its report dated October 21, 2019; and
2. That the Leadership Team Governance Subcommittee report further on next steps and other details as required for implementation of the consolidated BID governance approach.

**8.5.2 Formalizing the Flow of Agenda Items at City Council and Committee Meetings (File No. CK. 255-2)** 344 - 346

**Recommendation**

That the City Solicitor be directed to amend Bylaw No. 9170, The Procedures and Committees Bylaw, 2014 to formalize the flow of Council and Committee meeting agenda items as described in the report of the Chief Public Policy and Government Relations Officer dated December 9, 2019.

**8.5.3 Terms of Reference – Personnel Subcommittee (File No. CK. 225-81)** 347 - 349

**Recommendation**

That the revised Terms of Reference for the Personnel Subcommittee as submitted, be approved.

**9. COMMITTEE REPORTS**

9.1	Standing Policy Committee on Planning, Development & Community Services	
9.2	Standing Policy Committee on Finance	
9.3	Standing Policy Committee on Environment, Utilities & Corporate Services	
9.4	Standing Policy Committee Transportation	
9.5	Governance and Priorities Committee	
9.5.1	Appointment – Diversity, Equity and Inclusion Advisory Committee – Saskatchewan Intercultural Association Representative (File No. CK. 225-83)	350
	<p><b>Recommendation</b></p> <p>That Ms. Jess Hamm be appointed the Saskatchewan Intercultural Association Representative on the Diversity, Equity and Inclusion Advisory Committee to the end of 2020.</p>	
9.5.2	2020 Annual Appointments – Board of Police Commissioners (File No. CK. 175-23)	351
	<p><b>Recommendation</b></p> <p>That the following be reappointed to the Saskatoon Board of Police Commissioners for 2020:</p> <ul style="list-style-type: none"> <li>• Ms. Jyotsna (Jo) Custead</li> <li>• Mr. Kearney Healy</li> <li>• Ms. Darlene Brander</li> <li>• Ms. Carolanne Inglis-McQuay</li> </ul>	
9.5.3	2020 Annual Appointments – Rемаi Modern Art Gallery of Saskatchewan and Saskatoon Gallery and Conservatory Corporation (Mendel Art Gallery) Board of Trustees (File No. CK. 175-27)	352
	<p><b>Recommendation</b></p> <p>That the City's representative be instructed to vote the City's proxy at the 2020 Annual General Meetings for the appointment of the following to the Rемаi Modern Art Gallery of Saskatchewan and Saskatoon Gallery and Conservatory Corporation Board of Trustees throughout a term expiring at the conclusion of the 2022 Annual General Meetings:</p>	

- Mr. Jeffrey Burgess
- Ms. Crystal Fafard
- Ms. Candice Grant
- Mr. Jeremy Morgan
- Ms. Shoshanna Paul

**9.5.4      2020 Annual Appointments – Saskatoon Public Library Board (File No. CK. 175-19)      353**

**Recommendation**

1. That Ms. Cheryl Starr be reappointed to the Saskatoon Public Library Board to the end of 2021; and
2. That the City Clerk be requested to re-advertise for the remaining vacancy on the Board.

**9.5.5      2020 Annual Appointments – TCU Place (Centennial Auditorium and Convention Centre Corporation) Board of Directors (File No. CK. 175-28)      354**

**Recommendation**

1. That the City's representative be instructed to vote the City's proxy for the reappointment of the following to the Centennial Auditorium and Convention Centre Board of Directors throughout a term expiring as follows:
  - Mr. Morris Smysnuik at the conclusion of the 2021 Annual General Meeting; and
  - Mr. Bryn Richards, Mr. Darren Kent, and Ms. Jennifer Pereira at the conclusion of the 2022 Annual General Meeting; and
2. That the City's representative be instructed to vote the City's proxy for the appointment of the following to the Centennial Auditorium and Convention Centre Board of Directors throughout a term expiring at the conclusion of the 2022 Annual General Meeting:
  - Ms. Rachael Kenny
  - Ms. Elanne Krainyk

**9.5.6      Appointment – Saskatoon Airport Authority Board (File No. CK. 175-43)      355**

**Recommendation**

That Ms. Tammy Van Lambalgen be nominated to be a Member and Director of the Saskatoon Airport Authority throughout a term expiring at the conclusion of the 2023 Public Annual

**9.5.7 Appointment – General Superannuation Plan – Board of Trustees (File No. CK. 175-46)** 356

**Recommendation**

That Ms. Camille Dobni be reappointed Independent Trustee of the General Superannuation Plan Board throughout a term expiring December 31, 2022.

**10. ADMINISTRATIVE REPORTS**

**10.1 Transportation & Construction**

**10.2 Utilities & Environment**

**10.3 Community Services**

**10.4 Saskatoon Fire**

**10.5 Corporate Financial Services**

**10.5.1 Post-Budget Deliberations Funding Plans Update [File No. CK. 1700-1 x 1702-1]** 357 - 366

**Recommendation**

That the updated Civic Facilities Funding Plan, Recreation Game Plan Funding Plan, Bus Rapid Transit Funding Plan and Federal Gas Tax Allocation Plan be approved.

**10.6 Strategy & Transformation**

**10.7 Human Resources**

**10.7.1 Excluded Staff Salary and Benefit Adjustments [File No. CK. 4720-8]** 367 - 381

**Recommendation**

1. The proposed change contained in the Memorandum of Agreement between the City of Saskatoon and the Exempt Staff Association, who speak on behalf of the excluded staff, and relevant ancillary documents be approved; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the revised Memorandum of Agreement and relevant ancillary documents under the Corporate Seal.

## 10.8 Public Policy & Government Relations

## 11. LEGISLATIVE REPORTS

### 11.1 Office of the City Clerk

### 11.2 Office of the City Solicitor

- 11.2.1 The Plumbing Permits Amendment Bylaw, 2019 - Proposed Bylaw No. 9669 [File No. CK. 313-1] 382 - 384

#### Recommendation

That City Council consider Bylaw No. 9669, *The Plumbing Permits Amendment Bylaw, 2019*.

- 11.2.2 The Traffic Amendment Bylaw, 2019 (No. 3) - Proposed Bylaw No. 9668 [File No. CK. 6320-1] 385 - 387

#### Recommendation

That City Council consider Bylaw No. 9668, *The Traffic Amendment Bylaw, 2019 (No. 3)*.

- 11.2.3 Amendment to Bylaw No. 8491: The Campaign Disclosure and Spending Limits Bylaw, 2006 - Proposed Bylaw No. 9603 [File No. CK. 255-5-1 x 255-18] 388 - 409

#### Recommendation

That City Council consider Bylaw No. 9603, *The Campaign Disclosure and Spending Limits Amendment Bylaw, 2019*.

- 11.2.4 The Impounding Amendment Bylaw, 2019 (No. 2) - Proposed Bylaw No. 9670 [File No. CK. 1700-1 x 6120-6] 410 - 412

#### Recommendation

That City Council consider Bylaw No. 9670, *The Impounding Amendment Bylaw, 2019 (No. 2)*.

- 11.2.5 Proposed 2020 Rate and Fee Increases - Proposed Bylaw Nos. 9662, 9663, 9664, 9665, 9666, and 9667 [File No. CK. 1700-1] 413 - 444

#### Recommendation

That City Council consider:

1. Bylaw No. 9662, *The Cemeteries Amendment Bylaw, 2019 (No. 2)*;

2. Bylaw No. 9663, *The Waste Amendment Bylaw, 2019 (No. 2)*;
3. Bylaw No. 9664, *The Building Amendment Bylaw, 2019 (No. 3)*;
4. Bylaw No. 9665, *The Waterworks Amendment Bylaw, 2019 (No. 2)*;
5. Bylaw No. 9666, *The Sewer Use Amendment Bylaw, 2019*,  
and
6. Bylaw No. 9667, *The Animal Control Amendment Bylaw, 2019 (No. 3)*.

**12. OTHER REPORTS**

**13. INQUIRIES**

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

**14.1 Councillor Z. Jeffries - Service Level for Berm Mowing on Berm Areas [File No. CK. 116-2]**

Councillor Jeffries provided the following Notice of Motion at the 2020/2021 Multi-Year Preliminary Corporate Business Plan And Budget Meeting of City Council held on November 25, 26 and 27, 2019.

"That the Administration report back on providing a higher level of service for berm mowing on berm areas immediately adjacent to homes."

**14.2 Councillor Z. Jeffries - Ability to Provide Details of Contingency Amounts in Capital Projects [File No. CK. 1702-1]**

Councillor Jeffries provided the following Notice of Motion at the 2020/2021 Multi-Year Preliminary Corporate Business Plan And Budget Meeting of City Council held on November 25, 26 and 27, 2019.

"That the Administration report back on their ability to provide the details of contingency amounts in capital projects when requesting approval from City Council."

**15. GIVING NOTICE**

**16. URGENT BUSINESS**

**16.1 January 2020 Electrical Rate Change – Federal Carbon Charge**

445 - 457



### **Recommendation**

1. That the proposed January 1, 2020 rate changes be approved for Saskatoon Light & Power's rates, as outlined in this report; and
2. That City Council consider Bylaw No. 9671, The Electric Light and Power Amendment Bylaw, 2019 (No. 4).

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

**18. ADJOURNMENT**

## Bryant, Shellie

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**From:** Mark Gill <mark@captain.taxi>  
**Sent:** December 15, 2019 9:13 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Sunday, December 15, 2019 - 21:13

Submitted by anonymous user: 70.64.122.123

Submitted values are:

Date Sunday, December 15, 2019

To His Worship the Mayor and Members of City Council

First Name Mark

Last Name Gill

Email mark@captain.taxi

Address 901-1st Ave North

City Saskatoon

Province Saskatchewan

Postal Code S7K 1Y4

Name of the organization or agency you are representing (if applicable) Captain TAXi Ltd

Subject 8.4.1 Accessible

Meeting (if known)

Comments

We would like to attend the meeting which starts 1.00pm. I would like to put me my name forward on speaker list, thank you.

Kind Regards

Mark Gill

Owner/Managing Director

Captain Taxi Ltd

Tel: 306 242 0000

Cell: 306 881 0862

Email: mark @captain.taxi

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/353404>

## Bryant, Shellie

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**From:** Jasmin Parker <civics@nutana.ca>  
**Sent:** December 16, 2019 9:53 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Monday, December 16, 2019 - 09:53

Submitted by anonymous user: 204.83.215.122

Submitted values are:

Date Monday, December 16, 2019

To His Worship the Mayor and Members of City Council

First Name Jasmin

Last Name Parker

Email civics@nutana.ca

Address [REDACTED] 11th Street East

City Saskatoon

Province Saskatchewan

Postal Code [REDACTED]

Name of the organization or agency you are representing (if applicable) Nutana Community Association

Subject 9th Street Directional Closure Trial Project Follow-Up [File No. CK 6320-1]

Meeting (if known) City Council

Comments

The Nutana Community Association supports the proposed 9th street closure on the basis of safety and livability. The recent pilot gave the city the metrics needed to understand the significance of the "short cutting" issue on 9th Street. There was a significant reduction in road traffic on the adjacent neighbourhood streets as well. Creating a permanent closure in this area adheres to best practices of traffic management, addresses the legitimate safety concerns of residents in the area, and takes into consideration the abundance of statistics amassed by the city's research over the last year in and around the area.

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/353467>



## **STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES**

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### **Amendment to Council Policy C03-018 – Assistance to Community Groups, Environment Category**

#### **Recommendation of the Committee**

That Section 3.3(b) of Council Policy C03-018, Assistance to Community Groups, be amended to reflect the current amount allocated to the Environment Category.

#### **History**

At the December 3, 2019 Standing Policy Committee on Planning, Development and Community Services meeting a report of the General Manager, Utilities & Environment dated December 3, 2019 was considered.

#### **Attachment**

December 3, 2019 report of the General Manager, Utilities & Environment

## **Amendment to Council Policy C03-018 – Assistance to Community Groups, Environment Category**

### **ISSUE**

In 2001, Saskatoon City Council approved a policy that provides financial assistance to community groups undertaking activities that serve to enhance the quality of life for Saskatoon residents. The policy contains an “Environment Category” that lists an amount that is lower than the amount subsequently approved by City Council in recent years. As such, this report seeks City Council’s approval to amend section 3.3(b) of Council Policy C03-018 – Assistance to Community Groups.

### **RECOMMENDATION**

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council that section 3.3(b) of Council Policy C03-018, Assistance to Community Groups, be amended to reflect the current amount allocated to the Environment Category.

### **BACKGROUND**

The Assistance to Community Groups – Cash Grant – Environmental Component (Environmental Grant) adheres to City of Saskatoon (City) Council Policy C03-018. When it was originally conceived, the grant was allocated \$5,000 to provide assistance to community groups in the area of “environment”. The policy still lists the \$5,000 amount despite several increases to it over the years, as explained below.

City Council at its Special Meeting of December 17, 2013 resolved:

“That the funding allocation to the Assistance to Community Groups – Cash Grant – Environmental Component be increased from \$5,000 to \$10,000 annually, beginning in 2014.”

At its April 24, 2017 meeting City Council approved Capital Project No.2197 – Water Conservation Initiative. This approval, among other things, allocated an additional \$10,000 to the Environmental Grant to support initiatives that increase awareness and protection of the City’s water resources. As a result, the amount allocated to the Environmental Grant totalled \$20,000.

At its November 28, 2018 Business Plan and Budget Meeting, City Council approved Capital Project No. 2184 – Waste Characterization. The approval of this project resulted in a one-time allocation of \$10,000 to the Environmental Grant to support waste diversion initiatives in 2019. In other words, the \$10,000 was one-time funding that was to be substantially spent in the 2019 fiscal year. This amount has been allocated and spent by successful applicants.

In 2019, a total of \$30,000 was awarded through the Environmental Grant as follows:

- \$10,000 for Environmental Leadership (General);
- \$10,000 for Water Conservation; and
- \$10,000 for Waste Reduction and Diversion.

The allocations for Environmental Leadership (General) and Water Conservation are available annually. As noted, \$10,000 for the Waste Reduction and Diversion component was intended to be a one-time funding allocation for 2019.

## **DISCUSSION/ANALYSIS**

Council Policy C03-018 provides conditional cash grants to eligible community organizations in the areas of social services and the environment. The policy was last amended in 2001. Appendix 1 – Council Policy C03-018 provides a copy of the current policy.

Section 3.3 of the policy stipulates that the maximum amount of funding that is available in each year shall be \$2.00 per capita. However, section 3.3(b) of the policy states: “The Environment Category will have \$5,000 in funding”. This means that the remaining funding is allocated to social services category and a “contingency”. As explained in the background section of this report, recent Council decisions have resulted in increases to the base amount for the Environment Category to \$20,000. Thus, section 3.3(b) of the policy no longer reflects the amount of funding allocated to the Environment Category, and is in need of amendment.

Moreover, the Administration has identified opportunities for additional funds from various programs. These opportunities are as follows:

- \$10,000 to support community initiatives that reduce the amount of waste going to landfills, available from Capital Project No. 2184 – Waste Characterization;
- \$10,000 to support community initiatives that encourage active transportation, available from Capital Project No. 2468 – Active Transportation Plan Implementation; and
- \$4,000 to support events (conferences, workshops, etc.) that provide learning opportunities on initiatives that support the City’s environmental goals, available from Environmental Awareness Operating Budget.

The total amount available through the Environmental Grant in 2020 and 2021 is \$44,000 per year. The reallocation of these existing funds to the Environmental Grant will eliminate the need to administer those funds through separate allocation mechanisms, while ensuring funds are allocated to support specific environmental outcomes. This approach aims to provide a formalized and consistent approach to adjudicating applications for this funding support.

As a result, the Administration is recommending that section 3.3(b) of the policy be amended to reflect that up to \$44,000 be available for the Environment Category. Similarly, the Administration is also requesting that a new clause be added to the policy that indicates any increases to the Environment Category shall be approved by City

Council during the business plan and budget process. Also, as budgets are tied to Capital Projects, amounts allocated each year to the Environmental Grant will be determined by the available budget.

In accordance with existing policy, grants for the Environment Category are open to local non-profit organizations. Eligible recipients are those who propose to undertake environmental initiatives that meet a demonstrated community need and are supported by one or more of the following categories:

- protection of the environment;
- conservation of natural resources; and
- environmental communications, research and education.

Applications for the Environmental Grant are typically accepted between early December of the current year and February 15<sup>th</sup> of the following year, aligning with the application deadline of the Social Component of the Assistance to Community Groups – Cash Grant program. Applications that meet the eligibility requirements are adjudicated and ranked using consistent criteria, with funding recommendations presented to the Standing Policy Committee on Planning, Development and Community Services in early spring.

### **FINANCIAL IMPLICATIONS**

The Environmental Grant program is currently administered by an Environmental Coordinator within the Sustainability Division. There is existing capacity within this position to administer the expanded program. The expanded program will require a minimal increase in the adjudication committee's time to review the anticipated increase in applications, but the overall time required to review is expected to decrease as a result of the streamlined process of administering multiple sources of funding through a single intake and award process.

### **ENVIRONMENTAL IMPLICATIONS**

The Environmental Grant supports environmental initiatives that serve to enhance the quality of life for Saskatoon residents. In 2019, the projects funded addressed aspects of renewable energy, environmental stewardship, waste diversion, water quality, wildlife rehabilitation, and food security. Funding allocated through the 2019 Environmental Grant leveraged projects valued at approximately \$195,000.

### **NEXT STEPS**

If the amendment is approved by City Council, the policy will be updated to reflect the appropriate amounts in the Environment Category. Updates to the policy will be incorporated in the guidance material prepared for the 2020 Environmental Grant, as well as communicated through the City's website and social media channels. A comprehensive review of the policy is also currently being undertaken by the Leadership Team Governance Subcommittee, and further policy amendments may be required.

**APPENDIX**

1. Appendix 1 - Council Policy C03-018 - Assistance to Community Groups

**REPORT APPROVAL**

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

Admin Report - Amendment to Council Policy C03-018 – Assistance to Community Groups, Environment Category.docx



# CITY OF SASKATOON COUNCIL POLICY

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**NUMBER**  
*C03-018*

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<b>POLICY TITLE</b> <i>Assistance to Community Groups</i>	<b>ADOPTED BY:</b> <i>City Council</i>	<b>EFFECTIVE DATE</b> <i>July 16, 2001</i>
<b>ORIGIN/AUTHORITY</b> <i>Legislation and Finance Committee Reports No. 46-1990, 49-1990, 22-1993, 3-1995 and 11-1995; City Commissioner's Report No. 26-1995; Administration and Finance Committee Reports No. 12-1997, 7-1999, 7-2000, 13-2000 and 9-2001</i>	<b>CITY FILE NO.</b> <i>CK. 1720-3-3, 1870-0, 1870-1, 1870-2, 1870-2-3, 1870-2-4, 1871-1, 1871-2, 1871-3, and 1871-5</i>	<b>PAGE NUMBER</b> <i>1 of 10</i>

## 1. PURPOSE

This policy involves the provision of assistance to community groups in the areas of, social services and environment.

The objectives of this policy are:

- a) To provide community groups with assistance to undertake activities which are of general benefit and serve to enhance the quality of life for Saskatoon residents; and
- b) To ensure that optimum benefit is received by allocating this assistance to those community groups which are best able to deliver services in an efficient and effective manner.

Advisory Groups, as defined in Section 2.3 of this Policy, will receive and review applications and forward recommendations to the City's Administration and Finance Committee. The Administration and Finance Committee will review recommendations submitted by the Advisory Groups and refer final recommendations, including the Advisory Groups recommendations, to City Council for consideration and approval.

## 2. DEFINITIONS

- 21 Assistance - shall be defined to mean cash grants. It does not, however, include payments made on a contractual basis for services which would otherwise be provided by a civic department.
- 22 Community Groups - are defined to include all groups, institutions and organizations which are eligible to apply for assistance under this policy.

# CITY OF SASKATOON

## COUNCIL POLICY

NUMBER

C03-018

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Assistance to Community Groups</i>	<i>July 16, 2001</i>	<i>2 of 10</i>

23 Advisory Groups - For the purpose of this policy:

The Social Services Advisory Subcommittee of the Administration and Finance Committee shall be the advisory group for the social services component.

### 3. POLICY

Community groups may receive assistance, subject to City Council approval, provided they meet the criteria and requirements outlined in this policy.

#### 3.1 General Evaluation Criteria and Guidelines

The following general evaluation criteria and allocation guidelines shall be used to evaluate the merits of the applications received and to determine the level of assistance to be awarded.

- a) Eligibility - shall be limited to those community groups that are registered as a Non-Profit Corporation under the Non-Profit Corporations Act of Saskatchewan, under the Co-operative Act of Saskatchewan, or federally registered as a charity.
  - i) Community groups that exist primarily for political or sectarian purposes or for the purpose of providing funding to other groups are not eligible for assistance under this policy.
  - ii) To be considered eligible, community groups must serve the needs of Saskatoon residents and should therefore have membership that resides within the geographical boundaries of the City. A national or provincial parent body of a local branch may qualify for funding provided the application relates to a program specifically targeted to Saskatoon residents.
  - iii) The community group must have an independent active governing body composed of volunteers. This Board shall be held responsible for the effectiveness of services provided and financial accountability for assistance received.

# CITY OF SASKATOON

## COUNCIL POLICY

NUMBER

C03-018

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Assistance to Community Groups</i>	<i>July 16, 2001</i>	<i>3 of 10</i>

b) Community Need

- i) The major overall criteria by which applicants shall be judged is the degree to which the proposed program meets a demonstrated community need that is supported by the City.
- ii) Assistance shall not be provided for programs which are considered to be a duplication of services already provided.

c) Impact/Effectiveness

- i) Priority shall be given to those programs which impact on the largest number of people in the community.
- ii) The community group's past performance in achieving program objectives shall be considered.

d) Volunteers - Community groups with a large degree of community volunteer involvement within their last fiscal year shall be given priority over those with little or none.

e) Other Funding Sources

- i) The community group's ability to generate funds from other sources (such as senior levels of government, private donations or general charges or fees) shall be considered in the evaluation.
- ii) All assistance received under other City of Saskatoon programs (i.e. provision of civic services, grants through the Saskatchewan Lotteries Community Grant Program, subsidized rental of recreation facilities, tax exemptions, rebates, etc.) shall be considered in the evaluation of an application.

f) Jurisdictional Overlap - As a general guideline, the City shall not replace financial assistance that was previously provided to the community group by senior levels of government.

# CITY OF SASKATOON

## COUNCIL POLICY

NUMBER

C03-018

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Assistance to Community Groups</i>	<i>July 16, 2001</i>	<i>4 of 10</i>

g) Management Capabilities

- i) The community group must demonstrate that it is capable of efficient and effective administration of the assistance provided.
- ii) A procedure should be established by the recipient to evaluate the effectiveness of the project in order that the results may be reported to the City.

h) Restrictions on Level of Assistance

- i) The value of all assistance provided by the City of Saskatoon (for example, cash grants, travel grants, donations-in-kind, property tax exemptions) to an organization shall not exceed 50 percent of the cost of eligible programs and activities.
  - ii) Assistance will not be provided to fund accumulated deficits or program shortfalls.
  - iii) Community groups will be required to consolidate all program and project funding requests into one application. No community group shall be awarded more than one grant under this program per year.
- i) Accountability - Upon completion of the program or activity, the community group must submit to the applicable advisory group a detailed account of how the assistance was used as well as an evaluation of the effectiveness of the program undertaken.
- j) Cash Disbursements - Complete grant payments shall be made by July 1 each year, unless otherwise specified by City Council.

3.2 Advisory Groups

- a) The advisory groups shall have the authority to define additional specific criteria that are consistent with the general criteria outlined in this policy. Such additional specific criteria are included in Appendix A of this policy.
- b) All members of the advisory groups shall declare any conflict of interest regarding applications and take no part in their evaluation.

# CITY OF SASKATOON

## COUNCIL POLICY

NUMBER

C03-018

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Assistance to Community Groups</i>	<i>July 16, 2001</i>	<i>5 of 10</i>

- c) Purchases or gifts shall not be accepted from members of the organization nor from anyone acting in a volunteer capacity.

### 3.3 Program Funding

The maximum global funding that will be available in each year will be \$2.00 per capita.

- a) For the purposes of calculating the maximum, the population of Saskatoon as at June 30 of the immediately preceding year and as estimated by the Saskatchewan Hospital Services Plan, shall be utilized.
- b) The distribution of annual funding amount will be determined by City Council and shall be made available to community groups in the following categories:
- Social Services
  - Environment
  - Contingency

The contingency amount shall be available for responding to unique or one-time special requirements in any of the three components. This will provide some flexibility to exceed, on a temporary basis, any of the proportions specified above.

**The Environment Category will have \$5,000 in funding.**

- c) The advisory groups shall, if they receive bona fide new requests or initiatives, set aside a minimum of 5% of the total grants for allocation to these new requests.
- d) It will be at City Council's discretion (subject to a recommendation of the Administration and Finance Committee) as to whether the maximum funding shall be allocated among the applications received in accordance with the application deadlines or whether further applications will be considered at another time during the year for any remaining unallocated funding.

# CITY OF SASKATOON

## COUNCIL POLICY

NUMBER

C03-018

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Assistance to Community Groups</i>	<i>July 16, 2001</i>	<i>6 of 10</i>

- 3.4 Conditions of Approval - City Council may, as required, attach conditions to the approval of assistance under this policy which will require the recipient to perform certain activities or provide additional information in connection with the project or activity receiving civic support.
- 3.5 Appeals - Appeals shall not be heard until after City Council has received and considered the recommendations for assistance submitted by the Administration and Finance Committee. All appeals must be made to City Council.
- 3.6 Administrative Authority - The Administration shall have the authority to establish the format of application forms, the minimum documentation required to be submitted by the applicant, and application deadlines.

#### 4. RESPONSIBILITIES

- 4.1 Administration - shall provide an administrative support person to each advisory group to act as a liaison between the administration and the advisory group and to perform such duties as may be required with regard to this policy.
- 4.2 Advisory Groups
- a) Develop specific criteria for evaluation of requests in accordance with the intent and general criteria outlined in this policy.
  - b) Receive and process applications for assistance.
  - c) Review and evaluate each application to ensure that objectives of the policy are met.
  - d) Conduct interviews with applicants (when necessary) to obtain or provide any additional information that may be required.
  - e) Present recommendations for assistance to the Administration and Finance Committee for consideration.
  - f) Monitor and evaluate effectiveness of those programs which were approved under this policy.

# CITY OF SASKATOON

## COUNCIL POLICY

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C03-018

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Assistance to Community Groups</i>	<i>July 16, 2001</i>	<i>7 of 10</i>

- g) Recommend to the Administration and Finance Committee any changes to this policy required to reflect changing priorities or to correct any inequities that may become apparent.

43 Administration and Finance Committee

- a) Review recommendations submitted by the advisory groups, inform the advisory groups of any amendments, and refer the final recommendations, as well as the advisory groups recommendations, to City Council for approval.
- b) Recommend to City Council any changes to this policy required to reflect changing priorities or to correct any inequities that may become apparent.

44 City Council - shall approve applications for assistance based on recommendations from the Administration and Finance Committee.

# CITY OF SASKATOON

## COUNCIL POLICY

NUMBER

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POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
<i>Assistance to Community Groups</i>	<i>July 16, 2001</i>	<i>8 of 10</i>

### "APPENDIX A"

#### SPECIFIC EVALUATION CRITERIA OF ADVISORY GROUPS

##### I. SOCIAL SERVICES COMPONENT

###### 1. Categories

For the purposes of evaluating and recommending allocation of grants in the social services component, eligible community groups (as defined in Section 3.1(a) of Policy C03-018) shall be classified under the following categories:

- Services to Families (including youth and children).
- Services to Seniors.
- Health and Rehabilitation Services.

New initiatives shall be applied against the appropriate category.

###### 2. Applications

The Social Services Advisory Subcommittee underscores the following administrative policies with regard to applications:

- Incomplete or inaccurate applications shall be rejected.
- Applications must be received for review on or before March 1 of each year.
- Late applications will not be considered for funding.

###### 3. Evaluation Criteria

- a) Applications from eligible groups shall be reviewed annually in light of current social and economic circumstances. Funding should not be anticipated by community groups as "on-going".
- b) The Social Services Advisory Subcommittee emphasizes its intention to comply with the policy's general evaluation criteria requiring consideration of the community group's ability to generate funds from other sources.



# CITY OF SASKATOON

## COUNCIL POLICY

NUMBER

C03-018

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
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- c) Proposed projects must fall within the stated mission or mandate of the organization.
- d) High priority shall be given to those projects and programs which:
  - Provide direct services, either pro-active or remedial, to enhance the quality of life for Saskatoon residents especially as they relate to the family.
  - Meet demonstrated areas of current and urgent "need".
  - Demonstrate "consumer group" involvement (i.e. where individuals with special needs are involved).
  - Demonstrate, by the nature of their activities, the maintenance of a stable community.
  - Interface with existing City services.
- e) After high priority applications have been met, priority shall be given to:
  - Projects which enhance the convenience of accessing service (e.g. computerization).
  - "Research" and other studies.
  - "Recognition" or thank you activities (e.g. citations, plaques, honour or appreciation functions).
  - Support for fund-raising events.
  - "Promotional" and/or advertising materials, activities, etc.
- f) Funding shall not be made available for:
  - Capital expenditures (e.g. facilities, equipment, etc.).
  - Deficits.
  - Programs and services where the beneficiaries are not demonstrably "in need". Such activities may best be referred to the culture and/or recreation components of this policy.

# CITY OF SASKATOON

## COUNCIL POLICY

NUMBER

C03-018

POLICY TITLE	EFFECTIVE DATE:	PAGE NUMBER
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## II. ENVIRONMENTAL COMPONENT

### 1. Categories

For the purposes of evaluating and recommending allocation of grants in the environmental component, eligible groups (as defined in Section 3.1a) of this Policy) shall be classified or shall apply for projects under the following categories:

- protection of the environment
- conservation of natural resources
- environmental communications, research and education

### 2. Applications

- Incomplete or inaccurate application will be rejected.
- Late applications will not be considered for funding.

### 3. Evaluation Criteria

Applications must comply with the Policy's General Evaluation Criteria and Guidelines. Priority will be given to the following:

- a) projects rather than operational funding
- b) partnership projects that involve more than one group
- c) projects that have a broad (e.g. city-wide) impact rather than a limited (e.g. neighbourhood) impact
- d) projects that are completed in the year the funding is awarded.



## **STANDING POLICY COMMITTEE ON FINANCE**

---

### **Federation of Canadian Municipalities 2020-2021 Membership Fees**

#### **Recommendation of the Committee**

That the Federation of Canadian Municipalities 2020-2021 membership fees, in the amount of \$50,856.36, including GST, be paid.

#### **History**

At the December 3, 2019 Standing Policy Committee on Finance meeting, a communication and invoice from the Federation of Canadian Municipalities regarding the 2020-2021 membership fees was considered.

The invoice includes the base fee and per capita dues calculated at \$50,856.36, including GST. Your Committee was made aware that Federation of Canadian Municipalities has a new fee model and the advocacy fund portion is no longer separated out as in past years. Your Committee requested that information with respect to the advocacy fund breakdown be provided when this matter is before City Council.

#### **Attachment**

November 26, 2019 Letter and invoice from Federation of Canadian Municipalities



## A message from the CEO



# It's time to renew your FCM membership

Dear Jeff Jorgenson,

FCM continues to secure unprecedented tools and influence for municipalities of all sizes. From the doubling of this year's Gas Tax Fund transfer to historic investments in infrastructure, housing and more, we're helping communities like yours build better lives.

**It's time for the City of Saskatoon to renew its FCM membership. Enclosed you'll find your member invoice for 2020-2021, as well as important information on what FCM achieves for members.**

Canada now looks to FCM members to deliver local solutions to big national challenges—from economic growth to extreme weather. As municipal responsibilities grow and as emerging federal issues impact our communities, a strong municipal voice in Ottawa is more important than ever.

So this September, FCM's elected Board of Directors unanimously adopted a revised member dues structure. It includes a one-time increase—up from \$0.15 to \$0.19 per capita—with a 3.5 percent annual escalator to keep pace going forward.

This modest revision—our first in 10 years—sets us up for continued success. It ensures FCM can continue delivering historic results through unparalleled government relations and policy analysis, as well as through tools like the Legal Defense Fund and Special Advocacy Fund (which will no longer require separate contributions).

FCM's success is your success, and I'm so proud of what we've accomplished together. With your ongoing support, we can continue to build strong cities and communities. And we can build the country Canadians deserve.

Sincerely,

**Brock Carlton**  
Chief Executive Officer  
Federation of Canadian Municipalities

Learn more about what FCM can do for you. Visit [fcm.ca/membership](https://fcm.ca/membership)



FEDERATION  
OF CANADIAN  
MUNICIPALITIES

FÉDÉRATION  
CANADIENNE DES  
MUNICIPALITÉS

## Membership Invoice 2020-2021 Facture d'adhésion

24, rue Clarence Street  
Ottawa, Ontario K1N 5P3  
T. 613-241-5221  
F. 613-241-7440

Jeff Jorgenson  
City of Saskatoon  
222-3rd Avenue North  
Saskatoon, SK, S7K 0J5  
Attn: City Manager

INVOICE / FACTURE: INV-19148-L3X4J6

DATE: 10/28/2019

ACCOUNT / COMPTE: 92

DUE DATE / DATE LIMITE: 04/01/2020

ITEM / DESCRIPTION	QTY / QTE	RATE / TAUX	SUB-TOTAL / SOUS-TOTAL	GST / TPS	TOTAL
Base fee per your population/ Taux de base selon votre population	1	\$1,500.00	\$1,500.00	\$75.00	\$1,575.00
Per capita dues calculated per your population/Frais de cotisation calculés selon votre population	246,376	\$0.1905	\$46,934.63	\$2,346.73	\$49,281.36
TOTAL			\$48,434.63	\$2,421.73	\$50,856.36

PAID AMOUNT / MONTANT PAYÉ: \$0.00

BALANCE DUE / MONTANT DÛ: \$50,856.36

### PAYMENT / PAIEMENT

By cheque payable to / Par chèque à l'ordre de  
Federation of Canadian Municipalities  
Fédération canadienne des municipalités

By Electronic Funds Transfer /  
Par transfert électronique de fonds

Royal Bank of Canada (RBC)  
90 Sparks St, Ottawa, ON K1P 5T7

Transit Number/Numéro de transit: 00006

(New) Acct Number/(Nouveau) No. de compte: 1113307

accountsreceivable@fcm.ca/comptesrecevables@fcm.ca

Ref No. / No. de référence: 92

To ensure FCM can continue delivering unprecedented results  
our Board of Directors has unanimously adopted a revised  
dues structure—the first in 10 years. For more information,  
visit [fcm.ca/strongerfoundation](http://fcm.ca/strongerfoundation).

Turn this page over to see how FCM helps your community.



# We deliver for municipalities



FCM has secured **unprecedented tools and influence** for municipalities of all sizes—so they can build better lives for Canadians.

- ▶ The doubling of this year's **federal Gas Tax Fund transfer**, with an additional \$2.2 billion to get local projects off the ground faster.
- ▶ The **\$180-billion federal infrastructure plan** to support critical upgrades to roads, bridges, recreation centres, wastewater systems—and more.
- ▶ Canada's first-ever **national housing strategy**, including key commitments to repair and build affordable housing across the country.
- ▶ A **strengthened seat at the table** through unprecedented engagement with federal, provincial and territorial ministers, as well as opposition leaders and the Prime Minister.
- ▶ The **\$2 billion rural and northern infrastructure fund**, with higher federal contributions and commitments to streamline project administration.
- ▶ A **10-year federal transit plan**, with direct allocations that put municipalities in the driver's seat—from project selection to delivery.
- ▶ Better access to **high-speed broadband Internet** through significant investments in bringing connectivity to every community.
- ▶ Nearly \$1 billion for **Green Municipal Fund** leadership on energy efficiency, as well as new capacity-building programs on asset management and climate innovation.
- ▶ Key **Election 2019 commitments**—from getting more infrastructure and transit projects built to bringing a rural lens to federal programs and policies.

Learn more about what FCM can do for you. Visit [fcm.ca/membership](https://fcm.ca/membership) today.



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **SREDA – 2019/2020 Report**

#### **Recommendation of the Committee**

1. That a bonus payment of \$117,500 to SREDA be approved; and
2. That SREDA's 2020 Key Performance Indicators and Targets be approved.

#### **History**

At the December 3, 2019 Standing Policy Committee on Finance meeting, a report of the Chief Financial Officer, Corporate Financial Services dated December 3, 2019 was considered along with a presentation from Alex Fallon, Chief Executive Officer, SREDA.

#### **Attachment**

December 3, 2019 report of the Chief Financial Officer, Corporate Financial Services

### SREDA – 2019/2020 Report

#### ISSUE

The Funding Agreement between the City of Saskatoon (City) and SREDA requires an annual report that details SREDA's performance to determine the annual bonus payment for 2019. In addition, City Council approval of SREDA's 2020 Key Performance Indicators (KPIs) is required.

#### RECOMMENDATION

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

1. That a bonus payment of \$117,500 to SREDA be approved; and
2. That SREDA's 2020 Key Performance Indicators and Targets be approved.

#### BACKGROUND

At its 2017 Business Plan and Budget Review meeting, City Council approved a revised Funding Agreement with SREDA based on the previous formula of \$3 per capita.

At its meeting on December 17, 2018, City Council adopted SREDA's 2019 KPIs and Targets.

As per the Funding Agreement, SREDA shall report on its achievement of the agreed-upon performance measures. If the City and SREDA agree that SREDA has met the performance measures, a bonus payment shall be provided.

#### DISCUSSION/ANALYSIS

Appendix 1 is a copy of SREDA's Annual Report, which includes SREDA's 2019 KPI results, outlining the approved performance measures, targets, results and ratings. The ratings are calculated by prorating the weighting based on actual results. The total for 2019 is 94%.

The Funding Agreement provides for a bonus payment of up to \$125,000 annually, based on successful achievement of the agreed-upon annual performance measure targets. Accordingly, the bonus payment to SREDA for 2019 is \$117,500 (94% of the maximum bonus), which is funded from industrial property sale proceeds that reside within the Property Realized Reserve.

SREDA's Annual Report also includes its 2020 KPIs and Targets. Future reporting will be in line with the timelines specified in the Funding Agreement.

#### IMPLICATIONS

The financial implications include the payout of the bonus amount, although funding for this bonus payment already exists within the Property Realized Reserve.

There are no legal, social or environmental implications identified.



## **NEXT STEPS**

Pending City Council approval, SREDA's 2019 bonus payment will be paid and the 2020 performance measures will be established.

## **APPENDICES**

1. SREDA Annual Report to the City of Saskatoon – 2019 Performance Results/2020 Targets and Budget

## **REPORT APPROVAL**

Written by: Mike Voth, Director of Corporate Revenue

Approved by: Kerry Tarasoff, Chief Financial Officer

Admin Report - SREDA – 2019/2020 Report.docx



# **REPORT TO THE CITY OF SASKATOON**

2019 Performance Results  
2020 Preliminary Targets and Budget

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03	Board of Directors
04	Team
06	2019 Results
07	2019 Highlights
09	2020 Key Performance Indicators
10	2020 Economic Impact Target
11	2020 Preliminary Budget

# ABOUT US

## ROLE

SREDA's role is to **strengthen** and **grow** the local economy by providing programs and services in the areas of **business attraction and business expansion; entrepreneurship; regional economic development and planning; Indigenous economic development; economic intelligence; and marketing the Saskatoon Region and talent attraction.**

**VALUES:** Extraordinary; Partnerships; Trust; Team

## WHAT WE DO

### Business Attraction & Expansion

Support the attraction and expansion of businesses in the Saskatoon Region.

### Entrepreneurship

Assist entrepreneurs to start and grow their business in Saskatchewan.

### Regional Economic Development & Planning

Coordinate effective regional planning to encourage and support growth across the Region.

### Indigenous Economic Development

Develop Indigenous economic development strategies to encourage and support economic inclusion and growth in the Saskatoon Region.

### Economic Intelligence

Provide insight and forecasts on economic trends in the local economy to assist stakeholders with future planning.

### Marketing the Saskatoon Region & Talent Attraction

Promote the Saskatoon Region as the best place to live, work and invest in order to support population growth.



# BOARD OF DIRECTORS



**Nevine Booth**

Federated Co-operatives Limited



**Omer Al-Katib**

AGT Foods and Ingredients Inc.



**Cam Broten**

Saskatchewan Egg Producers



**Charlie Clark**

Mayor of Saskatoon



**Steve Danners**

Clarence Campeau Development Fund



**Brad Darbyshire**

STC Industrial Contracting



**Greg Fowler**

University of Saskatchewan



**Sarina Gersher**

Ward 8 City Councillor



**Judy Harwood**

Reeve, RM of Corman Park



**Darren Hill**

Ward 1 City Councillor



**Scott Hodson**

Independent



**Jonathan Huntington**

Cameco Corporation



**Wanda Hunchak**

Westcap Mgt.



**Ryan Lejbak**

zu



**Sheryl Spence**

Mayor of Warman



**Josh Walchuk**

ICR Commercial Real Estate



# TEAM



**Alex Fallon**  
President & CEO



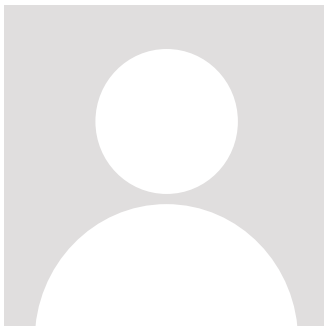
**Joanne Baczuk**  
Director, Business Development



**Erin Lawson**  
Director, Marketing & Communications



**Terra Penner**  
Executive Assistant & Office Manager



**Ruth Carr**  
Financial Controller



**Kristen Johannesson**  
Manager, Regional Economic Development & Planning



**Shenuka Wickramasinghe**  
Manager, Entrepreneurship



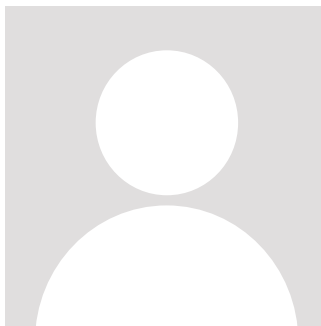
**Anne Sibomana**  
Advisor, Entrepreneurship



**Jenelyn Ong**  
Advisor, Entrepreneurship



**Stephane O'Reilly**  
Specialist, Entrepreneurship



**Tyler Nguyen**  
Specialist, Economic Intelligence





2019

# RESULTS

## Economic Impact

**\$50.2 MILLION**

**ROI 26:1**

For every \$1 invested in SREDA, SREDA helped generate \$26 of economic impact in the Saskatoon Region economy.

NO.	KPI	TARGET	YTD	WEIGHT	STATUS
<b>Business Attraction and Expansion</b>					
1.1	Assist 2 local businesses to expand operations in the Saskatoon Region that result in a minimum of 10 new jobs	10	10*	10%	10%
1.2	Attract \$15M of new business investment to the Saskatoon Region	\$15M	\$12.9M	10%	8.6%
<b>Entrepreneurship</b>					
2.1	Assist at least 25 entrepreneurs in the Saskatoon Region to establish a small business	25	26	10%	10%
2.2	Assist at least 5 entrepreneurs in the Saskatoon Region to grow their small business	5	8	10%	10%
<b>Regional Economic Development and Planning</b>					
3.1	Support the development of a District Planning Commission for the Saskatoon North Partnership for Growth (P4G)	1	.75	10%	7.5%
3.2	Deliver at least one economic development project to each of the 15 municipalities that comprise SREDA's regional membership	15	13*	10%	8.7%
<b>Indigenous Economic Development</b>					
4.1	Assist at least 2 Indigenous businesses or organizations in the Saskatoon Region to grow or expand (e.g. access to procurement opportunities, partner on developments, access funding, etc.)	2	5	5%	5%
4.2	Report on the Saskatoon Region's progress on responding to the TRC's Calls to Action related to economic development	1	1*	10%	10%
<b>Economic Intelligence</b>					
5.1	Lead the development of a Saskatoon Economic Growth Strategy	1	.75	5%	3.8%
5.2	Release 10 forecasting reports on the Saskatoon Region economy	10	12	5%	5%
<b>Marketing the Saskatoon Region &amp; Talent Attraction</b>					
6.1	Build and execute a talent attraction strategy for the Saskatoon Region that supports growth in key employment sectors	1	1	5%	5%
6.2	Develop a new website to promote the benefits of the Saskatoon Region economy	1	1*	10%	10%
12	<b>TOTAL</b>			<b>100%</b>	<b>94%</b>

\* To be completed by December 31, 2019





# HIGHLIGHTS

## AWARDS

### NSBA Team Building Award 2019

#### Top-Performing Economic Development Agency

Canada Best to Invest 2019, Site Selection Magazine

“Who would have thought SREDA would be selected not once, but twice, as the best team at the NSBA Business Builder Awards and a leading economic development agency in Canada by Site Selection Magazine! It’s a huge honour and testament to the outstanding team and our work in strengthening and growing the local economy,” said Alex Fallon, President and CEO, SREDA.

**\$12.9M**

Worth of investment attraction to the Saskatoon Region

**5**

Aboriginal entrepreneurs supported in launching/expanding their business

**2**

Businesses using the Business Development Incentive Program

**3,105**

Saskatchewan entrepreneurs assisted through our Square One program

**10**

New jobs created under the Business Development Incentive Program

**12**

Economic research and analysis pieces on key issues

**105**

Communities reached by our Square One team

**26**

Entrepreneurs received assistance in establishing their business

**525**

Business and community leaders attended the SREDA Forum 2019

**5**

Regional Business Showcase Tours

**18**

Events executed by SREDA

**16**

Regional municipalities as SREDA Partners





2020

# KEY PERFORMANCE INDICATORS

NO.	KPI	TARGET	WEIGHT
<b>Business Attraction and Expansion</b>			
1.1	Assist 2 businesses to expand operations in the Saskatoon Region that result in a minimum of 10 new jobs.	10	10%
1.2	Attract 8 international companies to visit the Saskatoon Region to explore setting up and/or doing business in the Saskatoon Region.	8	10%
<b>Indigenous Economic Development</b>			
2.1	Provide training opportunities to SREDA staff, board, members, local businesses and municipalities in the Saskatoon Region on economic reconciliation and the TRC Calls to Action.	50 (individuals)	10%
2.2	Assist at least 2 Indigenous businesses or organizations in the Saskatoon Region to grow (e.g. access procurement opportunities, partner on developments, access funding, etc.).	2	10%
<b>Regional Economic Development and Planning</b>			
3.1	Develop a Business Attraction and Investment Readiness Program for Regional municipalities.	1	10%
3.2	Support the attraction or expansion of 5 businesses in the Region.	5	5%
<b>Marketing the Saskatoon Region</b>			
4.1	Execute 10 marketing initiatives that promote the Saskatoon Region to attract business and talent.	10	10%
4.2	Produce the SREDA Forum 2020 to educate a minimum of 600 attendees on the future of the local economy, and to inspire business and community leaders to grow their businesses in the Saskatoon Region.	600 (individuals)	5%
<b>Entrepreneurship</b>			
5.1	Assist at least 30 entrepreneurs in the Saskatoon Region to establish a small business.	30	10%
5.2	Assist at least 10 entrepreneurs in the Saskatoon Region to grow their small business.	10	10%
<b>Economic Intelligence</b>			
6.1	Keep a minimum of 5,000 business and community leaders engaged and informed on economic business news through the daily SREDA NewsFlash	5,000 (individuals)	5%
6.2	Release 5 economic analysis reports on the Saskatoon Region economy	5	5%
12	<b>TOTAL</b>		<b>100%</b>



# ECONOMIC IMPACT TARGET



# PRELIMINARY BUDGET

	REVENUE
City of Saskatoon (Base)	\$885,500
City of Saskatoon (Performance)	\$110,000
Federal Government (Square One)	\$650,000
Private Sector Investors	\$150,000
Regional Municipal Members	\$70,000
<b>TOTAL BASE REVENUE</b>	<b>\$1,865,500</b>
Sponsorship	\$75,000
Event Ticket Sales	\$35,000
Fee for Service	\$10,000
<b>TOTAL OTHER REVENUE</b>	<b>\$120,000</b>
Federal Government Programs	\$50,000
2019 Carry Over	\$150,000
P4G Regional Plan Funds	\$302,750
<b>TOTAL FUNDING</b>	<b>\$502,750</b>
<b>TOTAL SREDA REVENUE</b>	<b>\$2,488,250</b>

	EXPENSES
Salaries	\$1,355,544
Rent	\$100,000
Operations	\$80,000
Administration	\$80,000
Management and Projects	\$60,000
P4G Regional Plan	\$292,750
Contingency/New Projects	\$25,000
<b>TOTAL OPERATING EXPENSES</b>	<b>\$1,993,294</b>
Business Attraction and Expansion	\$100,000
Indigenous Economic Development	\$50,000
Regional Economic Development and Planning	\$50,000
Marketing the Saskatoon Region	\$150,000
Entrepreneurship	\$90,000
Economic Intelligence	\$40,000
<b>TOTAL PROGRAM EXPENSES</b>	<b>\$480,000</b>
<b>TOTAL SREDA EXPENSES</b>	<b>\$2,473,294</b>

<b>2020 SREDA SURPLUS</b>	<b>\$14,956</b>
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**From:** Alex Fallon <afallon@sreda.com>  
**Sent:** Thursday, November 28, 2019 9:52 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** 2019\_report\_to\_the\_city.pdf

Submitted on Thursday, November 28, 2019 - 09:51

Submitted by anonymous user: 71.17.10.5

Submitted values are:

Date Thursday, November 28, 2019  
To His Worship the Mayor and Members of City Council  
First Name Alex  
Last Name Fallon  
Email afallon@sreda.com  
Address Suite103, 202 Fourth Ave N  
City Saskatoon  
Province Saskatchewan  
Postal Code S7K 0K1  
Name of the organization or agency you are representing (if applicable) SREDA  
Subject Year-End Reporting  
Meeting (if known) City Council - December 16  
Comments  
SREDA would like to present/speak at Council on December 16 in regard to the organization's year-end results and 2020 targets. Please confirm.

Attachments  
2019\_report\_to\_the\_city.pdf  
<[https://www.saskatoon.ca/sites/default/files/webform/2019\\_report\\_to\\_the\\_city.pdf](https://www.saskatoon.ca/sites/default/files/webform/2019_report_to_the_city.pdf)>

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/350901>



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Amendments to Council Policy No. C09-014, Business Development Incentives**

#### **Recommendation of the Committee**

1. That the proposed amendments to Council Policy No. C09-014, Business Development Incentives, be approved; and
2. That the City Clerk be requested to update Council Policy No. C09-014, Business Development Incentives, as outlined in the report of the Chief Financial Officer dated December 3, 2019.

#### **History**

At the December 3, 2019 Standing Policy Committee on Finance meeting, a report of the Chief Financial Officer, Corporate Financial Services dated December 3, 2019 was considered along with a presentation in support of the amendments from Alex Fallon, SREDA.

#### **Attachment**

December 3, 2019 report of the Chief Financial Officer, Corporate Financial Services



## Amendments to Council Policy No. C09-014, Business Development Incentives

### ISSUE

Various amendments to Council Policy No. C09-014, Business Development Incentives, are required to provide better clarity, for which City Council approval is required.

### RECOMMENDATION

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

1. That the proposed amendments to Council Policy No. C09-014, Business Development Incentives, be approved; and
2. That the City Clerk be requested to update Council Policy No. C09-014, Business Development Incentives, as outlined in the report of the Chief Financial Officer dated November 5, 2019.

### BACKGROUND

Council Policy No. C09-014, Business Development Incentives, was created to make incentives available to businesses that meet the eligibility requirements listed within the policy. The policy was last updated on March 26, 2012, and since that time, the Incentives Review Sub-Committee (comprised of representatives from SREDA, City Council and the Administration) has identified several amendments that would provide further clarity on the nature of potential incentives, as well as the eligibility requirements applicants must adhere to.

At its meeting on June 25, 2018, when considering a report of the General Manager, Community Services Department, titled Vacant Lot and Adaptive Reuse Incentive Program – 201 1<sup>st</sup> Avenue South – Midtown Plaza, City Council resolved, in part:

- “1. That the Administration be directed to report back to Committee, prior to the end of 2018, following consultation with the Saskatoon Regional Economic Development Authority (SREDA) and a review of both the Vacant Lot and Adaptive Reuse Incentive Program Policy and the Business Development Incentives Policy for possible revision to the policies to include consideration of major retail projects and other projects.”

A comprehensive review of both policies was undertaken, which required internal and external stakeholder involvement. This, along with a desire to bring forward amendments to both policies at approximately the same time, has led to the delay in reporting back.

## DISCUSSION/ANALYSIS

### Proposed Changes to the Policy

As a result of the Incentives Review Sub-Committee's review, numerous areas within the Policy were identified that required updates in order to align with current practices and legislation. The significant proposed amendments are as follows:

- Both the Incentives Review Sub-Committee and City Council have historically approved applications made by non-incorporated businesses (e.g. limited partnerships); however, current Policy only refers to incorporated businesses and organizations being eligible. The recommended amendments update the language to allow both incorporated and non-incorporated businesses to be eligible for incentives and also align with current practice.
- Provincial legislation currently requires provincial government approval for any education tax abatement over \$25,000. The current Policy does not provide any reference to this, therefore, the proposed amendment provides additional information alerting applicants that the education portion of the abatement is governed by Saskatchewan's *Education Property Tax Act*.
- Successful applicants for an incentive must demonstrate that a minimum amount of full time equivalent (FTE) positions will be created within a certain timeframe. It is recommended that this timeline be amended to insist that the creation of the new FTEs occur within one year of the application being received by SREDA, instead of within one year of the application being approved by City Council. Shortening this timeframe will help to ensure that prospective applicants have solid plans to create the new positions, and will also prevent delays to the applicant's expansion strategy.
- The current Policy allows very little flexibility in regard to considering applicants that may have unique characteristics that hinder their ability to meet the eligibility requirements. However, past practice has been to consider these types of unique applicants, even if they do not meet all eligibility requirements. Because of this, it is recommended that a statement be included to allow for an incentive application to be considered and approved by City Council even if certain eligibility requirements are not met (i.e. an application made on behalf of a retail organization may still be considered, even though such an organization would not typically meet the stated eligibility requirements).
- Amendments were also made to ensure that should an applicant not comply with the Policy, they may be required to repay the City for the full amount of the incentive. Prior to this change, only abated tax incentives were eligible for recovery.

In addition to these amendments, the Incentives Review Sub-Committee is also recommending several housekeeping updates, including position titles and clarification of committee membership, as well as other minor changes.

Appendix 1 provides a comprehensive overview of the recommended amendments to the Policy.

It should also be noted that a report from the General Manager, Community Services Department, will be forthcoming regarding amendments to Council Policy No. C09-035, Vacant Lot and Adaptive Reuse Incentive Program.

### **IMPLICATIONS**

Over the past five years, the average annual abatements for all properties receiving this incentive has been \$259,382. Although it is difficult to predict how these policy amendments will impact its use, given that the revisions are not making significant changes to eligibility and criteria, the additional clarity provided by the changes may lead to an increase in approved applications. This may result in larger amounts abated each year. For example, an optimistic increase of 50% more abatements would increase the average annual impact to \$389,073. Despite the potential short-term negative impact on tax revenue, the long-term positive benefits of incentivizing investment combined with the resultant long-term increases to the City's tax revenues will outweigh the short-term impacts.

There are no legal, social or environmental implications.

### **NEXT STEPS**

Pending City Council approval, Council Policy No. C09-014 will be amended.

### **APPENDICES**

1. Proposed Amendments – Council Policy No. C09-014, Business Development Incentives

### **REPORT APPROVAL**

Written by: Mike Voth, Director of Corporate Revenue  
Reviewed by: Kerry Tarasoff, Chief Financial Officer  
Approved by: Jeff Jorgenson, City Manager

Admin Report - Amendments to Council Policy No. C09-014, Business Development Incentives.docx

# CITY OF SASKATOON COUNCIL POLICY

**NUMBER**  
*C09-014*

<b>POLICY TITLE</b> <i>Business Development Incentives</i>	<b>ADOPTED BY:</b> <i>City Council</i>	<b>EFFECTIVE DATE</b> <i>October 15, 1991</i>
		<b>UPDATED TO</b> <i>March 26, 2012</i>
<b>ORIGIN/AUTHORITY</b> <i>City Commissioner Report No. 29-1991; City Council Resolution of June 21, 1993, Committee of the Whole Report No. 7-1995; Administration and Finance Committee Report No. 4-2002; Executive Committee Reports No. 7-1996, 13-2000, 7-2005 and 17-2005; and Administrative Reports 6-2008; 7-2009; 13-2011 and 5-2012</i>	<b>CITY FILE NO.</b> <i>CK. 3500-1, 3500-13 and 1860-1</i>	<b>PAGE NUMBER</b> <i>1 of 8</i>

## 1. PURPOSE

To make incentives available to businesses **and organizations** meeting the eligibility requirements listed within this Policy, to:

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

## 2. DEFINITIONS

- 2.1 Incentives - includes, but not necessarily limited to, the following: exemptions or reductions of any civic tax or fee; waiving of statutory rights (e.g. utility deposits, down-payments on land); and exemptions or reductions of prepaid-servicing levies.
- 2.2 Eligible Businesses - refers to those businesses which meet all of the eligibility requirements outlined within this Policy, **including, but not limited to, Indigenous organizations that meet all of the eligibility requirements outlined within this Policy or are deemed to have qualified for an incentive due to their unique circumstances.**
- 2.3 Long Term Jobs - refers to jobs that are expected to remain in existence for at least five years.

# CITY OF SASKATOON

## COUNCIL POLICY

---

NUMBER  
C09-014

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POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
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- 2.4 Manufacturing Activity - refers to making by machinery and fabricating.
- 2.5 Processing Activity - refers to subjecting to a series of actions or continuous operation or treatment.
- 2.6 Technology Activity - refers to the manufacturing of products that utilize technology, depend upon scientific knowledge, or rely on advanced biology, biotechnology and chemistry.
- 2.7 Telecommunications and Data Processing – telecommunications refers to the operating and maintaining of network facilities for the transmission of voice, data, text, sound and full motion picture videos between network termination points ~~not including call centres~~. Data processing refers to electronic data **processing services, including processing and preparation of reports from data** supplied by the customer and specialized services such as automated data entry.
- 2.8 SREDA - Saskatoon Regional Economic Development Authority Inc.
- 2.9 Incentives Review Sub-Committee - a committee struck by the **SREDA** Chair of ~~the SREDA~~ to review each incentive application. **The Committee is to consist consisting of up to** five members of SREDA’s Board of Directors, one of which is a representative of City Council and the ~~General Manager of Corporate Services~~ **City of Saskatoon’s Chief Financial Officer** or designated appointee.
- 2.10 Incremental Taxes – The difference between the taxes payable based on the original assessed value and the taxes payable due to the increased assessed value resulting from the improvements. **The property tax abatement is limited to City and Library Taxes. The education portion of the property taxes is administered in accordance with Saskatchewan’s *Education Property Tax Act*.**
- 2.11 **Full Time Equivalents (FTEs)** – refers to the number of jobs the company has created and expressed as though all jobs were full-time with at least 30 hours per week of work. For example, 2 part-time workers of 15 hours per week each would be considered 1 FTE. One worker working 37.5 hours per week would be considered 1 FTE.

# CITY OF SASKATOON

## COUNCIL POLICY

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POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
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- 2.12 Transportation/Distribution and Logistics Activity – refers to companies that are principally involved in providing full truck movement of freight from origin to destination or managing the flow of materials, including inventory management, warehousing and distribution, tracking of shipments, simple assembling, repackaging, slight modification, labelling, inspection, merchandising, distribution management, trucking and consolidation, customs brokerage.
- 2.13 Mining Activity – is the process or business of extracting ore or minerals from the ground.
- 2.14 Oil and Gas Extraction Activity – is exploration and production of oil and gas.
- 2.15 Energy Activity – refers to electric power generation, transmission, and distribution.

### 3. POLICY

Businesses may, subject to the criteria and conditions set out in this Policy, be eligible to receive incentives from the City to locate or expand operations in Saskatoon.

#### 3.1 Amount of Incentives

- a) City Council will consider the perceived value of the application in determining the amount of the incentive. Perceived value is to be measured by the number and quality (i.e. secure, safe and degree of compensation) of jobs to be created, the long-term impact the eligible business will have on tax revenues and any other factors City Council deems as contributing value to an application.
- b) If the applicant is leasing property, City Council may, in its discretion, deem that the applicant is the owner of the property for the purpose of determining the value of the incentive to be provided. ~~For the purposes of this Policy, “affiliated corporation” shall mean an affiliated corporation as defined in subsections 2(2), (3) and (4) of *The Business Corporations Act*.~~
- c) City Council will consider the applicant’s ownership of the property or leasing arrangements in determining the value of the incentive.

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## COUNCIL POLICY

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- d) All **Eligible Businesses** ~~corporations meeting the eligibility requirements for a property tax incentive~~ may qualify for a tax abatement of up to 100% of new or incremental taxes in year one, 80% in year two, 70% in year three, 60% in year four, and 50% in year five.
- e) The value of incentives for new or local expansions in the manufacturing or processing sectors that will create 100 or more new, **FTE jobs full-time** ~~or full-time equivalent employees~~ may be eligible for tax abatements of up to 100% of new or incremental property taxes for a period of five years.

### 3.2 Timing of Incentives

Incentives will be provided on a “perform or forfeit” basis (i.e. an eligible business is not to receive incentives until it has met all of the conditions associated with an incentive).

### 3.3 Eligibility

A. To be eligible for an incentive, all of the following criteria must be met:

- i. The applicant must be a legal entity registered to do business in Saskatchewan.
- ii. The applicant must be involved in energy, oil and gas extraction, mining, manufacturing, processing, technology, transportation/distribution, telecommunications, or data processing activities. Head office relocations will be reviewed on a case-by-case basis if, by the nature of their business, they do not fit the categories enumerated herein.
- iii. The applicant of an existing business must demonstrate that a minimum of 5 new **FTEs full-time** ~~or 5 new full-time equivalent positions~~ will be created within one year from the date the **incentive application is received.** ~~is approved by City Council; and~~ The applicant of a new business must **also** demonstrate that a minimum of 15 **FTEs, including the 5 FTEs from the first year, have been created by the end of the third year.** ~~new full-time jobs or 15 full-time equivalent positions will be~~

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~~created within 3 years from the date the incentive is approved by City Council.~~

- iv. A new or existing business applying for an incentive must make a minimum investment of \$500,000 in plant, land, and/or leasehold improvements.
- v. The applicant must demonstrate to ~~the City Manager and/or the~~ **Chief Financial Officer** ~~General Manager of Corporate Services~~ that the applicant possesses the required financial resources to show that the applicant is an ongoing **business company** and has the financial backing to complete the project in question.
- vi. The applicant must be the legal owner of the property or in the case of a lease, provide a copy of the lease agreement upon application.
- vii. The applicant must possess a realistic and acceptable business plan and/or executive summary which includes at a minimum, a clear and concise description of the new or expansion project, the number of jobs to be created, the size of the investment to be made for land, buildings and equipment, the product to be manufactured or produced, identified market analysis, financial forecasts for three years, and included clearly defined schedule for construction start and expected completion dates.
- viii. The applicant must apply for an incentive prior to commencing with an expansion or new building project and prior to applying for a building permit through the City of Saskatoon. An application for abatement under this Policy shall remain open for **a maximum of** one year from date of receipt of application. Incomplete applications will be deemed abandoned and closed if no action has been taken within the one year period. SREDA will provide written notification to the applicant 60 days prior to any application deemed abandoned.
- ix. The applicant's property tax account must be in good standing.



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B. A unique incentive request may be submitted by SREDA for consideration and approval by City Council allowing for any criteria included in 3.3A to be waived or modified. ~~Where the unique incentive request is submitted for consideration by the Saskatoon Regional Economic Development Authority, upon the advice of the Authority and with the approval of City Council, the above criteria may be waived or modified to recognize the uniqueness of such request.~~

### 3.4 Funding

This Policy will not supersede any accounting or financing requirements pertaining to the City of Saskatoon's operations, funds and assets. Therefore, as part of the approval of any incentives under this Policy, City Council will identify a source of financing to ensure that these requirements are met.

### 3.5 Default

If, during the term of an incentive granted under this Policy, the applicant fails or neglects to comply with this Policy, or any condition associated with the incentive granted, any **incentives provided under the policy may, at the discretion of the Chief Financial Officer**, ~~taxes previously abated shall~~ become a debt due by the applicant to the City and shall be payable by the applicant upon demand by the City. If moneys are not repaid, the debt due is collectable by civil action.

### 3.6 Workforce Reduction

- a) A reduction of workforce by an applicant does not constitute a default under this Policy, unless the reductions are permanent.
- b) Where the workforce reductions are temporary, if remedied within 9 months of the date of termination, no penalties would be payable under the default provision. The applicant is required to provide notice and documentation to SREDA of workforce reductions and/or rehiring.

# CITY OF SASKATOON

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#### 4. RESPONSIBILITIES

##### 4.1 **SREDA** ~~Saskatoon Regional Economic Development Authority~~

- a) Receives applications for incentives and forwards them to the Chair and members of the Incentives Review Sub-Committee.
- b) Publicizes this Policy and responds to questions regarding this Policy and its operation.
- c) Requests additional information from the applicant **as required** ~~at the direction of an Incentives Review Sub-Committee.~~
- d) Monitors all businesses which receive incentives under this Policy to ensure compliance with conditions under which the incentives have been provided.
- e) **On an annual basis, completes an audit of all businesses actively receiving an incentive and provides a report to City Council outlining the compliance of these businesses.**  
~~Provides reports annually, and as requested, to City Council outlining the compliance of businesses with conditions.~~

##### 4.2 **SREDA** ~~Saskatoon Regional Economic Development Authority Inc. Board~~

- a) **The SREDA Board will receive a report from the Incentives Review Sub-Committee outlining its recommendation for acceptance or rejection of any request for abatement under this Policy or on the prorating of an incentive when conditions are not fully met.**  
~~SREDA Inc. will review each incentive application, recommending acceptance or denial of the request.~~
- b) **Following a SREDA Board review and/or discussion a final recommendation is made.**

# CITY OF SASKATOON

## COUNCIL POLICY

NUMBER

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POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
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- c) **The SREDA Board Chair will send a memorandum to the Chief Financial Officer recommending City Council approval of any incentive applications that meet the incentive eligibility requirements and have been recommended for approval by SREDA's Board.**

#### 4.3 Incentives Review Sub-Committee

- a) Evaluates an application.
- b) Adds to its membership, including hiring advisors or consultants at the City's expense, as it deems necessary to adequately review an application.
- c) With a recommendation in favour of an incentive, shall provide to **the Chief Financial Officer** ~~City Council~~ a report which includes at a minimum, the details of the proposal, the rationale for the Committee's support, an overview of its analysis, the timing, nature and amount of the incentive and recommended conditions that should be attached with the provision of an incentive.
- d) When a recommendation is made against the provision of an incentive, the Committee may provide to ~~City Council~~ the Chief Financial Officer a report which includes, at a minimum, the details of the proposal, the rationale for the Committee's non-support, and an overview of its analysis.
- e) ~~Reports on routine incentive applications shall be forwarded directly to City Council. Reports on sensitive applications shall be forwarded to the Executive Committee (In Camera) for review prior to submission to City Council for approval.~~ **Reports on sensitive applications may be forwarded to SREDA's Executive Committee (In Camera) for review prior to submission to the City.**
- f) Advises applicant of ~~it's~~ **the final** recommendation to **City Council**.

# CITY OF SASKATOON

## COUNCIL POLICY

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POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
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#### 4.4 Standing Policy Committee on Finance ~~Executive Committee of City Council~~

- a) Reviews applications, **including those** of a sensitive nature at an In Camera meeting, and forwards recommendations to, **and resolution of**, City Council on acceptance or denial of the request.

#### 4.5 City Council

- a) Decides whether an incentive will be provided, its nature, timing and amount and any attached conditions.
- b) Approves source of financing for all incentives provided under this Policy.
- c) Decides on the prorating of an incentive when conditions are not fully met, as reported by **SREDA** ~~the Saskatoon Regional Economic Development Authority Inc.~~
- d) Considers and, where appropriate, approves amendments to this Policy.



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Amendments to Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations**

#### **Recommendation of the Committee**

1. That the proposed amendments to Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations, be approved; and
2. That the City Clerk be requested to update Council Policy No. C09-001 as outlined in the report of the Chief Financial Officer dated December 3, 2019.

#### **History**

At the December 3, 2019 Standing Policy Committee on Finance meeting, a report of the Chief Financial Officer, Corporate Financial Services dated December 3, 2019 was considered.

#### **Attachment**

December 3, 2019 report of the Chief Financial Officer, Corporate Financial Services

## Amendments to Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations

### ISSUE

Saskatoon Land is requesting amendments to Council Policy No. C09-001, Residential Lot Sales - Contractor Allocations, for which City Council approval is required.

### RECOMMENDATION

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

1. That the proposed amendments to Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations, be approved; and
2. That the City Clerk be requested to update Council Policy No. C09-001 as outlined in the report of the Chief Financial Officer dated December 3, 2019.

### BACKGROUND

Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations (Policy), became effective March 30, 1981, with the most recent update on August 27, 2018. The purpose of the Policy is to assist in fostering competition and diversity in the home-building industry by ensuring a fair and equitable allocation of lots owned by the City of Saskatoon to contractors.

Section 4.2(b) requires Saskatoon Land to recommend changes to the Policy as required.

### DISCUSSION/ANALYSIS

#### Third-Party Warranty

Subsection 3.3(g) of the Policy requires that all Eligible Contractors on Saskatoon Land's contractor list maintain membership in a recognized home warranty program and provide proof annually. In addition, Saskatoon Land requires that contractors provide warranty certificates on every new home built in order to help ensure purchasers are protected on their investment in a new home. Warranty generally covers purchasers on defects in work and materials, as well as structural defects, including foundations.

The process to register a home under a warranty program can vary significantly, as it is based on the sale of a home to a home purchaser - not the contractor. Eligible Contractors may not start construction on a house immediately after signing an Agreement for Sale, or a completed home can be on the market for a significant period of time before selling to a home purchaser. As a result, Saskatoon Land staff is required to repeatedly review and monitor contractors for final sales in order to request the certificates.

In discussion with the Saskatoon & Region Home Builders' Association, its builder members are asked to provide proof of membership with a third-party home warranty provider as a requirement for maintaining their membership. Financial institutions also

require a new home warranty certificate as part of the mortgage approval process, making Saskatoon Land's additional review a redundant process.

The requirement to have all Eligible Contractors provide yearly confirmation of third-party warranty membership to Saskatoon Land would not change; however, to reduce some of the redundancy in enforcing third-party home warranty, Saskatoon Land is proposing that the requirement for builders to provide a certificate on every individual home be removed from policy.

#### Eligible Contractor Inventory

Section 3.7 of the Policy limits contractor inventory to no more than 40 lots that are vacant and/or not completed to the backfill stage of construction. This was brought into policy during a time when there were limited criteria in place on who could become a contractor, and was used to prevent any one contractor from carrying too many undeveloped lots.

Saskatoon Land is continuing to review the presale of single-family lots as suggested by the 2017 Land Internal Audit. This new allocation method would not eliminate the lot draw process relied upon by small- and medium-volume builders, but would be a system that meets the needs of a large-volume builder. Under a presale allocation, it would be possible that a contractor may purchase blocks of lots consisting of more than 40 lots, which would be in violation of the current Policy. In order to properly facilitate use of the new sales method, Saskatoon Land is recommending the removal of the maximum 40-lot inventory requirement from Policy.

Removing this specific requirement is not expected to be problematic as there are other Policy requirements in place that prevent contractors from assembling excessive vacant inventory, which include:

- Section 3.2 (c) - states that Saskatoon Land can determine the number of lots it shall offer to any contractor at any time; and
- Section 3.5 - the Time to Build Requirement will continue to ensure builders do not assemble excessive amounts of vacant inventory.

The build time requirement of three years will remain in effect, ensuring that contractors do not hold more lots than they can build on over that time period. In cases where contractors do not complete construction on their inventory, they are prevented from purchasing more lots until they are in compliance with the build time requirement.

Furthermore, the slower new home market experienced over the last few years has required builders to weigh each lot purchase carefully, resulting in self-regulation of inventory levels.

### Lot Assignments

Current Policy allows the assignment of two lots between Eligible Contractors with the consent of Saskatoon Land, which has provided benefits and extra flexibility to contractors.

Under agreement terms, the assignee assumes the responsibilities of the original Agreement for Sale of a lot, and the assignor relinquishes all ownership of the same lot under the Agreement for Sale. Discussions regarding compensation of the lot transfer are determined between the relevant contractors and do not include Saskatoon Land.

Because an assignment allocates all the rights and responsibilities of an Agreement for Sale from one contractor to another, many contractors (assignees) who take over a lot and the terms of the agreement are immediately suspended due to non-compliance with build times or amounts owing. In these cases, the assignee is aiding Saskatoon Land in ensuring that a home will be built on a lot, but at the same time, Saskatoon Land is penalizing them for taking over a lot that is in arrears.

In cases where an assignee would be suspended for taking over a lot, Saskatoon Land is recommending a grace period in which the assignee can complete the terms of the agreement before becoming suspended. Interest on the lot would continue to be charged as per the terms of the Agreement for Sale. This period of time would give the assignee the ability to attain financing, market the lot, and have a home design prepared for the lot.

### Proposed Policy Amendments

As detailed in Appendix 1, Saskatoon Land is proposing the following amendments to accommodate the concerns noted in this report:

- Section 3.3 (g) - remove the requirement of Eligible Contractors providing an individual new home warranty certificate for a specific dwelling on each purchased lot;
- Section 3.7 - remove this section regarding the maximum inventory of 40 lots; and
- Section 3.8 - allow contractors additional time for making final payment on a lot that is overdue and taken over from an assignment, to avoid being suspended by Saskatoon Land.

### **IMPLICATIONS**

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

### **NEXT STEPS**

If the amendments are approved, Saskatoon Land will advise Eligible Contractors of the changes.



**APPENDICES**

1. Proposed Amendments – Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations

**REPORT APPROVAL**

Written by: Jeremy Meinema, Finance and Sales Manager  
Reviewed by: Frank Long, Director of Saskatoon Land  
Kerry Tarasoff, Chief Financial Officer  
Approved by: Jeff Jorgenson, City Manager

Admin Report - Amendments to Council Policy No. C09-001, Residential Lot Sales – Contractor Allocations.docx

# CITY OF SASKATOON COUNCIL POLICY

NUMBER

C09-001

<b>POLICY TITLE</b> <i>Residential Lot Sales – Contractor Allocations</i>	<b>ADOPTED BY:</b> <i>City Council</i>	<b>EFFECTIVE DATE</b> <i>March 30, 1981</i>
<b>ORIGIN/AUTHORITY</b> <i>Planning and Development Report 16-1981; Land Bank Committee Report No. 6-1991; and all amendments up to and including Standing Policy Committee on Finance Report to City Council - Item 8.2.4 – August 27, 2018</i>	<b>CITY FILE NO.</b> <i>CK. 4110-36</i>	<b>UPDATED TO</b> <i>August 27, 2018</i>
		<b>PAGE NUMBER</b> <i>1 of 6</i>

## 1. PURPOSE

To assist in fostering competition and diversity in the home building industry in Saskatoon by ensuring a fair and equitable allocation of City-owned lots to contractors.

## 2. DEFINITIONS

2.1 Contractor - a homebuilder who constructs complete homes for the purpose of resale.

## 3. POLICY

The City may, from time to time and subject to the criteria outlined in this policy, offer residential lots for sale to contractors who are in the house-building business in Saskatoon.

3.1 The City will not sell lots to a contractor who does not meet the Eligibility Criteria and who does not provide sufficient information to satisfy the City that the criteria is met in spirit and in fact.

3.2 The City reserves the right to:

- a) Determine contractor eligibility and to sell lots to only those who are in good standing under the criteria;
- b) Remove any contractor from its eligibility list at any time; and

# CITY OF SASKATOON COUNCIL POLICY

NUMBER  
C09-001

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
<i>Residential Lot Sales – Contractor Allocations</i>	<i>March 30, 1981</i>	<i>August 27, 2018</i>	<i>2 of 6</i>

- c) Determine the number of lots it shall offer to any contractor at any time.

### 3.3 Criteria

To be eligible for lot allocations, a contractor must meet the following criteria:

- a) Relationship to Other Contractors

No allocation will be made to any contractor or company known to have officers or shareholders in common with any other contractor or company otherwise eligible, until both or all contractors or companies so involved have designated only one of the contractors or companies as being the one eligible for allocations.

- b) Business Tax/License

The applicant must have paid a business tax or license fee for the purpose of operating a home building business in Saskatoon.

- c) Individuals Representing Contractor

Any contractor or company which has individuals buy, or permits individuals to buy on behalf of the contractor or company will be removed from the City's eligibility list. This does not apply however, when officers or shareholders of the company or contractor purchase lots as individuals for their own personal residence, subject to the sales policies applicable to individuals.

- d) Contractor Activity

In order to maintain eligible status, Contractors must purchase one lot every two years or demonstrate that they are actively engaged in the construction or marketing of new homes in Saskatoon over the same two year period. Acceptable measures for determining if a builder has been actively engaged in new home building include but are not limited to:

# CITY OF SASKATOON COUNCIL POLICY

NUMBER  
C09-001

POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
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- i) Approved construction of new dwelling unit(s) in the city of Saskatoon and demonstrated progress through the building inspection process (e.g. backfill and framing inspections complete).
- ii) Active marketing or listing of new homes on the Saskatoon MLS listing.
- iii) Other evidence of new home building activity approved by the Director of Saskatoon Land.

e) Mandatory Training

Completion of the seven modules under the Certified Professional Home Builder Program, offered to both members and non-members of the Saskatoon & Region Home Builders' Association, or a course(s) approved by the Director of Saskatoon Land.

f) Safety Training

Contractors must complete an approved safety training course approved by the Director of Saskatoon Land.

g) Home Warranty

Each Eligible Contractor is required to maintain membership in a City-recognized Home Warranty program ~~and to register and provide an individual home warranty certificate for a dwelling on each purchased lot.~~

h) Insurance Coverage

Each Eligible Contractor is required to have Workers' Compensation and insurance coverage with a minimum of two million dollar liability insurance coverage on each build.

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## 3.4 New Applicants

New Eligible Contractor applicants that can demonstrate proven experience in the new home building industry as per internal office procedure “New Applicants”, and meet criteria noted in Section 3.3 may purchase lots from inventory or participate in new lot allocations and bypass the probationary process.

Applicants with limited new home building experience will be classified as probationary and will need to provide reasonable evidence to indicate they wish to become a Probationary Contractor with the City.

The City reserves the right to limit the number of lots offered to a Probationary Contractor and to offer no more lots until proof has been received that the contractor now meets all other criteria.

The City requires such applicants to demonstrate their commitment to being or becoming an Eligible Contractor by meeting the conditions set in the Probationary Applicant Procedure.

## 3.5 Time to Build Requirement

The Time Frame to Build Requirement will be governed by City Policy No. C09-006 on “Residential Lot Sales – General Policy”.

## 3.6 Violations

Violations of this Policy will result in the contractor being removed from the Eligibility List.

## 3.7 Inventory

~~Each Eligible Contractor is allowed to have a maximum of 40 lots purchased from the City within their current inventory. Inventory is defined as all lots that have not been completed to the backfill stage of construction.~~

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POLICY TITLE	EFFECTIVE DATE	UPDATED TO	PAGE NUMBER
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## 3.87 Outstanding Accounts

- a) Eligible Contractors are required to ensure that their accounts are in good standing. Any outstanding accounts will temporarily suspend the company from purchasing further lots over-the-counter and from purchasing through new public lot allocations; and
- b) Over-the-counter purchases may be allowed under the following conditions:
  - i) Eligible Contractor has signed contract with customer for construction of a home;
  - ii) All interest is paid up on outstanding accounts;
  - iii) A payment plan is agreed to by Saskatoon Land and the purchaser on the outstanding accounts; and
  - iv) Upon approval of the Director of Saskatoon Land.
- c) **Eligible Contractors with overdue accounts due to an Assignment Agreement will be given additional time to make final payment.**

## 3.98 Annual Eligible Contractor Application

Eligible Contractors must file their annual application by February 28 in order to participate in new public lot allocations from Saskatoon Land.

## 4. RESPONSIBILITIES

### 4.1 Applicant

- a) Demonstrate that they are a homebuilder and meet all criteria.
- b) Provide a copy of the business license or a receipt showing that the business tax has been paid.
- c) Provide, if requested, such information as in the City's opinion, is necessary to establish the status of the applicant as a homebuilder.

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- d) Provide the City with an affidavit, sworn before a Commissioner for Oaths, that swears that the application is accurate and true.

#### 4.2 Saskatoon Land

- a) Administer lot allocations to contractors in accordance with this policy.
- b) Review and, where appropriate, recommend changes in policy to City Council, through the Standing Policy Committee on Finance.

#### 4.3 Standing Policy Committee on Finance

- a) Receive and consider recommendations from the Saskatoon Land for amendments to this policy; and
- b) Provide recommendations to City Council for amendments to this policy.

#### 4.4 City Council

- a) Receive and consider recommendations from the Standing Policy Committee on Finance for amendments to this policy.
- b) Approve amendments to this policy when and as required.



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Naming Rights, Sponsorship and Advertising**

#### **Recommendation of the Committee**

That the information be received.

#### **History**

At the December 2, 2019 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the Interim Chief Strategy & Transformation Officer dated December 2, 2019 was considered.

It should be noted that Appendix 2 has since been revised from what was submitted at Committee and is included with this report.

#### **Attachment**

December 2, 2019 report of the Interim Chief Strategy & Transformation Officer.



# Naming Rights, Sponsorship and Advertising

## ISSUE

Several Canadian cities, including Saskatoon, use naming rights, sponsorships and advertising to generate revenues that help pay for facilities, programs and services. These cities have enacted policies and/or procedures that list eligible types of assets or programs that can be sold for naming rights and sponsorships. What are the common practices in Canada regarding naming rights, sponsorships, and advertising? What types of assets or programs are permitted for sale and what types of assets are ineligible? How could these findings be applied to the City of Saskatoon (City)?

## BACKGROUND

City Council, at its meeting held on January 25, 2016, considered a report called Bridge Naming Options and Process, and resolved, in part:

- “3. That the matter of selling naming rights for bridges and any municipal facilities as well as potential for advertising or sponsorship opportunities be referred back to the Administration to further explore options.”

As outlined in Appendix 1 (Naming Rights, Sponsorships, Advertising, and Donations Review Interim Report), City Council approved Capital Project #2524 in November 2016 as part of the 2017 budget. The purpose of the project was to obtain external advice and expertise related to naming rights, sponsorship and advertising upon which Administration would report back to City Council for further direction.

To help address the Council resolution, Administration created a cross-departmental committee to manage the process and review findings. In late 2017, a request for proposals (RFP) was issued to explore options related to selling naming rights, sponsorships and advertising. The project was awarded in February 2018 to the Centre of Excellence for Public Sector Marketing (CEPSM). The consultant's work included two phases:

- Phase one included conducting an asset inventory and valuation to assess the full scope of assets the City has and a valuation to quantify what could potentially be received in naming rights, sponsorship and advertising revenue; and
- Phase two included a more detailed cost/benefit analysis that identified projected revenue, delivery costs and net revenue over a five year period.

In addition, the Administration investigated the policy framework and implementation approaches used in other Canadian jurisdictions.

### CURRENT STATUS

The City currently has three policies that govern naming rights, sponsorships, and advertising. Before summarizing these policies, it is important to first define these concepts. For the purposes of this report:

- Naming Rights refer to a physical property, event or other initiative where a business or organization's name is added as a prefix to the name of the property or a portion thereof for a defined term;
- Sponsorship refers to a marketing oriented, contracted arrangement that involves the payment of a fee or in-kind by a company in return for the rights to an association with an activity, item, person or property for mutual commercial benefit; and
- Advertising refers to a commercial message directed at a specific audience, usually paid for by the advertiser and with no implied association between the advertiser and the organization offering the advertising opportunity.

The existing Council approved policies along with the current approaches for each are summarized below:

**Naming Rights and Sponsorships** - The authority to enter into agreements is established by Council Policy C09-028 – Sponsorships.

In complying with the policy, the focus for the City has been to pursue the sale of naming rights for new recreation facilities, buildings and assets. The money received for naming rights has been primarily used to offset capital costs.

Generally, third party fundraising firms have been hired to sell naming rights for new facilities on behalf of a particular division (e.g. Recreation & Community Development). The City has also received and accepted unsolicited proposals for naming new facilities.

Each agreement is developed and administered directly by the division overseeing the facility. Once the agreements are in place, the agreements become the responsibility of division staff to continue to fulfil the terms – also known as servicing – in addition to their day to day duties. Since there is no corporate-wide strategy, dedicated staff resources, or centralized entity to oversee the process, at times, this approach has resulted in:

- Duplication in approaching potential sponsors by a variety of divisions and/or staff;
- Inconsistencies in tangible benefits negotiated and received by the participating business or organization; and
- Inconsistencies in the servicing of sponsors and the agreements.

In terms of sponsorships, the City does not have a centralized location to consistently track activity or agreements across the corporation.

**Advertising** – The City has two Council Policies in place to guide the selling of advertising space on Saskatoon Transit vehicles and other property (C02-037 – Transit Advertising) and in recreation facilities (C10-010 – Advertising in Recreation Facilities).

In complying with these policies, individual divisions pursue opportunities to enter into agreements with third party firms to sell and install advertising on Saskatoon Transit vehicles and property. A similar approach is used for recreation facilities and supporting publications.

The third party firm generates sales with a certain percentage of the revenue going back to the City. Advertising revenues generated from Saskatoon Transit advertising and recreation facilities are allocated directly to the program to offset program and operating costs, or lower user fees

Complementary to the above approaches, other parties or the City has also established foundations for specific assets. For example, the Saskatoon Zoo Foundation, an entity independent of the City, raises funds for capital projects and improvements to the Saskatoon Zoo. The Friends of the Bowl Foundation, which is a City non-profit, perform a similar function, in addition to planning and project management at the Gordon Howe Sports Complex. Each of these foundations are responsible for soliciting and maintaining naming right and sponsorship agreements at their respective facilities and have been tremendously successful in advancing the respective Master Plans for these sites.

As identified in Appendix 1, City divisions and foundations have generated naming rights, sponsorship and advertising revenue totaling approximately \$25M over the last 20 years, or on average \$1.25M per year. This amount excludes donation revenue, since donations are not included within the scope of this report.

### **DISCUSSION/ANALYSIS**

Administration explored options related to selling naming rights, sponsorship and advertising utilizing the consultant, CEPSC. The scope of the work excluded controlled corporations or wholly-owned subsidiaries. Appendix 2 provides the Administration's summary of the detailed consultant's reports and findings. The appendix includes, among other things, an overview of the naming right and sponsorship environment, master inventory of assets for the City, recommended prioritization of the assets, estimated asset values for those prioritized, and a financial analysis.

#### **Naming Right & Sponsorship Environment**

Generally, the consultant's findings indicate that many municipalities permit the selling of naming rights and sponsorships for civic assets as a way to generate non-tax revenue to offset the costs of operating programs and services. However, the majority of assets made available for the sale of naming rights are recreation facilities and programs. Assets typically excluded from sale are streets, roads, and other highly visible public infrastructure, such as bridges, and parks.

According to a 2015 survey conducted by CEPSP of municipal sponsorship activities nationwide, it was found that the best opportunities for sponsorship were viewed as:

- Arenas (96%)
- Recreation Complexes (82%)
- Pools (61%)
- Sports fields (61%)

### Master Inventory of Assets

CEPSM compiled a master inventory of potential properties and assets based on the wide range of programs and services offered by the City. This compilation considered those areas where corporate involvement could be leveraged to the benefit of the City, the company, and program participants. The assets have been organized into five core categories as identified on Table 3 in Appendix 2.

### Recommended Prioritization of Assets

If the City were to embark on a formalized approach to selling naming rights, sponsorship and advertising, it was the consultant's recommendation that the master inventory be implemented gradually.

Table 4 in Appendix 2 identifies five criteria used to develop the initial prioritization of assets as recommended by the consultant. Of specific interest is the first criteria which stipulates:

"Opportunities should focus on areas where there is already a high degree of public acceptance for environments with commercial overtones. To avoid controversy, opportunities should focus on areas where the public is used to seeing sponsors and advertisers such as sports facilities and programs, publications and special activities."

Based on the initial research and proposed criteria, the consultant identified the assets that would be attractive to sponsors and acceptable to the community, while minimizing the perception of competition with other community organizations and charities which rely heavily on fundraising and donations. Figure 2 in Appendix 2 identifies the recommended prioritization of naming rights, sponsorship and advertising opportunities for an initial five year roll-out phase. It should be noted that renewals of existing naming right agreements are excluded as part of the consultant's report.

### Asset Values and Financial Analysis

As identified on Table 7 of Appendix 2 the value of the prioritized inventory is \$1,047,450 annually. However, projected revenue is based on achieving a percentage of sales for the total identified inventory available. Therefore, the estimated gross revenue is approximately \$542,425 by year 5. Additional information is provided on Table 12 for estimated net revenue after accounting for program expenses.

### Consultant's Recommendations

The consultant recommended that the City:

- Embark on a coordinated approach to sponsorship;
- Focus on most lucrative opportunities such as selling and renewing naming rights (i.e. recreation facilities), or consider expanding the program to include a range of prioritized opportunities;
- Allow divisions to retain the revenue generated through naming rights, sponsorship and advertising with a portion allocated towards agreement deliverables;
- Ensure adequate resources are in place to implement the program; and
- Review and update relevant policies.

### Approaches Used in Other Canadian Jurisdictions

In addition to the consultant's work, the Administration investigated the policy framework and implementation approaches used in other Canadian jurisdictions (including Winnipeg, Calgary, Edmonton, London and Ottawa). Appendix 3 provides a comparative analysis of how these Canadian cities manage naming rights, sponsorships and advertising. The analysis reveals that:

- The most common assets sold are recreation facilities and programs;
- The majority of cities have a policy that covers naming rights and sponsorship;
- The majority of cities have separate policies for naming civic property such as streets, roads and parks which recognize the important role these have to guide identification of location and navigation of a city, and as a method of commemorative recognition;
- The majority of cities have policies requiring Council approval for naming rights with Administration approval for sponsorship and advertising;
- The majority of cities have a centralized approach primarily located within an area responsible for recreation;
- The majority of cities have dedicated sponsorship staff and use third party services for valuation and solicitation;
- The majority of cities use third party contracts to sell advertising primarily focused on recreation facilities, arenas and transit opportunities;
- The majority of cities promote opportunities and invite participation through a "request for sponsorship" process; and
- Revenue generated for the naming rights, sponsorship and advertising primarily go to the sponsored City asset.

### **IMPLICATIONS**

There are no financial, legal, social or environmental implications resulting from this report. The costs associated for conducting the review were approved in the 2017 Business Plan and Budget, as highlighted in Appendix 1.

### **NEXT STEPS**

Based on the findings and the consultant's recommendations, Administration is currently focusing on the most lucrative opportunity for sustained revenue. This

includes pursuing the renewal of existing naming right agreements for Shaw Centre that begin to expire in 2022. Although these require the largest investment of time and effort, the longer-term agreements require minimal servicing to maintain once the terms are in place. The overseeing division will be responsible for seeking renewal agreements with the parties involved.

The estimated net revenue of renewing these agreements is \$150,000 annually or approximately \$750,000 over 5 years (the term of the various agreements is to be determined). The revenue generated from these renewals will go towards offsetting operating costs within the department budgets as identified in Council Policy, Sponsorship C09-028.

Furthermore, the relevant Council Policies, Sponsorship C09-028, Transit Advertising C02-037 and Advertising in Recreation Facilities C10-010, were last updated in 2009, 2012, and 1988 respectively. Therefore, Administration will review all three of the existing policies to ensure they meet modern common practice and industry expectations. If reforms are required, the Administration will prepare the necessary report and proposed policy amendments for Committee and Council approval.

### APPENDICES

1. Naming Rights, Sponsorships, Advertising, and Donations Review Interim Report, dated November 30, 2016
2. Considerations for the Development and Implementation of a City of Saskatoon Sponsorship Program - Summary of Consultant's Reports, November 13, 2019
3. Comparative Overview of Municipal Approaches on Sponsorship Programs

### Report Approval

Written by: Sarah Nunweiler, Marketing & Communications  
Reviewed by: Carla Blumers, Director of Communications & Public Engagement  
Mike Jordan, Chief Public Policy & Government Relations Officer  
Approved by: Dan Willems, Interim Chief Strategy & Transformation Officer

Admin Report - Naming Rights, Sponsorship and Advertising.docx

## Naming Rights, Sponsorships, Advertising, and Donations Review Interim Report

### Recommendation

That the information be received.

### Topic and Purpose

This report provides a background to Capital Project #2524 to develop a strategy for naming rights, sponsorship, advertising and donations.

### Report Highlights

1. Over the last 20 years, the City has attained approximately \$25M in combined naming rights and sponsorship for targeted capital projects, raised approximately \$3.0M from community based donations for designated municipal projects (primarily park enhancement projects), and annually generates approximately \$1.1M in advertising revenues.
2. New naming rights, sponsorship, advertising, and donation opportunities are possible, although the risks, opportunities and community feedback need to be considered.
3. At present, several Divisions pursue naming rights, sponsorships, advertising and donations, resulting in some overlap and inconsistencies. Currently, there is no corporate-wide strategy or centralized entity to oversee a more comprehensive approach.
4. The Administration has identified a number of key considerations but does not have specialized knowledge or expertise in naming rights, sponsorship, and donations and is requesting funding to complete an asset inventory and valuation, and prepare a program strategy and framework.

### Strategic Goal

This report supports the goal of Asset & Financial Sustainability using a long-term strategy to increase revenue sources and reduce reliance on property taxes in the future. In addition, by examining and suggesting improvements to the City's processes for naming rights, sponsorships, advertising, and donations, it is working toward the goal of Continuous Improvement, with the long term strategy of increased productivity by being more efficient in the way the City does business.

### Background

An Administrative steering committee (comprised of staff from various Divisions) is examining the City's process/policies for naming rights, sponsorships, advertising, and donations. The general goals of the review is to: (1) identify ways to improve the City's existing approach and processes; and (2) explore opportunities for the City to generate alternative sources of revenue for capital projects and operating programs.

In addition, City Council at its January 25, 2016, meeting, resolved,

“that the matter of selling naming rights for bridges and any municipal facilities as well as potential for advertising or sponsorship opportunities be referred back to the Administration to further explore options.”

### Report

#### Current Naming Rights, Sponsorships, Advertising, and Donations

The information below provides a high level overview of the City’s current situation for naming rights, sponsorships, advertising and donations.

- a) ***Naming Rights and Sponsorships*** - the City has pursued naming rights and sponsorships totaling approximately \$25M over the last 20 years. Some examples of where substantial sponsorship contributions led to naming rights of facilities include the PotashCorp Playland at Kinsmen Park, Saskatoon Minor Football Field at Gordie Howe Sports Complex and the Shaw Centre. The revenue has been used to build/fund the facilities that in some cases would not have happened if not for the sponsorship. The naming rights and sponsorships were obtained by fundraising firms, civic staff, foundations, and organizations directly contacting the City.
- b) ***Advertising*** - the City has advertising agreements that generate approximately \$1.1M annually. Some examples include Transit interior/exterior advertising and rink board advertising. The revenue is used to offset program and operating costs or lower user fees. Generally, an outside supplier is engaged to procure and install the advertising, with a percentage of the revenue to the City.
- c) ***Donations*** – the City received approximately \$3M in donations from the community over the past 15 years. It has worked with community associations and sport field user groups to obtain donations for specific and designated park enhancement projects, playgrounds, outdoor rinks, and sport field upgrades. The City has also been a beneficiary of a bequest.

Attachment 1 provides a detailed inventory of the naming rights, sponsorship, advertising and donations the City has achieved.

#### Risks, Opportunities, and Community Feedback

In order to successfully embark on a full scale initiative to actively pursue naming rights, sponsorships, advertising or donations, it is important to consider the potential risks, opportunities, and community feedback.

- As new and existing facility and programming needs grow, so does the funding pressures to support them. Many municipalities are placing an increased focus on naming rights and sponsorship to help fund the gap. Such opportunities are possible for the City, but a balance needs to be achieved between safeguarding the corporate values and interests, while increasing revenue sources and reducing reliance on property taxes in the future.
- Based on the risks, opportunities, and community feedback, key considerations have been identified, which will be studied further to determine guiding principles for consistent decision making in the future.



At the January 25, 2016, City Council meeting, a question was asked about selling the naming rights to bridges (recently built and currently under construction). Subsequently, the City Solicitor's Office conducted research on whether or not selling naming rights of the new bridges is permissible without financial ramifications on the federal funding agreements. While the agreements were not explicit, they did require the federal government to approve the City's financial plan for the project before releasing funds. As selling naming rights for additional revenue was not specified within the agreements, it could potentially trigger a claw back of the funds. The federal government assumes the bridges will remain a 'public asset' and expects the City's contribution to be City money and not from a third party. This will be further explored in the next phases of this project, specifically as part of an asset inventory and valuation.

### Capital Project Request to Develop a Program Strategy and Framework

Several Divisions pursue naming rights, sponsorships, advertising, and donations. At times, this results in duplication, overlap, inconsistency, and the potential for a lapse of business/partnership relationship management. Also, reaching an agreement for the naming of a civic asset or a sponsorship agreement requires significant effort from several Divisions. Currently, there is no corporate-wide strategy to maximize revenues, no dedicated resources to actively pursue new opportunities, and no centralized entity to oversee the process from a corporate-wide approach.

In order to pursue a more robust process of naming rights and sponsorships in the most cost effective manner, a professional in the industry would need to be engaged to help formalize the program strategy and framework. This is very specialized work, and the Administration does not have the knowledge or experience in these areas (as seen in the expertise required in the list below). In addition, an objective opinion from an industry expert brings value to the project. The Administration has analyzed other cities and the industry, and found the most common practice is a three phase approach to the process:

- Phase One - perform an asset inventory and valuation (assessing the full scope of what assets the City has, and a valuation to quantify what could potentially be received in naming rights/sponsorship, potential advertising opportunity, etc.)
- Phase Two - develop the program strategy and framework (such as a governance structure, principles, definitions, policy overview, staff implications, technology needed, stumbling blocks, etc.)
- Phase Three - develop the implementation plan (such as staff training, building capacity, work processes, sales support, benchmarks for revenue projections, prospects to approach, etc.)

The Administration has submitted Capital Project 2524 to request funding to obtain external advice and expertise to proceed with Phase One and Two, and report back to City Council for further direction. The funding requested has taken into consideration the foundational work already completed by the Administration, which be shared with the successful proponent, so it is anticipated that all aspects of Phase One and Two can be achieved.

### Policy Review

The Administration has also been reviewing the policies and bylaws that govern naming rights, sponsorships, advertising, and donations, and the majority of these policies will need to be updated to reflect current best practices and recommended program/process changes. The changes will be based on work completed through the capital project and will help streamline future endeavors.

### **Options to the Recommendations**

City Council could choose to not approve the RCE funding for the Capital Project 2524. In that situation, the Administration would require further direction on this project.

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

The City recently completed the 2016 Civic Services Survey. This year citizens were asked if they believe the City should offer naming rights and sponsorship opportunities as a source of revenue for the City. The majority (77% telephone; 81% online) agreed.

When asked (without a list provided) what City assets should not be made available for naming rights, a large number of residents (59% telephone, 56% online) responded that they were not opposed to any asset being available for naming rights. The next highest response showed that already-named (historical) structures and bridges should not be available for naming rights (8% telephone, 12% online). These results indicate that residents are interested in the City pursuing naming rights and sponsorships, but further citizen input is needed to determine what assets should and should not be made available.

### **Communication Plan**

As the review progresses, a communication plan will be developed where appropriate.

### **Policy Implications**

Once the review is complete, the Administration will bring forward any policy implications at that time.

### **Financial Implications**

Administration has submitted a Capital Project 2524 requesting \$50,000 funding from RCE to obtain external advice and expertise to complete the first two phases of the project.

At this time, it is not possible to estimate the potential of increased revenue through more active pursuit of naming rights, sponsorships, advertising, or donations. Through the capital project work, the inventory and valuation can be confirmed on potential assets to better assess the financial implications. While naming rights, sponsorships, advertising, and donations are not considered sustainable forms of revenue, they can significantly reduce capital/operating impacts for specific assets. The goal is to establish a sustainable program that will generate revenue to enhance programming and one-time funding for assets in need. Also, if a more robust program is pursued,

there will be financial implications in terms of staff resourcing, equipment, and supplies to support the program, which could be offset with a portion of the new revenues collected.

**Other Considerations/Implications**

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

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

If the 2017 RCE funding is approved, the Administration will issue a request for proposals for the completion of the work outlined in Phase One and Two and report back in late 2017. The Administration will also report back on the other aspects of this project (such as donations and policy review), including any recommendations and next steps.

**Public Notice**

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

**Attachment**

1. Current Inventory of Naming Rights, Sponsorships, Advertising and Donations

**Report Approval**

Written by:	Jill Cope, Project Manager, Environmental and Corporate Initiatives
Reviewed by:	Brenda Wallace, Director of Environmental and Corporate Initiatives
	Carla Blumers, Director of Communications
	Lynne Lacroix, Director of Recreation and Community Development
	Clae Hack, Director of Finance
	Randy Grauer, General Manager of Community Services
Approved by:	Kerry Tarasoff, CFO, General Manager, Asset and Financial Management Department
	Catherine Gryba, General Manager, Corporate Performance Department

Naming Rights, Sponsorship Advertising and Donations Review Interim Report.docx

## City of Saskatoon Current Inventory

<b>Civic Facilities, Building and Assets</b>	<b>Funds go to:</b>
<b>Naming Rights and Sponsorship (cumulative):</b>	
Wright Construction Riverfront Stage	Offset capital costs
Shaw Centre	Offset capital costs
<ul style="list-style-type: none"> <li>1989 Jeux Canada Games (Scoreboard)</li> </ul>	Offset capital costs
<ul style="list-style-type: none"> <li>Hamm Construction Walking Track, Fitness Centre, Multi-purpose Fields</li> </ul>	Offset capital costs
<ul style="list-style-type: none"> <li>Nordic Industries Accessible Playground, Fencing</li> </ul>	Offset capital costs
<ul style="list-style-type: none"> <li>Shaw Centre Signage</li> </ul>	Initial purchase/supply of signs and ongoing purchases
<ul style="list-style-type: none"> <li>Western Fitness Cafeteria, Fitness Equipment</li> </ul>	Offset capital costs
PotashCorp Playland at Kinsmen Park	Offset capital costs
Canpotex Train	Offset capital costs
Lions SkatePark	Offset capital costs
Friends of the Bowl/Saskatoon Minor Football Field	Offset capital costs
Forestry Farm Park & Zoo	Offset capital costs and to raise funds to cover Zoo Foundation operating expenses and to raise funds for future capital upgrades
Ducks Unlimited Canada (Hyde Wetlands Pond #3)	Offset capital costs and interpretive signage
Notify Now	Offset costs of Notify Now
Four TV feeds into the EOC	Used in operations of EOC
AEDs(39) and blood oxygen level monitors (14)	Paid for the machines
White Buffalo Youth Lodge - Kitchen upgrades	Offset capital costs
<b>Total Naming Rights and Sponsorships (Cumulative over 20 years):</b>	<b>\$24,806,000</b>

## City of Saskatoon Current Inventory

<b>Civic Facilities, Building and Assets</b>	<b>Funds go to:</b>
<b>Advertising (Annual):</b>	
Shaw Centre Digital Screen	Offset costs of program
Transit Interior, Exterior and Bus Wraps	General revenue
Transit Shelters	General revenue
Transit Benches	General revenue
Leisure Guide	Offset costs of producing Leisure Guide
Indoor Rink Boards	Offset rink costs
Indoor rink zamboni (ice resurfacer)	This is part of the advertising package, but no one has taken it
Indoor ice surface	This is part of the advertising package, but no one has taken it
3rd party billboards leased on City owned land	General revenue and the roadway reserve
<b>Total Advertising (Annual):</b>	<b>\$1,122,449</b>
<b>Donations from Community (cumulative):</b>	
Miscellaneous park enhancement projects city wide (playgrounds, shade structures, fitness equipment, etc.)	Offset the cost of the projects
Miscellaneous outdoor rink builds and/or rebuild projects city wide	Offset the cost of the projects
Miscellaneous sports field upgrade projects city wide	Offset the cost of the projects
<b>Total Donations (Community) (Cumulative):</b>	<b>Approximately \$3M</b>

# Considerations for the Development and Implementation of a City of Saskatoon Sponsorship Program

## Summary of Consultant's Reports

Updated: December 2, 2019



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## PROJECT BACKGROUND

In Budget 2017, Saskatoon City Council approved Capital Project #2524 to source an industry professional for their specialized knowledge and expertise in the field and to provide an objective opinion on municipal sponsorship endeavours. This funding was provided to help the City explore potential ways to expand or enhance its approach for naming rights and sponsorships. Following an open and competitive Request for Proposals process in February 2018, The Centre of Excellence for Public Sector Marketing (CEPSM) based in Ottawa was awarded the work.

In conducting its work, CEPSM completed two major phases:

**Phase 1** of the project involved identifying the City's most "sellable" sponsorship, naming rights and advertising assets (opportunities), establishing fair market value for these assets, assessing high-level revenue potential, and recommending an overall strategic direction for the program. The resulting Phase 1 Asset Inventory and Valuation Report was completed during the spring of 2018. It identified a wide range of City assets (facilities, programs and initiatives) that could be marketed to the private sector in exchange for financial investment.

**Phase 2** of the project was to propose a sponsorship strategy and framework on how the City can leverage its assets to generate additional non-tax revenue for the corporation, as well as recommendations and analysis related to the implementation of a potential program. It also included a cost benefit analysis that projected revenue streams (gross revenue), identified program delivery costs and net revenue over a five-year period.

The information contained in the subsequent sections provides a summary of the findings of both phases of the work conducted by CEPSM. It does not offer commentary or analysis by the Administration, but simply summarizes the most relevant sections of the consultant's reports as it relates to the exploration of a sponsorship program for the City.

Note: The term "Sponsorship Program" throughout this report includes naming rights, sponsorship and advertising unless otherwise specified.



## 1.0 INTRODUCTION

Many municipalities are looking at their potential sponsorship assets as a means of generating non-tax revenue to help offset the costs of operating programs and services and carrying out community projects. Saskatoon has a wide range of these assets in the way of naming rights; program, bundled, themed or facility sponsorships; advertising and other unique opportunities.

In order to fully leverage its assets, Saskatoon will need to find adequate resources to effectively sell and service a program, place an emphasis on non-contentious assets that reach large numbers of clientele, and adopt an approach that is aimed at achieving corporate business objectives. In this regard, the City must take a “marketing approach” vs. a “donation approach” with potential sponsors and remove themselves from the philanthropic side of the business where so many of the hospitals and other charities exist. In short, the City should not compete against charities for philanthropic dollars.

Of critical importance is the distinction between sponsorship and donations. With donations, there is no expectation of return. Sponsorships typically involve an exchange of value between the sponsor and the sponsee (municipality). That is, the sponsors usually require some benefit from the dollars they invest in a program, event or facility. The truth in municipalities is that companies will probably invest in opportunities that are a combination of both sponsorship and donation. They want to invest in activities that make the City a better place to live, work and play, but, they also want to receive sponsor benefits that achieve some kind of marketing benefit.

Saskatoon is well positioned to capitalize on its assets. It has impressive year-over-year growth and a population that is younger than most of Canadian cities (source: [City of Saskatoon & Saskatoon CMA Population Projection 2015-2035](#)), a key buying demographic. It also has a history of working successfully with companies on their sponsorships and can be viewed as a good partner with which to have an association. Moreover, many sponsorships will be offered for the first time, making them attractive from a marketing perspective (point of differentiation).

On the negative side, the City has aging facilities (which some companies will not want to be associated with). It must compete for corporate dollars against organizations that are much more nimble in their approach. And perhaps more importantly, it has no consistent process for establishing value and marketing assets.

To assist the City in potentially expanding its approach for selling naming rights and sponsorships, a number of considerations will be addressed including the current sponsorship environment in Canada; an inventory and valuation of the City’s naming rights, sponsorship & advertising assets and recommended approach for prioritizing assets; an initial financial analysis of a sponsorship program including revenues and program costs; issues and risks of a sponsorship program; and final recommendations to achieve a successful program implementation.

Ultimately, it would be the opinion of CEPSM for the City to:

- Embark on a coordinated approach to sponsorship;
- Focus efforts on the most lucrative opportunities, such as selling and renewing naming rights, or consider expanding the program to include a range of prioritized opportunities;
- Have Divisions retain the revenues generated through the program with a portion of funds dedicated to funding the program itself;
- Ensure adequate resources are in place to implement the program, whether internal or external; and
- Update policies to align with the expanded direction of the program.

## 2.0 SPONSORSHIP ENVIRONMENT

### 2.1 Corporate Interest

As companies continue to shift away from traditional mediums such as newspaper advertising to online channels, sponsorship spending continues to grow in North America as companies look for new ways to connect with audiences and differentiate themselves from their competitors. Some of the key industry-wide trends include:

- Corporations taking a more strategic approach towards sponsorship spending by aligning sponsorships more closely with business objectives and increased emphasis on measuring the performance of their investments;
- Growth of cause-related sponsorships as a means of associating a brand with a worthwhile cause that is viewed as important by the customer;
- Increased emphasis on activating sponsorships to leverage opportunities and increase audience impact;
- Increased integration between sponsorship and social media channels as a means of engaging audiences; and
- Corporations are still willing to invest in sponsorship, but there is clearly a shift from the traditional signs and banners to a more comprehensive approach that includes adding value to the customer experience so that they are ultimately more receptive to sponsor messaging.

This shift will have an impact on how the City must approach sponsorships in order to gain buy-in from the public. It also means that the City must provide greater value for dollar vs. the traditional donation mindset that has historically worked in the past.

Another barometer of the current sponsorship environment is the 2016 *Canadian Sponsorship Landscape Study*. Key findings from various previous studies include:

- Almost one-quarter (22%) of marketing communications budgets are being allocated to sponsorship marketing and the majority of sponsors expect their budgets to remain the same or slightly increase over the next year;
- In terms of sponsorship activation, the five most popular areas of leveraging and activation were advertising, hosting/hospitality, public relations, branded content/events and internal marketing;
- The largest increase was in branded content which is reflective of the increased interest in having customers experience their products firsthand;
- Significant increase in the diversity of sponsorships being pursued and the integration of sponsorships with social media platforms;
- While professional sports is still the largest beneficiary of sponsorship, other categories such as amateur sport, festivals, fairs and annual events, education, the arts and community sponsorships continue to grow;
- The most popular sponsor categories include retail trade, services, finance, manufacturing, oil and gas and communications; and
- The largest challenges sponsors are facing include measuring price justification and return on investment on sponsorships, activating sponsorships to leverage each opportunity and how to integrate new media/social media.

### 2.2 Current Municipal Sponsorship Practices

The City is not alone in pursuing sponsorships as a non-tax revenue opportunity. In a survey conducted by CEPSC in 2015 of municipal sponsorship activities nationwide, it was found that:

- 65% of municipalities are involved in some form of sponsorship engagement, whether seeking naming rights for facilities or other community assets, or generating financial and in-kind support for programs, events and other community initiatives.
- Of the 35% not actively engaged at the moment, 90% of those are considering various levels of sponsorship with naming rights, program and event sponsorships the most common.

At the time of the survey, most municipalities with populations over 100,000 were involved at varying levels of corporate engagement, with some municipalities such as Burlington, Edmonton, Mississauga, Oakville, Ottawa and Winnipeg taking an active role in recruiting sponsors, while others were taking a more passive approach.

At a high level on a national basis:

- 94% of those municipalities actively marketing their assets were seeking naming rights sponsors and 62% currently had agreements in place. Still, many were looking at their assets (i.e. Calgary, Regina, Saskatoon, Vancouver) to determine what they have to offer potential sponsors, including the value of these assets;
- The most common term for naming agreements was 5-10 years (45%). This is in sharp contrast to the “In Perpetuity” terms that were commonly used a few years ago;
- The best opportunities for sponsorship were viewed as:
  - Arenas (96%)
  - Recreation Complexes (82%)
  - Pools (61%)
  - Sports fields (61%)
- 68% use internal staff to market their opportunities and manage the program;
- 55% manage their sponsorship program through a central office, while 45% left it to individual departments (i.e. Recreation, Community Services) or programs to implement their own programs; and
- Revenue from sponsorship and naming rights was allocated to a variety of areas including:
  - General revenue accounts
  - Departmental reserves
  - Sponsored program/facility/service

Table 1 outlines what other municipalities are exploring or doing to generate sources of non-tax revenue via sponsorship dollars as of 2018.

**Table 1: What Other Municipalities are Exploring or Doing**

City	Status
Abbotsford	Undergone full valuation and plan to launch in 2019
Calgary	Currently conducting an RFP to hire a consultant to conduct a valuation
Edmonton	Operated a full sponsorship / advertising program for years
Regina	Currently conducting a valuation of assets
Winnipeg	Operated a full sponsorship/advertising program for years. Plan to re-valuate assets in 2018
Ottawa	Operated a full sponsorship/advertising program for years
Barrie	Completed a valuation of assets and hired a consultant to proceed
Brampton	Completed a valuation of its assets and is currently hiring a staff person
Milton	Completed a valuation and has hired a staff person. Selling sponsorship / advertising for a number of years
Vancouver	Currently evaluating assets
Vaughan	Undergone a valuation of assets and hired a staff person to implement
Windsor	Operated a full sponsorship / advertising program for a number of years

Table 2 outlines the number of dedicated staff and estimated amount of annual revenue generated by a select number of municipalities via sponsorship dollars as of 2018.

**Table 2: Dedicated Staff and Estimated Annual Revenue of Other Municipalities**

City	Status
Coquitlam, BC (135,000)	1 FTE (plus other staff involved), program in its infancy
Kelowna, BC (125,000)	1 FTE (plus other staff involved), program in its infancy
Hamilton, ON (200,000)	1 FTE (plus part time staff). Annual revenue generated \$750,000
Oshawa, ON (150,000)	1 FTE. Annual revenue generated \$189,000
Newmarket, ON (80,000)	1 FTE (plus other partnerships). Annual revenue generated \$75,000
Oakville, ON (182,000)	2 FTE. Annual revenue generated \$250,000
Windsor, ON (211,000)	1 FTE. Annual revenue generated \$300,000
Whitby, ON (122,000)	1 FTE. Annual revenue generated \$450,000

## 2.3 Public Support

Research also indicates that the public is supportive of corporate sponsorships that contribute to an activity or cause that they deem worthwhile. Numerous studies clearly show an appetite for sponsorships on both the part of consumers and corporations, provided that there is a strong association between the investment and the sponsored activity. For example, as show in Figure 1, the Edelman Good Purpose Study (2012) illustrated the impact between corporate social responsibility and consumer attitudes towards companies who support activities that are important to the community:

**Figure 1: Edelman Good Purpose Study (2012)**



This research indicates that there is a high level of consumer acceptability for corporate sponsorship that supports worthwhile community activities. This will be an important consideration for how the City positions its sponsorship program and recognizes companies that contribute to municipal programs and services.

### 3.0 MASTER INVENTORY OF NAMING RIGHTS, SPONSORSHIP & ADVERTISING ASSETS

The first step in developing a City sponsorship program involved the development of a master inventory of potential properties and assets within the City that could be leveraged with corporate partners; either as stand-alone opportunities (i.e. naming opportunities, programs) or bundled packages (i.e. all seniors programs, all public swims).

This master inventory was compiled by examining the wide range of programs and services offered by the City with a view to identifying those areas where corporate involvement could be leveraged to the benefit of the City, the company and program participants.

To provide a starting point for identifying and organizing potential assets through this master inventory, a high-level framework was established as a means of creating a structure for all opportunities. This framework outlined six core categories under which City assets could be organized. They include:

1. **Naming Rights** – Opportunities where a sponsor name can be added as a prefix to the facility name and/or amenities, i.e. BMO Recreation Complex, and receive a wide range of supporting visibility opportunities over an extended term.
2. **City-Wide Public Programs and Services (Stand-alone or Bundled)** – Opportunities to support City-wide programs or services that are offered to citizens under a centralized or common delivery system, i.e. public swims or skates.
3. **City-Wide Themed Initiatives** – Opportunities for companies to associate their organization with high profile City-wide initiatives to improve the lives of citizens i.e. environmental initiatives, active living programs.
4. **Advertising** – Commercial advertising opportunities where there is no implied associative element or relationship between the City and the advertiser, i.e. leisure program section of website.
5. **In-Kind Services** – where the City is able to realize direct budget savings as a result of products or services being offered as a part of a sponsorship.
6. **Other Unique Opportunities** – Other opportunities for sponsorships that are not necessarily related to any of the above categories, i.e. leased space in Leisure Centres, product exclusivity.

It is important to note that while the framework establishes the overall scope of opportunities that are available, it will need to be considered a work in progress as new opportunities are added and others removed because they are not viewed as practical from an appeal or implementation perspective, or are no longer being offered due to policies or administrative processes (budget).

Table 3 outlines the City of Saskatoon Master Inventory of Sponsorship, Naming Rights and Advertising Assets identified by the CEPSM.



**Table 3: City of Saskatoon Master Inventory of Sponsorship, Naming Rights & Advertising Assets**

Naming Assets	Program Assets (stand-alone or bundled)	Themed Initiative Assets	Advertising	In-Kind / Other Unique Opportunities
<ul style="list-style-type: none"> <li>Shaw Centre Complex and Amenities</li> <li>Cosmo Civic Centre and Amenities</li> <li>Harry Bailey Aquatic Centre Amenities</li> <li>Lakewood Civic Centre Complex and Amenities</li> <li>Lawson Civic Centre Complex and Amenities</li> <li>Saskatoon Field House Complex and Amenities</li> <li>Terry Fox Track Amenities</li> <li>Cosmo Arena</li> <li>Arena Dressing Rooms (all)</li> <li>Saskatoon Civic Conservatory</li> <li>Skateboard Parks (4 nameable)</li> <li>Forestry Farm Park and Zoo</li> <li>Off-Leash Dog Parks</li> <li>Fitness Circuit (River Landing)</li> <li>New Facilities</li> <li>Sports fields</li> <li>Parks (213)</li> <li>Bridges (6)</li> <li>River Landing Market Square</li> </ul>	<ul style="list-style-type: none"> <li>LeisureCard (see Advertising)</li> <li>Birthday Parties</li> <li>Summer/Winter Play Programs</li> <li>Summer Paddling Pools / Spray Parks</li> <li>Learn to Swim (Also see Bundled)</li> <li>Public Swims incl. Lane Swims</li> <li>Learn to Skate</li> <li>Public Skates</li> <li>Off-Leash Dog Parks</li> <li>Pet Licenses (see Themed)</li> <li>Business Services</li> <li>Newcomer Programs</li> <li>Floral Beds / Intersections</li> <li>Outdoor Pools</li> <li>Leisure Access Program</li> <li>Drop-In Sports</li> <li>Outdoor Rinks - Public Skates</li> <li>Youth Centres</li> <li>Me Ta We Tan Travelling Van</li> <li>Child Minding</li> <li>Pre-School Programs</li> <li>Seniors Programs</li> <li>Walking Trails</li> <li>Garden Plots</li> <li>Special Event Bus Program</li> <li>Bike Paths</li> <li>Camping</li> <li>Public Art</li> </ul>	<ul style="list-style-type: none"> <li>An Active Saskatoon (Active Living)</li> <li>A Green Saskatoon (recycling, composting, tree planting, drop-off depots, etc.)</li> <li>A Business Friendly Saskatoon</li> <li>Women in Sport</li> <li>A Pet Friendly Saskatoon (licenses, off-leash dog parks, animal shelter, etc.)</li> <li>A Safe Saskatoon (public education)</li> <li>An Age-Friendly Saskatoon (50+ Programs)</li> <li>Bereavement Services - Cemeteries</li> </ul>	<ul style="list-style-type: none"> <li>Display Ads in Arenas and Leisure Centres (Rink Boards, Digital Signs)</li> <li>Zamboni Wraps</li> <li>Exclusive Pouring Rights (City-Wide)</li> <li>LeisureCards</li> <li>Recreation / Specific Web Pages</li> <li>Online Ads</li> <li>Leisure Guide</li> <li>WI-FI in Civic Facilities (Shaw)</li> <li>Garbage Collection Schedule (print &amp; online)</li> <li>Busses</li> <li>Billboards</li> <li>Benches, Garbage Cans</li> <li>Mailings with Bill Inserts</li> <li>Golf Course Cards, Rate Brochures, Carts, etc.</li> <li>Admissions Brochure</li> <li>Rec. Posters, Billboards, A-Frames</li> <li>Park Furnishings (i.e. picnic shelters)</li> <li>Fleet</li> <li>Billboard Space on Major Roads</li> <li>Transit App</li> <li>Digital Screens on Buses</li> <li>BRT</li> <li>Parking Lots and Receipts</li> <li>Bike Racks</li> <li>Overpasses</li> <li>In-Kind Products and Services</li> </ul>	<ul style="list-style-type: none"> <li>City-wide Exclusive Product Sales</li> <li>Leased Space in Facilities</li> <li>Official Supplier Status</li> <li>Employee Incentive Programs</li> <li>Retail Sales in Leisure Facilities</li> </ul> <p><u>In-Kind</u></p> <ul style="list-style-type: none"> <li>Vehicles</li> <li>Sports / Playground Equipment</li> <li>Staff Apparel</li> <li>Computers and Peripherals</li> <li>Communications Equipment</li> <li>Flower Beds at Traffic Circles</li> </ul>

## 4.0 INITIAL PRIORITIZATION OF NAMING RIGHTS, SPONSORSHIP AND ADVERTISING ASSETS

The master inventory of naming rights, sponsorship and advertising assets is extensive. If the City attempts to market all its opportunities simultaneously it could be a burden administratively, confusing to the marketplace and/or raise objections from the community. Therefore, it is recommended that the sponsorship and advertising program be implemented gradually. As a result, it is beneficial to provide an initial prioritization of the assets for the valuation process.

### 4.1 Criteria used for Prioritization of Assets

Table 4 identifies the criteria used to identify the initial prioritizing of naming rights, sponsorship and advertising assets for an initial rollout of a City Sponsorship Program:

**Table 4: Asset Prioritization Criteria**

Criteria	Description
1. Opportunities should focus on areas where there is already a high degree of public acceptance for environments with commercial overtones	To avoid controversy, opportunities should focus on areas where the public is used to seeing sponsors and advertisers such as sports facilities and programs, publications and special activities.
2. The inventory of opportunities should appeal to a wide range of corporate marketing objectives	<p>There are several reasons why a company might want to invest in the City's sponsorship and advertising opportunities. They include:</p> <ul style="list-style-type: none"> <li>• To market products and services to specific audiences (i.e. car dealerships, fitness products)</li> <li>• To increase visibility in the marketplace (i.e. brand awareness)</li> <li>• To recruit or retain employees or to increase employee morale (i.e. volunteering for an event)</li> <li>• To position their company as unique from the competition (i.e. banks, food retail)</li> <li>• To align corporate values with community initiatives (i.e. environmental stewardship)</li> </ul> <p>In order to appeal to the broad range of companies that could be approached by the City, it will be important to carry an inventory (and benefits packages) that allow for the customization of sponsorship packages that respond to the specific needs of companies.</p>
3. Pricing should appeal to a wide range of corporate budgets	In order to gain broad acceptance from the business community, the program will need to be viewed as one that is inclusive, where businesses of all sizes and financial capacity have the opportunity to become involved. This means that there should be a wide range of price points that make it easy for any business to invest in the program from a sponsorship or advertising perspective.
4. Facility naming rights inventory should focus on newer (or planned) facilities	Companies will be reluctant to sponsor older facilities because of how it will reflect on their own brand. In this regard, new facilities represent the best chances for naming sponsors because they generate the most excitement and don't compete against any previous branding efforts.
5. Efforts need to focus on "low hanging fruit"	The City wants to set itself up so that the official launch of the expanded program is viewed as a success. This means establishing and marketing opportunities that:

	<ul style="list-style-type: none"> <li>• Have a high community appeal</li> <li>• Appeal to large numbers of citizens or specific target audiences</li> <li>• Are easy to coordinate and deliver on fulfillments</li> <li>• Provide a level of competitive exclusivity</li> <li>• Allow for sponsor interaction or activation</li> <li>• Provide value back to the participant (that can be communicated)</li> </ul>
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## 4.2 Recommended Prioritization of Assets

Based on initial research, strategic considerations and criteria there are several areas that represent “low hanging fruit” for potential corporate partners. These assets would be attractive to sponsors while minimizing pushback from various community stakeholders. Figure 2 identifies the recommended prioritization of naming rights, sponsorship and advertising opportunities.

Assets are placed in six (6) categories (for an initial five year roll-out phase).

***Figure 2: Recommended Naming Rights, Sponsorship & Advertising Prioritized Assets***





**Naming Rights** for major recreation complexes and their amenities as well as other major facilities that have a strong community attraction, attendance and/or high street visibility, new facilities (planned) and amenities within selected park operations.

- Shaw Centre (competitive pool, family pool/features, gym, multi-purpose room, child minding room)
- Harry Bailey Aquatic Centre (pool, tot pool, multi-purpose room, zoom slide/climbing wall)
- Lakewood Civic Centre (complex, pool, waterslide, sym, multi-purpose room, pre-school room)
- Lawson Civic Centre (complex, pool, water features, multi-purpose room, indoor playground, fitness & weight room)
- Saskatoon Field House (complex, 200m track, indoor courts, dance studio, fitness & weight rooms, multi-purpose room, child minding room)
- Cosmo Civic Centre (complex, gym, weight & fitness room, multi-purpose room, theatre)

**Public Programs and Services (stand-alone or bundled)** that appeal to large numbers of the population.

- LeisureCard Membership (Adults)
- Summer Indoor LeisureCard (Adults)
- Public Swims (Stand-Alone or Bundled)
- Learn to Swim Lessons (Bundled, Registered)
- Summer Playground Programs (Bundled)
- Golf Courses (3)
- Summer Outdoor Pools (Adults, Children)
- Child Minding (Children, Families)
- Public Skates (Indoor Rinks - Stand-Alone or Bundled)
- Adults 50+ Programs (Bundled)
- Fitness Centres + Weight Rooms Drop-Ins (Bundled)
- Walking Tracks (Seniors, Combined)
- Birthday Package (Children, Families)
- Off-Leash Dog Parks (Adults, Families)
- Animal Licensing (Adults, Families)
- Dog Days of Summer (Combined)
- Business Services (Combined)
- MeTaWeTan Traveling Van (Children, Families)
- Newcomer Programs (Annual)
- Sports Events Tournaments (Saskatoon Field House)
- Girls in Motion (Youth)

**City-Wide Theme Initiatives** that contribute to a safer, healthier and more sustainable community.

- An Active Saskatoon (Family Fun & Fitness Activities, Recreation Month, Fee Subsidy Program, Special Active Living Initiatives)
- A Green Saskatoon (Community Clean-Up, Recycling Initiatives, Tree Planting, Hazard Waste Days, Arbor Day)
- A Business Friendly Saskatoon (Start-Up Services, Business Licenses, Ongoing services/Directory, Business Walks, Special Events)

**Advertising** opportunities that offer a unique value proposition in the market and/or measurable transactions.

- Website (Leisure Online Registration, Garbage/Recycling and Composting Resources, Garbage Collection Schedule, Drop-In Leisure Program Schedules, City Hall Career Opportunities, Animal Services)
- Arenas/Recreation Facilities (A combination of static rink board, facility ads, lobby racks, digital (screen) advertising, zomboni wraps, score clocks, marquee signage, dressing room assignment)
- Membership/LeisureCards
- Parking Advertising (Lots and tickets)
- Golf Course Advertising (Scorecards, holes, pro shop, etc)
- Transit Advertising (digital screens on buses, transit app, BRT)

**Exclusive Provision of Products or Services** where exclusive “sales or pouring rights” may be provided to one or a series of non-competing suppliers.

- Sports physiotherapy in Leisure Centres
- Exclusive pouring rights in all City facilities

**In-Kind Services** where the City is able to realize direct budget savings as a result of products or services being offered as a part of a sponsorship.

- Sports equipment, flower gardens, use of transportation vehicles for summer playground programs

The opportunities have been selected for prioritization because they:

- Are viewed as being the least contentious from a public opinion perspective;
- Provide a wide price range for companies to choose from; and
- Are relatively easy to implement from the City’s position.

In addition, the prioritized assets identified don’t require third party discussions and negotiations regarding impact. They are thus viewed as unencumbered in terms of marketing the opportunities.

***It is important to point out that the inventory will likely never be completely sold in its entirety. It is intended to provide companies with multiple choices and price points for participating in City initiatives.***

### 4.3 Other Considerations for Prioritized Assets

#### 1. Primary Emphasis on Naming Rights

Of the assets mentioned, it is expected that the most emphasis will be placed on the naming rights and advertising opportunities, which is why they have been weighted higher in the revenue estimates. By focusing on low risk, high-yield and corporate partnership opportunities that represent a good audience fit, the City will be positioning itself for some quick wins that also demonstrate how the sponsorship and advertising program can be successfully integrated with City operations.

#### 2. Public Programs and Services

The City has a diversified range of properties and assets that can be leveraged with the private sector, particularly in the area of program-based sponsorships.

A number of specific City programs, while full for a city with the size of Saskatoon, have smaller numbers of registrants and/or participants, making it difficult to recruit consumer or retail-oriented sponsors who would want to reach larger markets. Therefore, one of the strategies will be to bundle complementary programs under a common theme in order to increase reach as well as enhance value alignment.

For each of the areas identified in the inventory or where multiple programs are bundled (i.e. seniors, fitness), the City will need to identify the target audience and the total number reached and/or served. This information is fundamental to establishing the potential value of the sponsorship or advertising opportunity.

Note: While the inventory outlines the scope of sponsorship and advertising opportunities, not every single asset has been listed. In addition, many areas will need to be further explored and refined before they can be presented to the corporate sector.

## 5.0 ASSIGNING VALUES TO NAMING RIGHTS, SPONSORSHIP AND ADVERTISING ASSETS

The City has a significant range of opportunities that could be marketed for private sector support. While some companies may want to support a program or service through a pre-packaged set of benefits, others will have specific objectives that will require a certain level of customization. In order to be prepared for either scenario it will be important to have a system in place to effectively price these opportunities. By taking a structured approach towards determining the value of its assets, the City can be confident that it is providing fair market value and will be able to rationalize its sponsorship pricing.

The following formula is used to calculate the Total Value assigned to the City assets:

$$\text{Tangible Value} + \text{Intangible Value} + \text{Activation Value (if appropriate)} = \text{Total Value}$$

### 5.1 Value of Tangible Assets

Tangible benefits refer to quantitative elements that may be measured (i.e. media/print circulation) and non-measured (impressions). These include such elements as logo ID impressions, media advertising and sampling opportunities. It is what most people think of when they think of sponsorship.

Tangible values are determined by assessing the value of sponsorship assets against other communication or promotional channels in the marketplace. It also includes other factors such as the quality of the audience and value of the sponsor benefit in moving audiences along the purchasing decision continuum. By using average prices as a benchmark, the City can ensure that it is being competitive in its baseline sponsorship pricing.

In calculating tangible values, the number of impressions (transactions) received through any benefit is multiplied by a pre-determined dollar value to arrive at a total tangible value. For example, if a logo and link on a website is exposed to 100,000 unique visits during a defined period, it would be multiplied by an assigned value (i.e. \$.005) to arrive at a tangible benefit value of \$500.00. The same principle applies to all other benefits that can be counted such as the number of people exposed to a banner, ad or logo, the number of samples or coupons distributed, logo placement on print ads and so on.

Tangible benefits, without the associative or relationship element inherent in sponsorships, are similar to other forms of advertising or promotion. If the sponsorship opportunity doesn't present a strong link between the corporate partner and the audience and/or their experience, sponsor prospects will likely compare your offering against other traditional advertising options.

A potential list of the inventory of tangible sponsorship benefits and benchmark tangible values for any City naming right, sponsorship or advertising asset has been provided. The value numbers come by comparing the cost to advertise in other mediums, ensuring that the City's tangible pricing is in line with the cost to advertise in other mediums.

It is also important to note that the *benchmark tangible value* is based on exposure to a public audience that represents a broad cross-section of the population (i.e. all website visitors). As a general rule of thumb, the tangible values can increase based on the quality of the buying audience. To reflect the high-quality nature of some of the City's audiences, the tangible values below may be increased by up to 100% depending on the sponsorship property and audience.

In cases where the potential reach is insufficient to warrant per exposure pricing (i.e. low numbers), it is recommended that flat values be assigned to sponsor benefits. These numbers will be determined on a case-by-case basis depending on the sponsorship opportunity.

## 5.2 Value of Intangible Assets

In addition to assigning tangible values to benefits, there is also a strong intangible value that can be attributed to a corporate partner's association with an organization or specific property.

Intangible values are those associative or qualitative benefits that add value to a benefits package and the tangible value rating. Key elements considered in the intangible assessment include the uniqueness of the opportunity, quality of the audience, reputation of the organization that can be leveraged by the corporate partner, the experience the partner can deliver to the audience, amount of sponsorship clutter and the potential for leveraging the associative elements to the benefit of the partner.

Upon completion of the tangible asset valuation using established benchmark values, the City was further assessed for its intangible attributes and awarded additional value based on the qualitative or associative value of the property(s).

Table 5 provides a general intangible ranking that may be applied to all tangible values to arrive at a total value for each sponsorship opportunity associated with the City. While this will provide a baseline intangible value for most sponsorship properties, the values may increase or decrease as well as other intangible factors considered, depending on the specific opportunity.

**Table 5: Intangible Asset Rating Factor and Value**

Intangible Asset Rating Factor	Considerations	Assigned Value
Uniqueness of Opportunity	The City offers a number of unique opportunities to reach various target audiences that cannot be easily replicated. Furthermore, if a company wants to reach audiences in the greater Saskatoon area, the City offers very attractive opportunities.	25%
Audience Desirability	Through its activities, the City provides opportunities to interact directly with large number of targeted audiences with specific interests and lifestyles city-wide or within defined geographic areas.	20%
Prestige / Recognition / Reputation	The City is a well-known organization. Companies that partner with the City believe that they are working with a credible, respected partner.	20%
Industry Exclusivity / Degree of Clutter*	The City has the opportunity to create an environment rich in exclusive opportunities for companies that want to differentiate from their competitors (industry exclusivity of specific programs).	25%
<b>Total Intangible Value</b>		<b>90%</b>

*\*Industry exclusivity is a unique benefit and is defined as giving one partner exclusive rights to a specific property or category inside a partnering arrangement. It is viewed as a significant benefit and is offered to minimize the exposure of other similar organizations.*

Table 6 provides an example of the formula applied to determine the intangible value of the partnering agreement if a value of \$10,000 was placed on a tangible benefits package (i.e. tangible value calculation).



**Table 6: Intangible Value Formula Example**

Uniqueness of the Opportunity	25% of \$10,000 = \$2,500
Audience Desirability	20% of \$10,000 = \$2,000
Prestige / Recognition / Reputation	20% of \$10,000 = \$2,000
Industry Exclusivity / Degree of "Clutter"	25% of \$10,000 = \$2,500
<b>Total Estimated Intangible Value</b>	<b>\$9,000</b>

### 5.3 Value of Activation

Activation refers to what a sponsor does to leverage a sponsorship agreement to their advantage. It can be as simple as supporting their sponsorship by advertising in a publication to manning an exhibit at a sponsored facility during a busy period.

This area is more difficult to assess in advance because every company has different motivations for becoming involved in a sponsorship program. In this regard, the business case for investment is not usually established unless the fit is obvious or if a discovery session is held with the company to establish their objectives and the relative value of the business opportunity. Therefore, most simple forms of activation are usually built into the sponsorship package at no additional cost to the potential sponsor for the right to conduct these activities.

However, as an example, if a company was to establish a storefront in a facility where the City provided space for them to operate their business as part of the sponsorship (i.e. a physiotherapy firm), the value would be great and would probably warrant a value added (lease rent) to the sponsorship for the market value of the actual space being used, and/or a percentage or flat fee for a share of the profits. A similar principle would apply to exclusive product sales.

The City should expect and encourage some level of activation from its sponsors as this will engage them in facility/program activities and ultimately contribute to the success of their sponsorship which will lead to a longer-term investment.

### 5.4 Naming Rights Most Lucrative Area

Naming rights is potentially one of the most lucrative areas that the City can capitalize on to generate sustained revenue for the corporation, although it also requires the largest investment of time and effort to achieve an agreement (estimated 12-18 months). The advantage to naming rights sponsorships is that they are longer-term agreements that require minimal servicing to maintain, once the initial terms are in place. Based on experience in other municipalities, the following are key considerations for implementing a naming rights revenue program:

- Having the right fit is viewed as a major factor in building community acceptance for a naming rights partner. The best candidates are generally those with a strong community connection or those who can offer direct value to facility participants (i.e. sports retailer offering discounts on sports equipment).
- Although the duration of naming rights agreements can range from 3 years to perpetuity arrangements, the ideal term may be in the range of 8-10 years. This allows ample time for the corporate brand to be integrated with the facility as well as establish public mindshare. For agreements that are longer than 15 years, an escalation clause should be considered to account for inflation values.

- To encourage longer-term agreements, the City may consider structuring agreements so that there is an opt-out clause (without penalty) after a certain period. This will make it easier for a partner to agree to a longer term, knowing that they have an out should they not be realizing sufficient value or should their financial conditions change. To this end, 10-year agreements with an opt-out clause (without penalty) after 5 or 7 years has been used successfully in other municipalities.
- A consistent formula should be used to establish the fair market value of each naming rights asset. The valuation process outlined provides a useful tool for determining the value of these assets.

A further analysis identifies several areas that represent quick wins for potential corporate sponsors that should be attractive assets and relatively easy for the City to implement while minimizing push-back from various community stakeholders active with their own advertising programs. These are the areas in the initial roll-out (3-5 years) where staff would focus on identifying prospects and making contact with potential sponsors. Naming rights for the City are identified in Figure 3.

**Figure 3: Naming Rights Most Lucrative for the City of Saskatoon**

**Naming Rights** for major recreation complexes and their amenities as well as other major facilities that have a strong community attraction, attendance and/or high street visibility, new facilities (planned) and amenities within selected park operations.

- Shaw Centre (competitive pool, family pool/features, gym, multi-purpose room, child minding room)
- Harry Bailey Aquatic Centre (pool, tot pool, multi-purpose room, zoom slide/climbing wall)
- Lakewood Civic Centre (complex, pool, waterslide, sym, multi-purpose room, pre-school room)
- Lawson Civic Centre (complex, pool, water features, multi-purpose room, indoor playground, fitness & weight room)
- Saskatoon Field House (complex, 200m track, indoor courts, dance studio, fitness & weight rooms, multi-purpose room, child minding room)
- Cosmo Civic Centre (complex, gym, weight & fitness room, multi-purpose room, theatre).

## 6.0 FINANCIAL ANALYSIS

### 6.1 Estimated Potential Gross Revenue

As part of the preliminary planning process, a high-level analysis of potential gross revenue that could be generated through the assets was completed. Where a detailed valuation has not been completed for each individual asset, an estimated gross revenue has been provided based on industry norms and consultant experience marketing these types of assets.

While the inventory establishes the overall scope of opportunities that are available, it needs to be seen as a work in progress as the program evolves and new opportunities are added or dropped.

In order to determine revenue potential, a series of assumptive, baseline tangible benefits were established for Naming Rights and Sponsorship Programs and City-Wide Theme Initiatives as outlined in Figure 4. Other activation rights and benefits would need to be mutually agreed upon.

**Figure 4: Tangible Baseline Benefits**

Naming Rights	
<ul style="list-style-type: none"> <li>• Branded name on building exterior entrance</li> <li>• Branded name on roadside sign</li> <li>• Backlit sign or display in lobby (ongoing)</li> <li>• Stand-alone banner (supplied by sponsor)</li> <li>• Display opportunity in lobby or at entrance</li> <li>• Title name in facility publications</li> <li>• Name on directional signage</li> <li>• Logo and corporate profile in facility publications</li> <li>• Title name in Leisure Guide (print and/or online)</li> <li>• Half-page ad (once per year) in Leisure Guide (print or online)</li> <li>• Name/logo ID on facility web pages</li> <li>• Corporate profile on City website</li> <li>• Name mention on all incoming/outgoing phone calls</li> <li>• Official News Release or Media Event to announce the partnership</li> <li>• Media mentions (where applicable)</li> <li>• Annual credit for use of facility for activation functions i.e. staff function, community events (negotiable)</li> <li>• Distribution of brochures or samples</li> </ul>	
Program Sponsorships (Stand-alone or Bundled) and City-Wide Theme Initiatives	
<ul style="list-style-type: none"> <li>• Logo ID in Leisure Guide (print and online)</li> <li>• Full page, half-page or quarter-page ad in Leisure Guide (print and online)</li> <li>• Logo ID/link on related website pages</li> <li>• Banner ad on website in sponsored section</li> <li>• Verbal recognition by staff/instructor</li> <li>• On site signage throughout sponsored activity</li> <li>• Distribution/sampling opportunity</li> <li>• Display/exhibit opportunity</li> <li>• Direct communication opportunity (with registration receipt or some other appropriate method)</li> </ul>	

Table 7 provides a high level summary of the estimated gross revenue for the assets within the 6 categories identified as part of an initial roll-out.

**Table 7: Estimated Gross Revenues**

Asset Category	Gross Revenue based on Total Inventory Available	Estimated Annual Gross Revenue By year 5
Naming Rights	\$543,250	<b>\$271,625</b> (50% of inventory being sold)
Program Sponsorship	\$249,000	<b>\$99,600</b> (40% of inventory being sold)
City-Wide Theme Initiatives	\$65,000	<b>\$26,000</b> (40% of inventory being sold)
Advertising	\$25,200 webpage \$40,000 display/print	<b>\$25,200</b> <b>\$20,000</b> (50% of display/print inventory being sold)
Exclusive Provision of Products or Services	\$50,000	<b>\$50,000</b>
In-Kind Services	\$75,000	<b>\$50,000</b>
<b>Total</b>	<b>\$1,047,450</b>	<b>\$542,425</b>

Note 1: The value can change if benefits are either added or taken away from the benefits package.

Note 2: Any new facilities that come on stream will likely represent the greatest opportunity for sustainable new revenue.



Table 8 identifies revenue analysis disclaimers related to things not included an initial roll-out.

**Table 8: Revenue Analysis Disclaimers**

Asset Category	Facilities Not Included in Phase 1
Naming Rights	<ul style="list-style-type: none"> <li>Facilities that are commemoratively named (Harry Bailey)</li> <li>Parks (likely to be controversial, see Themed Community Initiatives section)</li> <li>Picnic shelters (may be bundled with other programs)</li> <li>Smaller, less-used rooms in Leisure Centres</li> <li>Long-term facility development projects (will require details)</li> <li>Sports fields that are lighted (mostly commemorative namings)</li> </ul> <p>Potential gross revenues are estimates only and require further assessment to verify value. They are based on industry experience. It is more difficult to verify potential revenue that could be achieved through these programs due to a lack of detailed information and discussion on specific benefits that a sponsor might receive. This includes the number of supporting publications distributed and level of visibility, newspaper advertising visibility, specific signage locations, sponsor activation, etc.</p>
Sponsorship	<ul style="list-style-type: none"> <li>Children's preschool, registered sports, learn to skate programs</li> <li>Summer youth drop in programs</li> <li>Outdoor public skating</li> <li>Leisure Access Program</li> <li>Programs with low attendance and/or registration numbers</li> <li>Individual sports programs (more focus on facility naming where sports are played)</li> </ul>
City-Wide Theme Initiatives	<ul style="list-style-type: none"> <li>A Safe Saskatoon</li> <li>An Age-Friendly Saskatoon</li> <li>A Pet Friendly Saskatoon</li> <li>Adopt-A-Trail</li> <li>Adopt-A-Park</li> <li>Bereavement Services-Cemeteries</li> </ul> <p>Potential gross revenues are estimates only and are difficult to determine until the specific programs under each chosen category are identified, as well as the specific benefits that sponsors will receive as part of their sponsorship. The estimate is based on industry practices.</p>
Advertising	<ul style="list-style-type: none"> <li>Street/park furniture advertising (existing)</li> <li>Roadside flower beds</li> <li>Increased street billboards</li> <li>Decals on fleet vehicles (those vehicles associated with "good news")</li> <li>Lower circulation publications</li> <li>Print ads in targeted publications</li> <li>Inserts in City mailings</li> <li>Staff uniforms (potential sponsor benefit)</li> <li>Elevator/bathroom ads</li> </ul>
Exclusive Provision of Products or Services In-Kind Services	<ul style="list-style-type: none"> <li>Retail sales in recreation facilities</li> <li>Employee benefits program (existing)</li> <li>Official supplier program</li> </ul>
Other Notes	<ul style="list-style-type: none"> <li>Detailed valuations for core naming rights assets and selected program sponsorships have been provided.</li> <li>The annual attendance at specific amenities is not a statistic usually tracked in facilities, so a percentage of the total attendance has been estimated for valuation purposes. To this end, the percentage used has been posted beside each area being evaluated.</li> <li>Attendance numbers are estimates only for a number of program and theme assets, which makes it difficult to assess the market value accurately. As participant numbers become readily available, those areas lacking information should be re-assessed.</li> <li>Revenue numbers are based on gross revenue estimates. Costs to implement the program and sponsorship servicing costs have not be included.</li> <li>While the price estimates include baseline benefits, it is expected that almost every sponsorship will require some level of customization beyond the stated level of benefits which may or may not have an impact on the overall pricing of the sponsorship. This is mostly accounted for in the activation and valuation element of any sponsorship.</li> </ul>

	<ul style="list-style-type: none"> <li>• In cases where the actual exposure numbers aren't high enough to warrant per exposure pricing, a flat rate has been assigned to the benefit. This is especially prominent for website statistic that tend to be low for most sponsorship properties.</li> <li>• Sponsorship pricing can be adjusted upwards or downwards depending on the benefits offered through the sponsorship package. Any sponsorship program needs to balance value and price against what the market will bear.</li> <li>• If naming right sponsor visibility for any of the Leisure Centres includes the roadside signage, it will increase the value of the benefits package substantially.</li> </ul>
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## 6.2 Sponsorship Program Resourcing

The City has a wide range of assets that can be marketed to the private sector, however, as the program evolves future consideration will need to be factored in on resourcing for the program. In other words, in order to generate any kind of significant revenue from these opportunities, the program will need to be adequately resourced. Simply stated, the program is sizeable and complex enough that in future it can't be run from the side of a person's desk.

### 6.2.1 Internal Versus External Resourcing

A number of key factors were considered when looking at internal versus external program resourcing.

- Sponsor acquisition and retention in any environment is a long-term proposition based on building the property brand as well as relationships over a sustained period of time;
- Sponsor acquisition is generally a difficult process that involves a high degree of skill to be effective, mainly because it involves addressing more complex issues than commercial advertising. Where commercial advertising can be sold more as a commodity, sponsorships involve a strong knowledge of business as well as the marketing discipline to develop and negotiate benefits packages that meet the needs of business and the property;
- Sponsor acquisition requires an extensive knowledge of the municipalities overall assets, values and strategy so that companies can be aligned with the opportunities that meet their needs and that the appropriate internal stakeholders can be recruited and/or managed as it relates to fulfilling these agreements;
- Sponsor acquisition is just the beginning of the corporate/property relationship. To be successful over the long-term, just as much emphasis needs to be placed on executing these agreements, ensuring processes within the municipality are followed, maintaining communication with partners and providing fulfillment reports at the end of each agreement;
- Most times, sponsors want to establish relationships with those individuals who oversee the program (vs. an external salesperson) in order to leverage the relationship between the property and the company as well as ensure that there is a strong level of buy-in from the municipality itself;
- The City needs to protect the interests of the corporation as well as the citizens of Saskatoon. This may involve strategic decisions not to pursue certain opportunities because they do not support the City's values and ethics or foregoing opportunities in order to ensure fair and equitable access by regional businesses.

Table 9 identifies the advantages and disadvantages of each approach:

**Table 9: Analysis of Internal versus External Sponsorship Program Management**

Consideration	Pros Internal vs. External Management	Cons Internal vs. External Management
Developing Sponsorship Packages	<p>Internal</p> <ul style="list-style-type: none"> <li>Would have the internal knowledge and ongoing relationships with City staff to identify and build integrated partner benefits packages as well as encourage buy-in from various departments.</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>Would likely bring a wider range of ideas to the table due to broader exposure to the market.</li> </ul>	<p>Internal</p> <ul style="list-style-type: none"> <li>May be difficult to generate out-of-the-box thinking around benefits packages due to history with the program and/or internal pressures.</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>May have an unrealistic view of what can be offered to potential partners, resulting in lost time or frustration with the program and/or process.</li> </ul>
Recruiting, Negotiating Sponsorship agreements	<p>Internal</p> <ul style="list-style-type: none"> <li>Possible higher degree of trust due to association with the City.</li> <li>Direct relationships would be established between the City and sponsor vs. through a third-party.</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>Will likely have the skills to immediately perform required functions to a high degree of proficiency.</li> <li>Possible higher level of confidence in opportunities being presented.</li> </ul>	<p>Internal</p> <ul style="list-style-type: none"> <li>May not have the skills to immediately perform required functions to a high level of proficiency, which could affect the reputation of the program.</li> <li>Low skill level could result in missed opportunities, poorly negotiated agreements.</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>May have an unrealistic view of what can be offered to potential sponsors.</li> <li>Could lose interest if approval processes are too onerous.</li> </ul>
Servicing Agreements	<p>Internal</p> <ul style="list-style-type: none"> <li>Would likely allocate more effort towards servicing sponsors to ensure the City's reputation.</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>Would likely have lower servicing costs.</li> </ul>	<p>Internal</p> <ul style="list-style-type: none"> <li>Likely higher cost due to municipal remuneration packages.</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>Would likely spend less time on servicing, unless compensated for the service.</li> </ul>
Brand Management	<p>Internal</p> <ul style="list-style-type: none"> <li>More focused on protecting the City's interests and long-term reputation of the program.</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>Would likely bring more innovative ideas to the table on how to promote the program brand.</li> </ul>	<p>Internal</p> <ul style="list-style-type: none"> <li>May have a biased view of the program/City reputation that prevents critical self-analysis.</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>May be more interested in short-term gain than long-term reputation of the City.</li> </ul>

Program Implementation	<p>Internal</p> <ul style="list-style-type: none"> <li>Ability to ramp-up operation as required to service the program.</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>Tendency to focus on shorter-term, low hanging fruit, rather than more significant opportunities that require a longer investment of time to achieve (i.e. naming rights can take up to 18 months to achieve).</li> </ul>	<p>Internal</p> <ul style="list-style-type: none"> <li>Would likely cost more to implement the program, based on existing municipal remuneration packages.</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>Would likely be reluctant to spend more dollars executing the program, unless there was a direct financial benefit.</li> </ul>
Cost	<p>Internal</p> <ul style="list-style-type: none"> <li>Would likely cost less for sales and servicing than external over the long term</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>Probably little “hassle” overall.</li> <li>Experience probably brought immediately to the table.</li> </ul>	<p>Internal</p> <ul style="list-style-type: none"> <li>Would likely cost approx. \$115,000 for a sales and part-time admin. Staff per year for a minimum 2 years to get the program launched.</li> </ul> <p>External</p> <ul style="list-style-type: none"> <li>Would likely cost retainer for a number of years plus a 15% (average) sales commission on any sales for life of agreement (example: 15% of \$60,000 naming right per year x 10 years = \$9,000 per year = \$90,000 over 10 years) for <u>1 agreement only</u>.</li> <li>Sponsors must also be serviced at an extra cost.</li> </ul>

### 6.2.2 Minimum Staffing Requirements and Recommended Resourcing

It is the consultant's recommendation that the City consider options to assume overall responsibility for recruiting sponsors and managing all aspects of the sponsorship and advertising program with municipal or contracted staff. It is also the consultant's recommendation that the current use of external contractors for advertising sales (such as Saskatoon Transit) is the right approach because of the low-risk nature of display ads and requirement to “pound the pavement” in order to recruit potential advertisers. While the City may receive less net revenue by using an external contractor, the benefits of using an experienced contractor in the advertising area will enable the City to focus on its more lucrative sponsorship opportunities such as naming rights.

It is likely that sponsorship sales will require direct discussions between the staff representative and sponsor prospects in order to position the opportunities effectively, understand the needs of the prospect and customize proposals that respond to business objectives. Sponsorship or naming rights are not typically on a company's agenda, so in many cases, companies need to be educated on the opportunities, sold on the benefits of participating and properly budget for the expenditure. In this regard, a typical sponsorship or naming right agreement can take anywhere from 3 to 18 months to complete, depending on the amount of investment, length of the commitment and budget cycle. Therefore, of key importance is establishing a strong face-to-face sales campaign where staff are spending the majority of their time contacting and meeting with company representatives.

The recommended resources for the sponsorship program are as follows:

1. **To achieve sponsorship and advertising revenue targets, it is recommended that the City implement the program gradually in Year 1 and provide City Council with a business case to allocate 1.5 FTE resources (including internal staff or contracted persons) to manage the overall program and directly market renewals, as well as high profile sponsorship and naming opportunities.** The annual compensation package for the primary sales staff person would likely be in the range of \$85,000 and initially, a part-time administrative staff at \$30,000 per annum and perhaps, evolving into a full-time or contracted position.
2. **An analysis would be completed in quarter three to analyze if these positions should continue to be supported by a contractor, full-time staff and existing part-time or full-time administrative staff** to coordinate the administrative efforts internally and ensure that sponsor benefits are delivered as agreed. Particularly, the supporting function could initially be fulfilled by an existing part-time (or contracted) basis to begin with, until the program grows to a point where a dedicated administrative resource would likely be required (year 3-4).

This structure would provide a sales focus in the key revenue areas and enable senior sales staff to spend the majority of their time performing a sales function. It also allows for administrative staff (part-time initially) to support the program. It does not include other City functions such as solicitors, procurement or communications, whose services will be required on an intermittent basis.

It cannot be overstated how important it is to adequately resource the program, so that maximum time is spent by City representatives in the field having direct conversations with company representatives. As a rule, at least 50% of the staff person's time should be spent prospecting potential sponsors. If this not achievable, the City should not expect to achieve its 5 year sales targets.

Table 10 shows how all City resources could be leveraged to deliver an effective sponsorship program:

**Table 10: Sponsorship Program Resource Requirements**

Function	Initial Responsibility
<b>Promotion of Sponsorship and Advertising Opportunities</b> to the corporate sector at-large	Coordinated through a centralized sponsorship function (sales staff person) with assistance from Communications staff.
<b>Sponsorship / Naming Rights Sales</b> (major properties) – identifying, contacting, presenting proposals and negotiating sponsorship / Naming Rights agreements	Sales staff person who can conduct personal sales with high value prospects, liaise with impacted staff and move proposals through the system.
<b>Advertising Sales</b>	Partnerships with an external advertising sales contractors or sports organizations managed through the sales staff person. Does not include Transit who should maintain their own program. Each advertising program to be negotiated on a case-by-case basis.
<b>Program Administration / Sponsor Servicing</b> – servicing sponsorship / naming rights / legal agreements to ensure that the City delivers on agreed-upon benefits as well as renewing sponsorship / naming rights / advertising agreements	Administrative staff person to coordinate overall servicing standards, protect the City's interests and coordinate major sponsorships. Supported by line staff and initially, a part-time or contracted personnel. Also supported by other functions such as solicitors, procurement, communications, etc. on an intermittent basis.

<b>Internal Communications and Coordination</b> – promoting the benefits of the program internally and providing program/facility staff with the training and tools to support the program	Sales staff person in conjunction with Communications.
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The following are additional strategies to ensure that staff resources are fully maximized:

- Initial focus on face-to-face selling of the “lowest hanging fruit” sponsorship opportunities, namely:
  - Renewals of high-profile sponsors and facilities (i.e. Shaw Centre, Hamm Construction Fitness Track);
  - Exclusive provisions for products, services or space;
  - Naming opportunities for other-high profile recreation facilities and Leisure Centres;
  - Selected program sponsorships reaching the largest and most targeted clientele (i.e. public swims);
  - Highest profile events that Saskatoon has control over; and
  - LeisureCard (Monthly Pass), increased digital screen advertising and Zamboni advertising;
- Active promotion of the various sponsorship and advertising opportunities through communications channels such as print advertising and direct mail to encourage call-ins from interested businesses;
- Training other staff in becoming more proficient at identifying opportunities/servicing sponsors;
- Active in-facility promotion of advertising opportunities including the expansion of opportunities for external contractors and increased performance from community organizations;
- Training facility and program supervisors in supporting less complex sales activities so that the centralized sponsorship staff are not spending significant time on lower valued or straight-forward opportunities; and
- Focus on multi-year agreements where possible, with minimal opt-out clauses to reduce the need for constant re-selling of the sponsorship or advertising opportunity.

Please refer to Table 2 on page 7 of this report for a summary of staff resources in other municipalities.

### 6.3 Program Implementation Costs

While the City currently has personnel involved in ad hoc sponsorship activities within various departments (i.e. solicitors, procurement, communications, etc.) they have no dedicated resource allocated towards addressing the sponsorship and advertising program at a corporate-wide level as well as the strategic management of the program. In order to establish a successful program, market the number and variety of opportunities available, coordinate the sponsor deliverables and manage the sponsorship and advertising program, the following is recommended:

1. That a sales staff person (1.0 FTE) be hired to assist in laying the groundwork for a successful launch and to manage the implementation of the program (including sales). The initial planning work would be completed prior to launching the program and involve the establishment of internal infrastructure and processes, preparation of marketing collateral and market testing. Estimated initial cost Year 1 is \$85,000 including salary and commissions.
2. That part-time/full-time (0.5 FTE to 1.0 FTE) administrative support (existing or contracted) be initially brought on board to assist the sales staff person in the administrative aspects of the program including the coordination of sponsor fulfillment (servicing deliverables). It is expected that this evolve into a full-time position (existing or new) as the program develops and allowances have been made in the budget.



3. That personnel currently in sponsor solicitation continue their efforts to secure sponsorship and advertising revenue, but coordinate their efforts through a centralized office (sales staff person).
4. That supervisors in high value areas be trained in the basics of sponsorship sales so that prospects can ultimately be passed on to these staff to support sales (i.e. tours of facilities).
5. That advertising continue to be contracted out to third parties or community organizations with the City receiving a commission on sales.

In addition to the above, an ongoing variable cost needs to be identified for servicing agreements which includes benefit activation costs for items such as City-installed signage as part of any partnership agreements (5%-10% of partnership fee) as well as ongoing marketing costs to promote the program to the business community. These costs are illustrated in the table below.

It should also be noted that increases in resources may be required as the sponsorship program builds, but corresponding revenue should be tied to any new positions. By steady state, the maximum administration costs to support the sponsorship and advertising program should be in the range of 20%-25% of the benefits realized. This cost is in line with marketing sponsorship programs on an industry-wide basis. The overall cost of the program during the five years from the official launch and the net revenue targets are identified in the Table 11.

The analysis in Table 11 is based on the use of internal staff (or contracted employee) to manage and deliver a successful corporate sponsorship program. It does not include City staff from other departments because their services are viewed as supporting corporate initiatives (in general) and are minimal from a resourcing perspective.

**Table 11: Program Resource Costs**

Program Resources	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Annual Staff Costs (Contracted Sales Staff Person)	\$85,000	\$85,000	\$87,000	\$87,000	\$89,000	\$433,000
Annual Staff Costs (Admin Part/Full-Time)	\$30,000 (Existing or Contracted)	\$30,000 (Existing or Contracted)	\$30,000 (Existing or Contracted)	\$60,000	\$60,000	\$210,000
Marketing Costs	\$20,000	\$15,000	\$15,000	\$15,000	\$15,000	\$80,000
Sponsorship Servicing (5% of projected revenue)	\$5,000	\$14,000	\$19,000	\$23,000	\$28,000	\$89,000
<b>Total Costs</b>	<b>\$140,000</b>	<b>\$144,000</b>	<b>\$151,000</b>	<b>\$185,00</b>	<b>\$192,000</b>	<b>\$812,000</b>

## 6.4 Estimated Net Revenue

The first 5 years should be considered as building blocks to a sustainable sponsorship program. After 5 years, the City could potentially be in a position to sustain an estimated \$542,425 in gross new revenue annually and have generated a gross cumulative revenue of \$1,657,425 (less expenses) a cumulative net profit of \$845,425 over the five-year period.

It should also be noted that revenue estimates are conservative in approach; in most cases, calculated at 40% or 60% of the total sponsorship inventory, with the exception of new advertising sources which may be tied to guaranteed annual contracts; and that as new facilities, programs and public services

are introduced and/or removed from the inventory, the revenue mix and projections will be subject to change.

Table 12 provides an illustration of the potential net revenue year-over-year as well as the projected cumulative total over a five-year period. It should be noted that the revenue mix is subject to change, based on what is most lucrative at the time.

**Table 12: Estimated Net Revenue**

<b>Sponsorship and Advertising Assets</b>	<b>Estimated Annual Revenue and % of Inventory Sold</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>	<b>Projected Cumulative Total</b>
Naming Rights	\$271,625 (50%)	\$55,000	\$110,000	\$160,000	\$220,000	\$271,725	\$816,625
Program Sponsorships (Stand-alone or Bundled)	\$99,000 (40%)	\$20,000	\$30,000	\$45,000	\$70,000	\$99,600	\$264,600
Themed Community Initiatives	\$26,000 (40%)		\$10,000	\$15,000	\$20,000	\$26,000	\$71,000
Advertising - Web	\$25,200 (100%)			\$5,000	\$20,000	\$25,200	\$50,200
Advertising – Display/Print	\$20,000 (50%)		\$6,000	\$11,000	\$20,000	\$20,000	\$57,000
In-kind Opportunities	\$50,000 (100%)	\$25,000	\$30,000	\$45,000	\$50,000	\$50,000	\$200,000
Other Unique Opportunities	\$50,000 (100%)	\$13,000	\$40,000	\$45,000	\$50,000	\$50,000	\$198,000
<b>Gross Revenue</b>	<b>\$542,425</b>	<b>\$113,000</b>	<b>\$226,000</b>	<b>\$326,000</b>	<b>\$450,000</b>	<b>\$542,425</b>	<b>\$1,657,425</b>
<b>Program Expenses</b>		<b>\$140,000</b>	<b>\$144,000</b>	<b>\$151,000</b>	<b>\$185,000</b>	<b>\$192,000</b>	<b>\$812,000</b>
<b>Net Revenue</b>		<b>(\$27,000)</b>	<b>\$82,000</b>	<b>\$175,000</b>	<b>\$265,000</b>	<b>\$350,425</b>	<b>\$845,425</b>



## Notes:

- Projected revenue is based on achieving sales on a percentage of the total identified inventory. This is because it is expected that the City will always have more inventory than what will be sold and companies will drop in and out of the program as their needs and financial capacity changes.
- Year 1 would be mostly devoted to naming rights sales;
- Web advertising would not be implemented until Year 3 to allow exclusive sponsor visibility on the appropriate webpages;
- In-kind contributions represent actual budget savings in the City's budget.

## 7.0 IMPLICATIONS

### 7.1 Revenue Allocation

How the City allocates the dollars generated through sponsorships can have an impact on the program. These are some of the key factors that should be considered:

<i>Public Acceptance</i> – The public are likely to have more acceptance of the City's sponsorship efforts if they see the funds being used to improve and or offset costs of programs and services offered to residents.	<i>Sponsor Appeal</i> – Even though potential sponsors should be receiving marketing-oriented benefits as part of their participation package, they are likely to be more receptive if they know that their investment is also directly benefiting programs, services and facilities of the community; taxpayers
<i>Staff Support</i> – The City will see the benefit of investing in and supporting sponsorships that offset expenses or increase the benefits to their programs or facilities from the increased sponsorship dollars.	<i>City Council Support</i> – The program aligns with an opportunity for corporate partners to play an active role in contributing to the quality of life for its residents.

It is recommended that sponsorship funds generated stay with the program, facility or division to improve the level of service provided to residents. Advertising revenues, such as for Transit, typically offset operating expenses and have a potentially significant impact on City Council approved budget performance targets.

The following are specific recommendations related to the allocation of revenue:

- A portion or all of the sponsorship revenues should stay within the Division that oversees the sponsorship asset (i.e. Recreation and Community Development);
- A portion of the revenue generated should be allocated towards agreement deliverables as determined when the sponsorship is negotiated; and
- Where feasible, a portion of the funds should be directed towards improving the sponsored facility, program and/or service for which the sponsorship is directed. This will ensure that the City is able to continue to enhance its programs and services without undue burden on the taxpayer. Additionally, participants will realize the value-add, and the City will be able to demonstrate to sponsors that their investment is being put to good use.

Table 13 illustrates how revenue could be allocated to factor in the above considerations.

**Table 13: Proposed Revenue Allocation**

Expense or Allocation Consideration	Estimated % of Gross Revenue
Servicing costs to meet the City's obligations (fulfillment) as it relates to each agreement. Includes signage, special printing costs, distribution of materials, etc. (To be negotiated as part of each agreement)	5% - 10%
Dollars to offset the costs of operating the sponsorship program including potential future contract staff and promotion of the program (Dollars to stay within the Division from which the sponsorship is generated)	20% - 25%
Revenue allocated towards general revenue (at City or Division level) that could be used to improve facilities or programs, offset costs and/or help fund future priorities (Determined by City Council)	65% - 75%

## 7.2 Issues and Risks

The establishment and reliance on revenue from an enhanced sponsorship and advertising program is not without its issues and risks.

- One of the major risks is whether there will be uptake on the opportunities being presented by the City. In order to get a better sense on the degree of potential participation by local and national companies of these opportunities, some selected market testing of the program should be completed in the first planning year. The purpose of the market testing will be to gather industry feedback on the overall program as well as specific opportunities. The results of the business intelligence will allow the City to:
  - Gauge overall potential response to the program;
  - Determine what types of opportunities and benefits will carry the most weight with potential sponsors and advertisers;
  - Gather industry intelligence as it relates to competitive factors as well as obstacles to take-up;
  - Provide staff with business intelligence that supports the overall project (due diligence).

Initial market testing should be completed in advance. While the overall reaction is expected to be positive, it is anticipated that the feedback received will provide the City with useful information to fine-tune the program prior to launching the full initiative.

- The revenue projections are based on the programs and services currently being provided by the City. If there are program changes (new or cancelled programs, new facilities), print publication volumes change or there is a change in the method of communicating to the targets audiences, or assets no longer available, revenues will be affected. If, for example, community facilities are no longer available for naming rights because they have been selected for a commemorative naming or there is no community and City Council support for a proposed naming agreement, the ability to achieve the revenue targets from this valuable type of opportunity is lost.
- Resourcing will play a major factor in the revenues that can be generated as well as the length of time it will take to generate projected revenues.
- In the event that sponsorship or advertising revenues cease for an enhanced level of program or service, there will be an impact on budgets if the sponsor drops out and the program is to continue.

## 8.0 CEPSPM (CONSULTANT) RECOMMENDATIONS

That a coordinated approach (centralized function) be used to oversee City's overall efforts in sponsorship and advertising and when directed by City Council and that the function be facilitated through a corporate department for the first 3-5 years at which time it should be reviewed to ensure that it continues to meet the needs of the City.

- A coordinated function within City will result in a more professional approach for marketing the City's sponsorship and advertising opportunities, servicing existing sponsors and provide a consistent approach as it relates to valuating and packaging assets, identifying and contacting prospects, negotiating agreements, maintaining a database of contacts and sponsors and delivering on sponsor fulfillment obligations.

That the City contract a full-time staff person or consultant (contractor) to implement the program and to market its high value assets.

- In order to effectively market City's sponsorship and advertising assets, the sponsorship program will need to be resourced with a full-time staff person or contractor to coordinate the City's existing efforts, market its high value assets and serve as a resource to other City staff. This position would report to the Director of whichever department which it resides.

That the municipal assets recommended for inclusion in the City's sponsorship, advertising and naming rights program be approved on an annual basis by City Council.

- That prioritized assets be approved for marketing to the private sector. That priority be placed on renewing those sponsors whose agreements have a sponsorship or commercial element attached to them and those agreements that are coming up for renewal in the next 1-3 years.

That divisions retain the revenues generated through the program and that a portion of the revenue be allocated towards improving the sponsored program, service, facility or audience/participant experience.

- Divisions shall retain revenues related to their programs, including sponsorship and advertising (where appropriate).

That a sponsorship program be implemented over a 6 year period including up to one-half (1/2) year of pre-launch planning.

- It is envisioned that it will take up to 5 years for the program to reach its full revenue potential and there is much ground work to be laid for a successful launch. This includes establishing resources and processes to deliver and manage the program, further refinement of opportunities to be marketed, establishing policies, procedures and template agreements and developing communication materials.

That changes be approved to the existing sponsorship policy so that it aligns with the expanded direction of the program.

- Some changes are recommended to make the policy more flexible when dealing with corporate sponsors and at the same time, offer more protection to the City when it comes to protecting its assets.

## 9.0 GLOSSARY OF TERMS

The following definitions provide a context for the research and analysis conducted by the consultants in the completion of this project and may be referenced throughout this report.

**Activation:** Refers to what a sponsor does to leverage a sponsorship agreement to their advantage; can be as simple as supporting their sponsorship by advertising in a publication to manning an exhibit at a sponsored facility during a busy period.

**Advertising:** A commercial message directed at a specific audience, usually paid for by the advertiser and with no implied association between the advertiser and the organization offering the advertising opportunity.

**Benefits/Assets:** Those visibility or promotional benefits that are owned by a property and are of worth to a sponsor that the property can sell in the way of a sponsor benefits package to help them achieve their goals and objectives.

**Donation:** A voluntary transfer of cash or property such as securities, gifts, or services in-kind that is made without acceptance of any benefit of any kind accruing to the donor or any individual or organization designated by the donor. A donation is eligible for an official charitable donation receipt. Also referred to as *Corporate Giving*.

**Engagement (Marketing):** An arrangement to do something together or implies a certain level of interaction. In marketing and sponsorship, companies are seeking to engage with their customers.

**Exclusivity Agreement:** An agreement whereby the supplier has an exclusive right to supply goods and/or services to the City for the time period of the agreement.

**Facility Naming Rights Agreement:** The sale of the right to name or re-name a City-owned facility that is evidenced in a written contract, with a specified end date to the contractual obligations. All such agreements will be approved by City Council prior to finalization.

**Fulfillment:** The delivery of benefits promised to the sponsor in the contract.

**In-Kind:** A transaction involving a good or service that is provided to a project where no money is exchanged between the two organizations. In-kind services may be in the form of a sponsorship or a donation.

**Naming Rights:** A physical property, event or other initiative where a sponsor's name is added as a prefix to the name of the property or activity for a defined term.

**Pouring Rights:** The exclusive rights of a beverage maker or distributor to have its products sold at a particular venue, event, or institution.

**ROI:** Return on investment.

**Right of First Refusal:** A contractual right granting a sponsor the right to match any offer the property receives during a specific period of time in the sponsor's defined product category.

**Sponsorship:** A marketing oriented, contracted arrangement that involves the payment of a fee or payment in-kind by a company in return for the rights to a public association with an activity, item, person or property for mutual commercial benefit. Sponsorships can come in the form of financial assistance, non-cash goods or a contribution of skills or resources. Sponsorships are not eligible for charitable income tax receipts.

**Sponsorship Property:** Any physical property, event, cause or other activity for which a sponsor can be associated and receive pre-determined benefits as defined through the sponsorship.

**Strategic Philanthropy (Cause Marketing):** Cause marketing or cause-related marketing refers broadly to a type of marketing involving the cooperative efforts of a for-profit business and non-profit organization for mutual benefit. Cause marketing differs from corporate giving (philanthropy) as the latter generally involves a specific donation that is tax deductible while cause marketing is a marketing relationship generally not based on a donation. Through these arrangements, the partner enhances their institutional image and benefits as a result of their strategic association with the cause. Contributions can come in the form of financial assistance, non-cash goods or a contribution of skills or resources.



## Comparative Overview of Municipal Approaches on Sponsorship Programs

### The majority of cities have a sponsorship policy that covers naming rights and sponsorship

- Two cities researched have expanded the scope of the policy to include advertising while the others do not have a separate advertising policy with the exception of the City of Saskatoon.
- The City of Calgary is unique in that it has an omnibus Policy that includes Municipal Naming, Sponsorship and Naming Rights.
- The City of Edmonton has a narrow scope limiting the policy to facility naming for recreation facilities.

### Most common assets are recreation facilities and programs

- Most cities focus on naming rights, sponsorship and advertising related to recreation facilities and programs while some extend this to other areas including transit, park areas, animal services, fire, etc.
- Two cities are unique. The City of Edmonton does not actively solicit naming rights for existing facilities and the City of Ottawa has an inventory of billboards and enter into third party contracts to sell billboard advertising space.

### A majority of cities have policies requiring Council approval for Naming Rights with Administration approval for Sponsorship & Advertising

- Most policies require Council approval for the naming/renaming of City property, buildings and structures.
- However, most sponsorship agreements and advertising either do not require Council approval or only when the value exceeds the authorized signing authority of Administration, which ranges from a low of \$100,000 and a high of \$1,000,000.

### The majority of cities have a centralized approach primarily located within an area responsible for recreation programming or services

- Only one City has this responsibility centralized within Customer Service & Communications.
- The City of Calgary uses a combination whereby the policy oversight is centralized and implementation is decentralized.
- The City of Saskatoon is the only one using a decentralized approach.

### The majority of cities have dedicated staff but also use third party services

- Dedicated staff are primarily used to support the sponsorship program ranging from 1 to 3.5 FTEs.
- Many cities also enter into contracts with third parties to sell advertising space in recreation facilities, arenas and transit.
- In addition, third party services are often used for valuation and solicitation of sponsors/naming rights. .
- The City of Edmonton is unique in that they have sales staff who solicit advertising.
- The City of Saskatoon has no dedicated staff but is distinctive in the sense that it utilizes Foundations (e.g. Saskatoon Zoo Foundation and Friends of the Bowl) to generate sponsorship for specific areas including assets. These foundations are responsible for fundraising and maintaining naming right and sponsorship agreements.

### A majority of cities promote opportunities and invite participation through a “Request for Sponsorship” process.

- The City of London and the City of Ottawa both have the ability to consider non-competitive and/or unsolicited proposals.
- The City of Saskatoon and the City of Edmonton do not have a specific policy provision relating to competitive and/or non-competitive proposals.

### Revenue generated for the naming rights, sponsorship and advertising primarily go to the sponsored City asset

- The majority of cities allocate proceeds for naming rights, sponsorship, and advertising to the sponsored City asset.
- Such proceeds are used for capital maintenance or the provision of programs and services.
- The City of Winnipeg has rare exceptions where funds are allocated to general revenue.

### A majority of cities have other Council policies for naming streets, roadways and parks.

- Most cities have Council policies that guide decisions for naming streets, roadways and parks and therefore are generally excluded as eligible assets for selling naming rights.
- These policies generally recognize the important role of naming streets, roadways and parks to guide the identification of location and navigation of a city.
- The policies also recognize streets, roadways and parks serve as a method of commemorative recognition to honour events and individuals, community contributions, etc.

	Saskatoon	Winnipeg	Calgary	Edmonton	London	Ottawa
<b>What is the authority for the program?</b>	C09-028 – Sponsorships Includes Naming Rights and Sponsorship	Sponsorship Policy Includes: Naming Rights and Sponsorship	Omnibus Policy Municipal Naming, Sponsorship and Naming Rights Policy	Facility Name Sale Policy Includes: Recreation facilities naming rights for new facilities and elements of current and future facilities	Corporate Sponsorship and Advertising Policy Includes: Naming Rights, Sponsorship and Advertising	Sponsorship and Advertising Policy Includes: Sponsorship, naming/renaming of City properties, buildings and structures, pouring rights, paid advertising and billboards.
	Advertising: C02-037 – Transit Advertising C10-010 – Advertising in Recreation Facilities	Advertising: Delegated authority to CAO for setting fees and approving advertising at various leisure facilities and Leisure Guide.	Advertising: n/a	Advertising: n/a		
<b>How is it administered?</b>	Structure: Decentralized Program  City Staff: No dedicated staff.  Contract: On occasion the City has used 3 <sup>rd</sup> party services for valuation and soliciting of naming rights; 3 <sup>rd</sup> party contracts are used for advertising services (Indoor Rink Boards, Leisure Guide and Transit).	Structure: Centralized within Customer Service & Communications Division  City Staff: 2017 Business case recommended one FTE be added however this hasn't been added to date.  Contract: 2017 Business case recommended an external contract in the value of \$30,000 be allocated for a 5 year period to value new or changing assets but hasn't been added to date. 3 <sup>rd</sup> party contracts are used for Transit advertising services.	Structure: Centralized Policy Oversight in Corporate Analytics & Innovation by Policy Steward; Decentralized Program Implementation: Remains with the asset stewards or business unit responsible for the City Asset.  City Staff: Solicitation and negotiation are conducted by City staff within business units or through external contracts. Currently one full time position exists in Parks, one in Recreation and one in Transit, and one part-time position in Fire.  Contract: 3 <sup>rd</sup> party contracts are used for Transit advertising services; 3 <sup>rd</sup> party contracts are used to assist with valuations.	Structure: Centralized within Community and Recreation Facilities Branch.  City Staff: Two permanent full time staff are responsible for soliciting advertising.  Contract: 3 <sup>rd</sup> party contracts are used for Transit advertising services and for external consultants to assist with negotiations and the valuation of assets where required.	Structure: Centralized within Parks and Recreation Division  City Staff: One temporary full time position.  Contract: 3 <sup>rd</sup> party contracts are used for Transit advertising services. A 3 <sup>rd</sup> party was hired to develop valuations for various assets which guide the City today.	Structure: Centralized within Parks, Recreation and Cultural Services Department  City Staff: One permanent full time position.  Contract: 3 <sup>rd</sup> party contracts are used for Transit advertising and for Billboard installation and advertising.
<b>Who approves the assets?</b>	Naming rights for an existing facility should take into consideration the history and legacy of the current name and concept approval must be received from City Council.  A written report to City Council is required to approve the list of assets for sale for naming right agreements prior to sponsors being approached. On occasion Administration has brought forward unsolicited proposals for Council approval.  Council approves sponsorship arrangements that are of a sensitive nature of with a total value in excess of \$100,000.  Administration approves all sponsorship \$100,000 or less.	Council will approve the naming rights of a facility or asset, prior to the release of an RFS. Specifically, Council will need to approve the content of the RFS that has proposed naming rights. All other sponsorship awards require the approval of the Chief Administrative Officer (or designate).	For Naming rights, Administration must prepare a report and make a recommendation for consideration by Priorities and Finance Committee and for final decision by Council. The report shall include the fundamental terms and conditions of the proposed Naming Rights arrangement, any associated conditions and whether the policy requirements have been met. Upon approval of the fundamental terms and conditions for the proposed Naming Rights arrangement by Council, Administration can enter into the agreement.  Administration approves sponsorship arrangements following the policy and procedures.	Administration must seek concept approval from Council prior to initiating negotiations with a potential partner and conduct any necessary review and analysis of Name Sale proposals. Furthermore, they must oversee any public consultation processes to measure community support for the Name Sale and support provided must equal current market value of the facility's naming rights. A report for City Council on the Name Sale agreement must be completed	Agreements that do not comply with this policy or are for an amount in excess of \$1,000,000 require approval of Council by By-law and that the Mayor and the City Clerk shall be authorized to sign such agreements approved by Council.	City staff is authorized to enter into sponsorship and advertising agreements that do not exceed the pre-authorized limits Deputy City Managers, and/or the Chief Corporate Services Officer will determine when it is appropriate to seek the authority of Council prior to a sponsorship being signed. Agreements that exceed these pre-authorized limits will require City Council approval.  City Council approval is required for any contract that does not satisfy the provisions of this policy and for opportunities involving the naming/renaming of City property, buildings and structures. City Council approval is required for all proposals that include billboard advertising

	Saskatoon	Winnipeg	Calgary	Edmonton	London	Ottawa
<b>What assets are currently included?</b>	Naming rights: Selected New Recreation Facilities  Advertising: Indoor Rink Boards & Transit	Comprehensive list of assets are on the website for naming rights, sponsorship and advertising including recreation and sport facilities, park areas, active transportation network, City parkades, City vehicles, animal services, libraries, archives, social services and Winnipeg Transit.	Besides Transit advertising specific assets are unknown. Worth noting is an RFP was issued for Naming Right & Sponsors Valuation for Recreation Facilities in April 2018 and an RFP for Calgary Transit Asset Naming Rights and Brokering sales in March 2019.	Assets primarily focus on advertising opportunities in arenas, digital advertising, golf courses, in the City Guide, Leisure Centre Wall Panels and Poster Frames and Transit advertising.	Assets primarily focus on naming rights and advertising related to recreation facilities and arenas and Transit advertising.	Assets primarily focus on naming rights for recreation facilities and sponsorship of recreation programs and replenishing of trees. Advertising opportunities are available for Transit and for billboards.
<b>How do they obtain interest?</b>	The policy does not identify specifics on a procurement process. However, once naming right sponsors are identified Administration must prepare a Letter of Intent and report back to City Council for approval and/or obtain approval for sponsorships over \$100,000.	Sponsorship Policy outlines potential sponsors will be invited through a Request for Sponsorship process. Assets listed on website.	Policy outlines that public promotion of the sponsorship opportunity is a requirement. Furthermore, public promotion for naming rights is a minimum of two months.	The Facility Name Sale Policy doesn't specify the procurement process but indicates the evaluation must be consistent with the procurement policy.	Policy outlines that sponsorship and advertising is offered on a first come, first served basis. Covers unsolicited proposals and those openly solicited by the City.	Policy outlines the need for open competition when certain criteria is applied. Non-competition and/or unsolicited proposals can be considered within specific criteria.
<b>Where does the revenue go?</b>	Naming rights: proceeds to go capital maintenance, enhancement costs or provisions of programs and services to the sponsored City asset.  Transit Advertising and Advertising in Recreation Facilities: Proceeds to go offset operating costs	Proceeds are primarily allocated to the sponsored City asset but on rare occasions funds go to General Revenue.	Proceeds are allocated to capital maintenance, enhancement costs, or provision of programs and services to the sponsored City asset.	Proceeds for facility name sales and advertising remain with the business unit responsible for the City asset.	Proceeds are allocated to enhancement costs or provision of programs and services to the sponsored City asset.	Proceeds are allocated to relevant City facilities and programs.
<b>What other features are helpful to note?</b>	The City of Saskatoon utilizes the Saskatoon Zoo Foundation and Friends of the Bowl for specific areas including the Zoo and Gordie Howe.	On September 18, 2017 a comprehensive business case was presented to the SPC on Protection, Community Services and Parks which outlines proposed assets, structure and staff.	The introduction of the new Policy included the removal of the Municipal Naming Committee.  The Policy also includes a schedule for Naming Rights for City Assets Operated by Partners.		Program, service, or facility for which sponsorship or advertising is being sought must not directly compete with charitable organizations or with existing private business in close proximity.	Policy includes procurement processes related to offering open competitions, non-competitive sponsorship and advertising arrangements and unsolicited proposals.
<b>Other Naming Policies</b>	<ul style="list-style-type: none"> <li>Naming of Civic Property and Development Areas C09-008</li> </ul>	<ul style="list-style-type: none"> <li>Naming of City Parks</li> <li>Street Naming</li> </ul>	<ul style="list-style-type: none"> <li>Above Omnibus Policy covers Naming of Communities and Roadways.</li> </ul>	<ul style="list-style-type: none"> <li>Naming Development Areas, Parks, Municipal Facilities, Roads and Honorary Roads</li> </ul>	<ul style="list-style-type: none"> <li>Naming/Re-naming or Dedicating of Municipal Property, Buildings and Park Elements Policy</li> <li>Commemorative Street Naming Policy</li> <li>Street Naming - Streets of Honour</li> </ul>	<ul style="list-style-type: none"> <li>Commemorative Naming Policy for Municipal Parks, Streets and Facilities</li> </ul>

## Notes:

1. The City of Regina Issued an RFP to conduct work on the Asset Inventory, Valuation, Policy and Program Development in December 2017 with work beginning in 2018. Currently there is no Council Policy related to Sponsorship, Naming Rights or Advertising. The City of Regina has a Park Naming Policy and Procedures and a Civic Naming Committee Guideline (Civic Naming Committee Guideline Policy # 2018-4-CC <https://www.regina.ca/export/sites/Regina.ca/business-development/land-property-development/.galleries/pdfs/Street-Park-Naming/2018-OCC-G0005-Civic-Naming.pdf>).
2. The methodology for the six municipalities was conducted through researching public information available on the website and telephone interviews with staff responsible for the naming rights, sponsorship and/or advertising programs. The review excludes information related to Controlled Corporations or wholly-owned subsidiaries.



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Corporate Climate Adaptation Strategy**

<b>Recommendation of the Committee</b>
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That the information be received.
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#### **History**

At the December 2, 2019 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the General Manager, Utilities & Environment dated December 2, 2019 was considered.

Your Committee received a PowerPoint from the Administration on this matter and resolved that the matter be forwarded to City Council for information. Committee also resolved within its delegated authority to forward the report to the Saskatoon Environmental Advisory Committee for feedback.

#### **Attachment**

December 2, 2019 report of the General Manager, Utilities & Environment.



# Corporate Climate Adaptation Strategy

## ISSUE

Current initiatives to support the strategic activity of “proactively addressing the effects of climate change” do not fall under one umbrella. Individual initiatives are often the result of an incident or service disruption. The Corporate Climate Adaptation Strategy presents an opportunity to create a better planned and more effective approach.

## BACKGROUND

City Council, at its Regular Business Meeting held on August 27, 2018, considered a report from the General Manager of Corporate Performance and resolved:

- “1. That information pertaining to the Corporate Adaptation Strategy be received; and
2. That \$32,000 from Capital Project No. 2183, Energy and Greenhouse Gas Management Plan, in addition to \$125,000 of Federation of Canadian Municipalities grant funding, be designated to a new Adaptation Capital Project to support the development of the Corporate Adaptation Strategy.”

City Council, at its Regular Business Meeting held on April 29, 2019, received the information report entitled Climate Change Projections and Possible Impacts for Saskatoon, from the Acting General Manager, Utilities & Environment via the Standing Policy Committee on Environment, Utilities and Corporate Services. Additional details on reporting history can be found in Appendix 1 – Corporate Climate Adaptation Strategy Reporting History.

Climate change is a complex issue facing Saskatoon, and responding to climate change involves a two-pronged approach. “Mitigation” involves the reduction of emissions and stabilizing the levels of heat-trapping greenhouse gases in the atmosphere. The City of Saskatoon’s (City) mitigation strategy is outlined in the Low Emissions Community Plan. “Adaptation” involves addressing the impacts of climate change already in progress. Current research and best practice focuses on both mitigation and adaptation as being necessary to address the causes and effects of climate change.

## CURRENT STATUS

Current direction for the City’s climate adaptation approach is set by the Strategic Plan (2018-2021) through the priority area of Environmental Leadership. One of the things that the City is striving for in this area is that the “effects of climate change on civic services are proactively addressed.” The Corporate Climate Adaptation Strategy is intended to provide framework for a proactive approach to climate change.

Currently, individual initiatives brought forward to address adaptation issues are reactive, which means that they have been triggered by a particular incident or service disruption resulting in the development of a specific risk management solution. There is

currently, no mechanism to consolidate these reactive initiatives under one adaptation reporting umbrella, or to shift to a more proactive approach.

Research suggests that the rate of climate change and the resulting severity of future impacts is likely to outstrip the ability of municipalities to rely solely on a reactive adaptation approach without creating significant hardship and suffering for the organization, businesses, and residents. Proactive climate adaptation does not always require large capital investment, it can involve process improvement that supports thinking about the future, how changing climate conditions could impact civic operations, and a commitment to preparing flexible risk management options that can be deployed as needed.

### **DISCUSSION/ANALYSIS**

#### Actions and Initiatives

The Corporate Climate Adaptation Strategy outlines corporate actions and initiatives in four resiliency focus areas:

- Decisions: thinking strategically about tomorrow, today;
- Staff: safe, healthy, and productive;
- Services: prepared for change and ready to serve; and
- Assets: designing and building with the future in mind.

The Strategy is organized by broader actions which describe what the City is striving for under each focus area. Initiatives detail specific activities under the actions, and clarify the desired outcomes of the strategy. Initiatives are further prioritized based on whether they can be accomplished in the near-term (1-2 years), mid-term (3-6 years), or long-term (7-10 years).

The full Corporate Climate Adaptation Strategy can be found in Appendix 2. Appendix 3 is a prioritized list of the initiatives identified by the strategy.

#### Creating the Strategy

The Corporate Climate Adaptation Strategy was created using the Local Governments for Sustainability (ICLEI), Canada's Five Milestone Approach to Municipal Climate Adaptation. Research for the strategy included a literature review and comparative analysis of other municipal and provincial/state level adaptation documents.

The actions and initiatives which make up the Corporate Climate Adaptation Strategy are the product of discussions and engagement with more than one hundred internal staff. Select external experts in climate change and adaptation as well as key stakeholder groups were engaged to review and enhance the strategy. Much of the feedback from external stakeholders focused on implementation planning and the need for a community adaptation strategy. The Engagement Report for the Corporate Climate Adaptation Strategy can be found in Appendix 4.

### IMPLICATIONS

Language supporting the importance of climate adaptation has been included in the Strategic Plan (2018-2021), Corporate Risk Annual Report, Triple Bottom Line Policy, proposed Official Community Plan, and the Asset Management Policy. The Corporate Climate Adaptation Strategy fills a gap between policy statements and operational activities. It serves to create a coordinated approach to: prioritizing and coordinating new corporate climate adaptation initiatives; informing cross-disciplinary processes and standards; and reporting.

There are no financial, legal, social or environmental implications triggered by this report. City Council will have the opportunity to approve resourcing for implementation of climate adaptation activities on an ongoing basis in accordance with the multi-year business plan and budget cycle.

### NEXT STEPS

Some current work which progresses corporate adaptation principles is being carried out across the corporation. This is expected to continue into 2020-2021.

A report including options for implementation, scope, priorities and resourcing, is planned for Q1 2021, in preparation for the 2022 Business Plan and Budget Cycle. Dedicated work defined by the Strategy to create a corporate adaptation program, progress actions and complete initiatives would then be able to commence following this approval.

### APPENDICES

1. Appendix 1 – Corporate Climate Adaptation Strategy Reporting History
2. Appendix 2 – Corporate Climate Adaptation Strategy
3. Appendix 3 – Prioritized List of Initiatives
4. Appendix 4 – Engagement Report

### REPORT APPROVAL

Written by: Twyla Yobb, Environmental Protection Manager, Sustainability  
Reviewed by: Jeanna South, Director of Sustainability  
Approved by: Angela Gardiner, General Manager, Utilities & Environment

## Corporate Climate Adaptation Strategy Reporting History

Enquiry: <i>Councillor M. Loewen (Adaptation Strategy – Climate Change)</i>		
October 11, 2011 City Council	Would the Administration please report back to Council with options for an adaptation strategy that ensures Saskatoon’s infrastructure and budget can respond adequately to the challenges of climate change? The City of Toronto’s 2008 report, “Ahead of the Storm: Preparing Toronto for Climate Change,” may be used as a guide and the Administration’s report should consider options like risk assessment of vulnerable infrastructure, reduction of possible flooding risks, increased parks naturalization and the possible establishment of an extreme weather reserve.	
Report Title: <i>Enquiry – Councillor M. Loewen (October 11, 2011) Climate Adaptation Strategy</i>		
Date/Meeting Type	Recommended	Resolved
September 14, 2015 SPC-EUCS (Item 7.2.5)	<ol style="list-style-type: none"><li>1. That the report of the General Manager, Corporate Performance Department dated September 14, 2015, be forwarded to City Council for information; and</li><li>2. That the Administration report back as soon as possible with the following information:<ol style="list-style-type: none"><li>a. Steps for implementing systems in key departments which would evaluate new infrastructure and projects (and retrofits to existing infrastructure/projects) to ensure adequate performance in a variety of weather conditions including extreme events; and</li><li>b. Additional information speaking to the adequacy of current funding approaches to dealing with possible changing weather conditions and their impacts on civic assets and services.</li></ol></li></ol>	Carried Unanimously
September 28, 2015 City Council (Item 8.4.2)	Same as above.	Carried Unanimously
Report Highlights:		
<ol style="list-style-type: none"><li>1. Climate change implications including rising temperatures, changed patterns of precipitation, and more extreme weather events have been observed and predicted for the Saskatoon Region.</li><li>2. The City of Toronto is among many cities planning for adaptation to climate change and a number of tools and resources have been developed to help municipalities become more resilient to climate change impacts.</li></ol>		




<p>3. The Administration currently reports on the environmental implications of initiatives and will develop additional reporting tools to identify resiliency to climate change impacts.</p> <p>4. Some climate impact assessments have begun; however, comprehensive climate adaptation planning has not.</p>		
<b>Report Title: <i>Interim Report – Climate Adaptation Strategies - Infrastructure</i></b>		
<b>Date/Meeting Type</b>	<b>Recommended</b>	<b>Resolved</b>
March 8, 2016 SPC-EUCS (Item 7.1.1)	That the Report of the CFO/General Manager, Asset & Financial Management Department dated March 8, 2016, be received as information.	Carried Unanimously
<b>Report Highlights:</b> <ol style="list-style-type: none"> <li>1. There are several measures in place or in progress to prepare for, and respond to, severe weather events in relation to key infrastructure and through the Corporate Risk Program and Corporate Asset Management Plan. Further refinement to asset planning and the retrofitting of existing assets will ensure infrastructure can be resilient during extreme weather events.</li> <li>2. The Major Natural Events Reserve has a zero balance, and there are no regular or budgeted contributions to this reserve.</li> </ol>		
<b>Report Title: <i>Climate Change Adaptation</i></b>		
<b>Date/Meeting Type</b>	<b>Recommended</b>	<b>Resolved</b>
August 13, 2018 SPC-EUCS (Item 7.2.2)	<p>That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council:</p> <ol style="list-style-type: none"> <li>1. That information pertaining to the Corporate Adaptation Strategy be received; and</li> <li>2. That \$32,000 from Capital Project #2183, Energy and Greenhouse Gas Management Plan, in addition to \$125,000 of Federation of Canadian Municipalities grant funding, be designated to a new Adaptation Capital Project to support development of the Corporate Adaptation Strategy.</li> </ol>	Carried Unanimously
August 27, 2018 City Council (Item 8.3.3)	Same as above.	Carried Unanimously
<b>Report Highlights:</b> <ol style="list-style-type: none"> <li>1. A Climate Change Adaptation Strategy is required as part of the signed commitment to the Global Covenant of Mayors for Climate and Energy.</li> <li>2. The Corporate Adaptation Strategy will build on the Resiliency model created by the Province of Saskatchewan.</li> <li>3. Addressing climate change adaptation increases resilience in assets and services.</li> </ol>		

4. A Corporate Adaptation Strategy complements other corporate initiatives in the City.		
<b>Report Title: <i>Climate Change Projections and Possible Impacts for Saskatoon</i></b>		
<b>Date/Meeting Type</b>	<b>Recommended</b>	<b>Resolved</b>
April 1, 2019 SPC-EUCS (Item 9.8.2)	That the report of the Acting General Manager, Utilities & Environment Department, dated April 1, 2019, be forwarded to City Council for information, and a copy of the report be forwarded to the Saskatoon Environmental Advisory Committee for feedback and including the presentation from Administration.	Carried Unanimously
April 29, 2019 City Council (Item 8.3.2)	That the report of the Acting General Manager, Utilities & Environment Department, dated April 1, 2019, be received for information.	Carried Unanimously
<b>Report Highlights:</b> <ol style="list-style-type: none"> <li>1. Climate change “mitigation” involves the reduction of emissions and stabilizing the levels of heat-trapping greenhouse gases in the atmosphere. “Adaptation” addresses the impacts of climate change already in progress. Both are necessary in responding to the prevention and consequences of climate change.</li> <li>2. Climate projection data featured in this report comes from the Canadian Centre for Climate Services and the Climate Atlas of Canada.</li> <li>3. The Saskatoon region can expect to see temperature and precipitation increases in addition to more extreme weather fluctuations and events.</li> <li>4. The three high-risk impacts anticipated for the Saskatoon region are: 1) increased demand on the water and waste water, storm water, and power utilities; 2) heat stress on outdoor staff and plants/trees; and 3) increased populations and diversity of pests as consequences of climate change.</li> <li>5. Next steps include further analysis of risk assessment, prioritizing items for risk management, and developing plans to reduce climate risk into the future.</li> <li>6. Research indicates that early investment in climate change adaptation and mitigation efforts are likely to be at a lower cost than investments that are delayed or happen reactively.</li> </ol>		

# CORPORATE CLIMATE ADAPTATION STRATEGY

## LOCAL ACTIONS:

Saskatoon's Adaptation Strategy (Part Two)  
December, 2019

-  Official Community Plan
-  Climate Action Plan
-  Local Actions Strategy









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***Vision:*** *The City of Saskatoon is a climate ready and resilient organization.*

***Mission:*** *We implement climate change adaptation actions as planned and on purpose in order to limit disruptions and negative impacts on our staff, services, and assets, allowing us to continue to deliver high quality services to the residents of Saskatoon.*





## EXECUTIVE SUMMARY

Adaptation involves activities that increase the ability to prepare for, withstand, and recover from the impacts of changing climate conditions. Daily, media coverage includes extreme weather events, more intense rain, and longer and hotter heat waves, indicating that the impacts of climate change are no longer a concern restricted to future generations. Climate change impacts have been increasingly widespread globally, with severe devastation to homes, businesses, the environment, and the social fabric of neighbourhoods; leading to many communities declaring a climate crisis or emergency.

Municipalities are working to develop and implement adaptation plans which consider the areas of city control and oversight, and the broader community. The Local Actions Strategy focuses on understanding how Saskatoon will be impacted by climate change and what the City of Saskatoon (City) can do to build resilience into municipal operations and assets.

Municipal climate adaptation planning encourages early consideration of the possible impacts on land use practices, design requirements, programming, and standards for construction. These plans typically consider:

- Conserving natural areas as providers of ecosystem services, including carbon sequestration, storm water management, and urban heat island reduction
- Using nature-based adaptation whenever possible, such as naturalized storm ponds and park spaces
- Incorporating traditional knowledge of Indigenous peoples into land management practices as a way to recognize their deep understanding of climate adaptation

The City has committed to preparing for changing climate conditions and resulting impacts to assets, programs, and services through the Strategic Goal of Environmental Leadership within the *Strategic Plan (2018-2021)* and as a signatory to the Global Compact of Mayors for Climate and Energy initiative. City Council approved the development of a corporate climate adaptation strategy on August 27, 2018. The project is jointly funded through capital and a grant from the Federation of Canadian Municipalities' (FCM) Municipal Climate Innovation Program.

In April 2019, [Climate Projections and Possible Impacts](#) was delivered to City Council. This report outlined projected climate changes for the Saskatoon region between 2020 and 2100 and presented a climate risk assessment for corporate operations. Portions of this report are included in Appendix A. Adaptation planning is complementary to the climate change mitigation roadmap described in Saskatoon's [Low Emissions Community \(LEC\) Plan](#). The LEC Plan and Local Actions Strategy work together to focus on both the causes and effects of climate change to create a comprehensive approach for the City's [Climate Action Plan](#).

The [Corporate Climate Adaptation Strategy](#) outlines tangible actions and initiatives for corporate climate adaptation that are organized into four resiliency focus areas: Decisions, Staff, Services, and Assets. Initiatives are further prioritized as:

1. Near-term: 1-2 years to start
2. Mid-term: 3-6 years to start
3. Long-term: 7-10 years to start

Preparation of the corporate strategy has followed the International Council for Local Environmental Initiatives (ICLEI) five milestone approach: initiate, research, plan, implement and monitor/review. Research findings on adaptation practices are provided, as well as emerging initiatives from other municipalities. Internal and key external experts were engaged, resulting in approximately 125 interactions between September 2018 and September 2019.

Performance reporting is required in order to effectively manage adaptation planning. Annual key performance indicators will be reported publicly through the Carbon Disclosure Project website and Saskatoon's Environmental Dashboard site.

Adaptation best practice repeatedly demonstrates that a planned, proactive approach delivers the best value for investment over time. For the City of Saskatoon, the municipal actions and initiatives presented in this report represent a shift from a largely reactionary approach to managing corporate climate risk to a city-wide planned and proactive approach that is intended to limit disruptions and negative impacts to City staff, services, and assets.

The *Corporate Climate Adaptation Strategy* does not include broader community actions. Some community focused initiatives are underway through various divisions, such as Saskatoon Water, Emergency Management Office, Saskatoon Fire Department, Community Development and Sustainability. Preparation of a comprehensive community adaptation plan could be considered as a third phase to the Local Actions Strategy that can be completed at a later date.











## RESILIENCE:

*“Resilience is the capacity of individuals, communities, institutions, businesses and systems to survive, adapt and thrive, no matter what kinds of chronic stresses and acute shocks they experience.”*

# THE STRATEGY

## Introduction

Early project planning highlighted the need to advance corporate adaptation action beyond an ad hoc, reactive approach that addresses issues only after they arise. Project team members framed a planned risk management approach as a way to ensure the best value for investment and greatest **RESILIENCE** improvement over time.

Actions identified in the *Corporate Climate Adaptation Strategy* are specific to increasing resilience for corporate operations and are organized into four focus areas:

- Decisions: Thinking Strategically about Tomorrow, Today
- Staff: A Safe, Healthy, and Productive Culture
- Services: Prepared for Change and Ready to Serve
- Assets: Designing and Building for Tomorrow’s Saskatoon

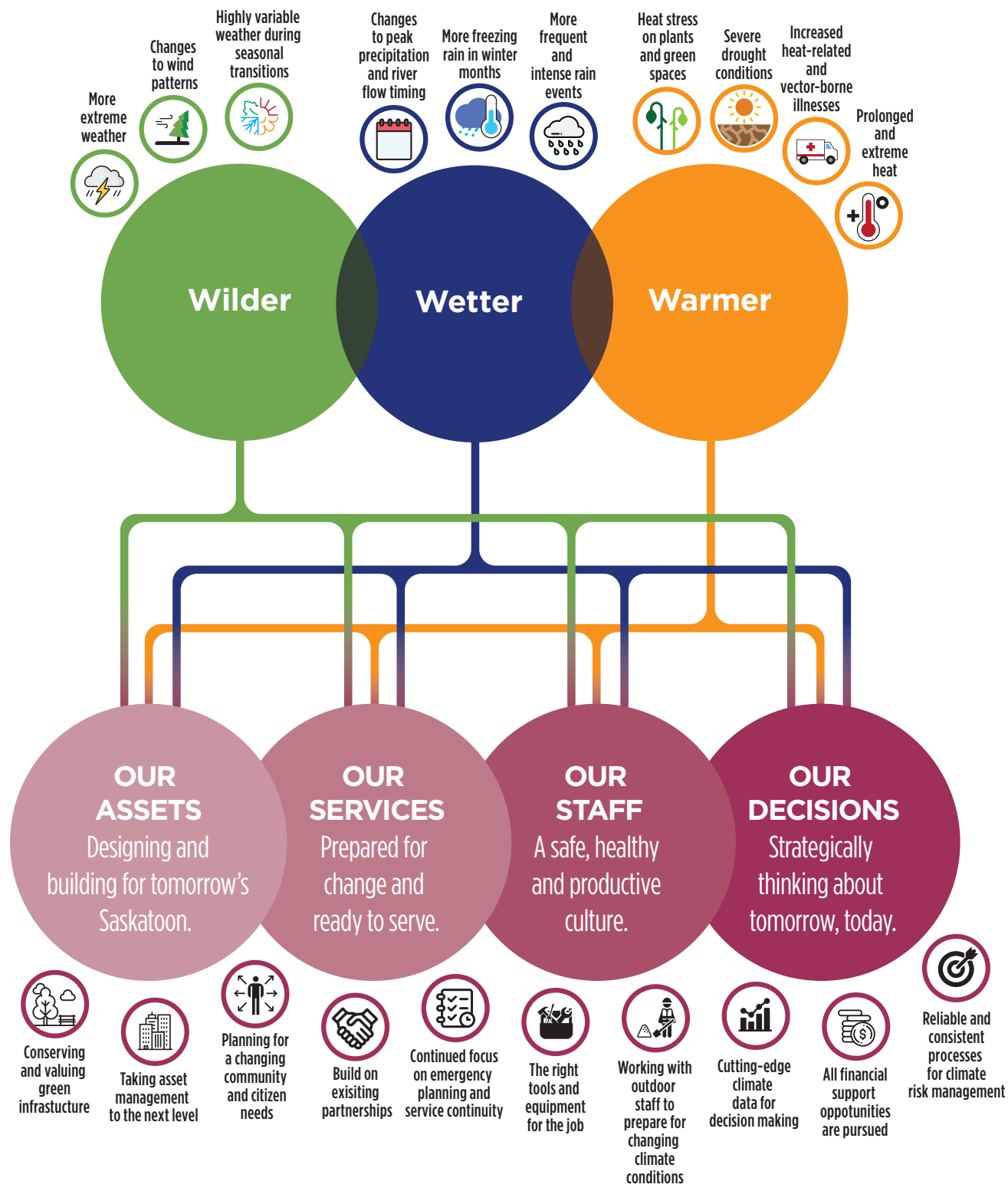
Each focus area includes actions as well as prioritized initiatives for planning and budgeting purposes. Prioritization categories are:

1. Near-term: 1-2 years to start
2. Mid-term: 3-6 years to start
3. Long-term: 7-10 years to start

Prioritization is based on the risk analysis previously presented in [Climate Projections and Possible Impacts](#) (Figure 11, Appendix A). Priority is given to those actions that will address the greatest number of risks, or that will address the risks with the potential for highest impact.

Figure 1 presents the connections between identified local climate change impacts and the four focus areas.

**Figure 1. Local Impacts Require Local Actions**







## Decisions: Thinking Strategically about Tomorrow, Today

### Decision-Making and Adaptation Planning Issues

Strategic planning and risk management processes are ever evolving due to the fast pace at which societal needs are changing and technological advancement occurs. It is a challenge to develop strategic priorities while also managing new and changing risks quickly and flexibly. Planning must be integrated, future-focused, and scalable to optimize success.

Climate change is just one of the risks facing Saskatoon. Given the wide reach and great uncertainty associated with the anticipated impacts, however, there is high potential to affect the City's vision to be "a great place to live, work, learn, and play." Failure to consider a range of changing climate conditions for long-term urban development, design, and strategic planning could result in asset damage, unexpected expenses, societal and economic suffering, and missed opportunity. Efforts to ensure climate risk management is considered in all corporate strategic decision-making and long-term planning processes is a critical component of building substantive resilience.

#### **Did you know?**

*Current funding requests for actions in support of "proactively addressing the effects of climate change" do not fall under one umbrella. To date, funds to support climate resiliency projects have come from dedicated user fees (e.g. storm water utility fees), dedicated reserves (e.g. Major Natural Event Reserve and Pest Management Reserve), or one-off capital expenditures (e.g. Local Actions Strategy project).*

## Current Approaches to Decision-Making and Adaptation

At the City, strategic decision-making and long-term planning is guided by a combination of documents, programs and processes including:

- Strategic Plan,
- Official Community Plan (OCP) Bylaw 8759,
- Corporate Risk Management Program, and
- Multi-year business plan and budget process.

Recent work has been carried out to integrate climate change adaptation and climate risk management into these documents, programs, and processes.

The Strategic Plan provides high level direction for the Administration from 2018 to 2021. Updates are timed to align with City Council election cycles and internal multi-year business plan and budgeting processes in order to better link decisions on prioritization, resourcing and long-term strategic direction continuity. The Strategic Goal of Environmental Leadership contains language mandating the importance of “proactively addressing the effects of climate change” over the next four years.

The OCP provides the policy framework to define, direct and evaluate development in Saskatoon to a population of 500,000. In 2019, Planning and Development led a collaborative process to update this bylaw. Conservation of natural areas to improve biodiversity and mitigate greenhouse gas emissions as well as changes in administrative practices to improve resiliency are just two items that will strengthen the City’s policy commitment to both mitigation and adaptation actions.

The Corporate Risk Management Program, supported by the Corporate Financial Services department, outlines and prioritizes significant risks to the City and ensures risks are being managed in a positive, systematic and productive manner. The program is based on the International Organization of Standardization’s Standard for Risk Management (31000). Since 2016, the Corporate Risk Annual Report has included “*the City may not be prepared for the effects of climate change*” as a medium priority risk to the corporation as a whole. Some projects and programs have been implemented in response to this risk, however, work has been conducted in an ad hoc manner due to resourcing challenges and different levels of perceived (and real) urgency throughout the Administration. This was a driving factor in the creation of the Local Actions Strategy.

A new factor in the City’s strategic decision-making is the Triple Bottom Line policy. Effective January 2020, the policy and its accompanying decision-making tool outline the approach to evaluate new projects and programs using indicators from the following areas:

- environmental health and integrity,
- social equity and cultural wellbeing,
- economic prosperity and fiscal responsibility, and
- good governance.

The desired outcome is balanced decisions about projects and programs that consider strategic priority areas and competing interests over the long-term. Climate change adaptation and mitigation measures have been included in the decision-making tool to ensure new projects and programs consider and support (where possible) reducing greenhouse gas emissions, innovative repurposing of greenhouse emissions and/or their by-products and reducing corporate and community exposure to climate risks, such as extreme heat and changing precipitation patterns.

## Actions to Improve Decision-Making

Action	Initiative	Priority (1,2,3)
<b>A) Adaptation Lens</b>  Document a process to support the consideration of adaptation for all new projects, programs and assets in a reliable and consistent manner.	<b>1. Administrative Procedures</b>  Create Administrative Procedure and Standard Work documents to support the consideration of climate change projections, positive and negative risk to operations, and resiliency options creation as part of the implementation of the Triple Bottom Line Policy.	1
	<b>2. Training</b>  Create internal training sessions that can be delivered on demand to support workgroups as they build climate change impact understanding and adaptation innovation capacity.	1
	<b>3. Tracking and Data Management</b>  Create internal processes and dashboard for climate adaptation strategy key performance indicator tracking. Create a digital historical and future climate data hub to support reliable internal use and updating.  Work with internal stakeholders to document what additional climate data points would be useful in decision-making related to asset management and service/program planning.	1
<b>B) External Funding</b>  Explore and document existing municipal, provincial, federal, and international mechanisms for financing resiliency building that look beyond mill-rate increases and capital expenditure.	<b>4. Funding Research</b>  Create and maintain a list of existing programs that fund resiliency building projects (include application process and requirements).	1
<b>C) Corporate Alignment</b>  Look to partners across departments to support and integrate resilience planning into current and future work.	<b>5. Pilot Adaptation Initiatives</b>  Review major upcoming projects (such as Bus Rapid Transit, Saskatoon Forestry Farm Park & Zoo Master Plan, Winter City Strategy, the new central library, and downtown arena) that may be good candidates for piloting resiliency building options.	1
	<b>6. City Planning for Resilience</b>  Continue to work with Planning & Development to review current land use, zoning, and urban/regional design practices to ensure current requirements provide adequate flexibility to support resiliency building.	1
<b>D) External Relationships</b>  Continue to develop relationships with external organizations that produce high quality historical and future climate data for use in data-driven decision-making.	<b>7. Share Knowledge and Nurture Partnerships</b>  Work with the Global Institute for Water Security, Global Water Futures, Saskatchewan Research Council, Prairie Climate Atlas, and Canadian Centre for Climate Services to define ways to visualize climate change projection data to improve corporate impact and risk assessment discussions, inform user-driven science, and aid in public education campaigns.	1



## Staff: Safe, Healthy, and Productive

### Staff Adaptation Planning Issues

Changing climate conditions impact outdoor staff, residents, the environment, and ecosystems in Saskatoon. **Climate Projections and Possible Impacts** anticipates that warmer average annual temperatures will bring larger, more diverse insect and pest populations, increasing the risk of vector-borne disease as well as the need for pest management practices. The longer, more frequent heat waves predicted in the report will impact outdoor staff through increased risk of heat stroke, dehydration, and exhaustion. Warmer winter temperatures where more precipitation falls as freezing rain and slushy snow will create additional transportation challenges for staff moving around the city. More frequent extreme storm events require planned emergency responses, including timely, clear instructions so staff know what to do and where to go.

The City employs approximately 5,400 people; roughly a third are seasonally employed from April to October. Many seasonal staff work partly or completely outdoors to support public works functions, manage parks and green space maintenance, and facilitate outdoor recreation.

Ensuring that all staff have what they need to be safe, healthy, and productive at work is one of the City's core corporate values. Continued commitment to this value will require comprehensive consideration of the risks posed by changing climate conditions.





## Current Approaches to Staff and Adaptation

Safety is part of everything we do at the City. Major initiatives driving safety performance relative to extreme weather events and changing climate conditions include organizational practices that support Saskatchewan Occupational Health and Safety (OHS) regulations and the maturation of internal emergency response and service continuity planning.

The Occupational Health and Safety division within the Human Resources department leads development and coordination of the Health and Safety Management System (HSMS) at the City. The HSMS is based on eight elements:

- leadership
- hazard identification
- assessment and control
- education and communication
- incident investigation
- inspections
- emergency response
- health and wellness and
- program administration

Changing climate conditions have the potential to influence all elements of the HSMS. Working in partnership with other internal groups, the Occupational Health and Safety division has created internal training modules, safe work practices, and toolbox talks to manage safety risks posed by changing climate conditions. On high heat days, for example, staff are trained to take more frequent breaks and drink more water. The rate of required breaks is determined by OHS regulations and takes into account air temperature, humidity, effort level required by task, and radiant heat.



The Saskatoon Emergency Management Organization (EMO) is responsible for coordinating the City's emergency preparedness and service continuity. This includes preparedness, planning, response and recovery in the event of a natural disaster, severe weather event, and human caused threats. It is important that essential City services continue during and after these events. The EMO has been focused on supporting the development of internal and external emergency response plans, building internal and external capacity through emergency preparedness and Incident Command System training, and completing a multi-year exercise<sup>1</sup> process. *Notifynow* is the EMO's targeted public mass notification system. The service allows all residents and staff to subscribe to receive location-specific or city-wide emergency alerts by phone, email or text message.

Service continuity refers to the ability of an organization to maintain essential services and functions during and after a disaster or unexpected event. It is an essential component of a resilient city. Service continuity planning activities are currently underway for prolonged power outages, pandemic, and technological threats. The increasing frequency of extreme weather events and extreme heat/cold will require further attention as the program develops.

### Did you know?

*Inclusivity is a top priority for the City. Notifynow can be used by people who are deaf, hard of hearing, or speech-impaired through a TTY (teletypewriter). A TTY is a special device that allows spoken messages to be converted to text.*

<sup>1</sup> An exercise in the emergency management context refers to the simulation of an event that triggers the use of an emergency response plan. Exercise complexity can range from a simple "tabletop" meeting, where the simulation is talked through, to a "full-scale" practice, where multiple groups are performing response plan activities as if a real-world event is taking place.



## Actions to Improve Resiliency for Staff

Action	Initiative	Priority (1,2,3)
<b>E) Review anticipated work impacts</b>  Begin proactive discussions with outdoor staff, labour units, and leadership on climate change impacts, risk to current operations, and potential adaptive strategies.	<b>8. Identify work impacted by climate change</b>  Review and inventory all job descriptions and collective bargaining agreements of workgroups with outdoor staff to identify existing language and requirements regarding work in hot/cold conditions.	2
	<b>9. Condition assessments</b>  Conduct a staff safety and productivity assessment of outdoor activities under extreme heat and extreme cold in order to define potential thresholds where non-essential services are stopped until favourable climate conditions return.	3
	<b>10. Alternate duties for extreme conditions</b>  Create a list of extreme heat and extreme cold tasks that could be completed by outdoor staff instead of regular duties to increase employee safety and minimize negative salary impacts of non-essential work stoppages.	3
	<b>11. Safety and training processes</b>  Ensure pest preparedness and extreme heat/cold internal safety training and processes consider the diversity of the City's workforce.	3
	<b>12. Work hours</b>  Explore and define alternative scheduling options to reduce the exposure of outdoor staff to the "hottest hours of the day" based on learnings and practices in other municipalities where extreme heat is prevalent.	3
	<b>13. Seasonal work terms</b>  Discuss current seasonal hiring practices with outdoor staff to meet the needs of more variable seasonal transitions and a potentially longer summer season.	3
<b>F) Pilot initiatives to mitigate staff exposure</b>  Define pilot project opportunities for extreme heat/cold management and pest preparedness through new equipment procurement.	<b>14. Pilot development</b>  Work with outdoor staff to explore potential pilot projects for extreme heat and cold management and pest preparedness equipment. Examples could include lawn mower canopies, pop-up shade tents, and mosquito netting.	3

# Services: Prepared for Change and Ready to Serve

## Services Adaptation Planning Issues

As climate becomes more variable, the amount of useable space in landfills or airspace, can be consumed more quickly than planned. Cities in Puerto Rico saw 6.2 million cubic yards of debris sent to landfills after Hurricane Maria hit in 2017; that is enough to fill 43 football stadiums.<sup>2</sup> Alberta faced a similar situation after 2013 flooding caused water damage in more than 4,000 businesses and 3,000 buildings in downtown Calgary, with repairs ranging from minor to full demolition and rebuild.<sup>3</sup> In October 2018, the City of Edmonton sent 30 snowplows to Calgary to help clean-up after a severe early season snowstorm.<sup>4</sup>

More frequent extreme heat and intense storms can impact the ability for recreation staff to consistently provide safe outdoor play opportunities. Globally, changing climate conditions may increase the rate of immigration to Saskatoon as other areas become unsafe or undesirable. Increased seasonal variability can impact the ability of staff to meet defined service levels. As a result, delivering climate-ready, resilient services under changing climate conditions requires proactive planning and cross-departmental collaboration.

## Current Approach to Services Adaptation Planning

The City has a number of initiatives underway and in place to prepare for changing climate conditions. Examples are listed below.

The Saskatoon North Partnership for Growth supports a coordinated approach to land use, development, asset management, and governance in five municipalities. Opportunities to build resiliency to intense rainfall events and riverine flooding as well as coordination enhancements to emergency management and mutual aid have been discussed through this work. Additional resiliency building discussion will be included as regional planning documents and bylaws are created.

Within the Automated Traffic Management System, alternative traffic signal plans are being created to accomplish specific goals, such as clearing the downtown core and/or bypassing major corridors due to unexpected disturbances and weather events.

The Low Impact Development Guidelines provide onsite storm water management options for those developing property in Saskatoon. Some methods outlined in the document include raingardens, rainwater reuse, green roofs, permeable pavements, storm water box planters, and naturalization of drainage ways.

Mobility management processes (e.g. sanding, salting) during snow events and freezing rain are deployed through well-defined response plans already in place. Improved real-time weather and road condition data will further refine management processes through the Roadway and Weather Information System, a continuous improvement project underway through Roadways, Fleet, and Support.

Communications and Public Engagement uses service alerts, news releases, social media channels, and news conferences to support timely communication with internal staff and the public. These activities occur in collaboration with the EMO *Notifynow* system. Communications and Public Engagement and the EMO participated in a relationship building initiative with Environment and Climate Change Canada that has further improved the severe weather alert process.

2 Kennedy, M. and Migaki, L. (2017). After Maria, Puerto Rico struggles under the weight of its own garbage. National Public Radio. Retrieved on September 3, 2019 from <https://www.npr.org/sections/thetwo-way/2017/12/14/570927809/after-maria-puerto-rico-struggles-under-the-weight-of-its-own-garbage>

3 Environment and Climate Change Canada. (2017). Canada's top ten weather stories of 2013. Retrieved on September 3, 2019 from <https://www.ec.gc.ca/meteo-weather/default.asp?lang=En&n=5BA5EAF8-1&offset=2&toc=hide>

4 Antoneshyn, A. (2018). Edmonton to help dig Calgary out of snowstorm. CTV News Edmonton. Retrieved on September 3, 2019 from <https://edmonton.ctvnews.ca/edmonton-to-help-dig-calgary-out-of-snowstorm-1.4118725>



As part of the 2017 Internal Audit Plan, PricewaterhouseCoopers completed an audit of the City's ability to "quickly and effectively resume operations in the event of a serious incident, accident, disaster, or emergency". The audit proposed 26 recommendations, grouped into six phases of work, to support the continued development of a robust service continuity management system. Prioritized implementation of these recommendations is ongoing.

## Actions to Improve Resiliency for Services

Action	Initiative	Priority (1,2,3)
<b>G) Services and Emergencies</b>  Continue discussions to define points that trigger a change in service level and/or require public communication.	<b>15. Climate change scenarios and responses</b>  Define worst-case climate change scenarios and graduated administrative responses with core service providers, including water, electricity, waste management, transit, parks management, recreation, and mobility management.	2
	<b>16. Communications planning</b>  Proactively define communication tools, key messaging, and delivery mechanisms to rapidly inform residents, businesses, and organizations of service level changes required due to administrative responses to extreme heat/cold/wind, intense summer/winter storms, prolonged drought, increasing pest populations, and intense precipitation events.	2
	<b>17. Flexibility in seasonal transitions</b>  Define options to increase flexibility in seasonal equipment turnover practices to improve readiness for highly variable weather and emergencies.	3
	<b>18. Plan for post-event emergency resourcing</b>  Explore opportunities to use cross-training and/or temporary staff reassignments, mutual aid agreements and/or private-sector contractors, when appropriate, to add capacity to post-weather event administrative responses as part of emergency management and service continuity.	2
	<b>19. Plan for water security</b>  Engage with the Water Security Agency to better understand Gardiner Dam operating procedures in order to clearly define resiliency needs. Identify and analyze other water security risks.	2
<b>H) Evacuation Planning</b>  Continue work with internal staff and external partners to improve evacuation processes.	<b>20. Define appropriate evacuation and shelter procedures</b>  Continue to work with the Saskatchewan Public Safety Agency City stakeholders, external partners, and at-risk communities to define efficient, culturally appropriate evacuation processes and suitable temporary housing locations that balance the needs of those in unsafe situations with the needs of Saskatoon residents.	1
<b>I) Social Impacts of Climate Change</b>  Engage with internal staff to better understand how community needs may be impacted by climate change.	<b>21. Utility affordability and energy poverty</b>  Analyze the affordability of corporate utilities from a social-equity lens and define options to improve affordability.	3
	<b>22. New services</b>  Identify potential new services or changing service levels required due to exacerbated social inequities.	3
	<b>23. Climate change migration</b>  Analyze the impacts of "climate refugee" migration to Saskatoon on population growth and service demand.	2



## Assets: Designing and Building with the Future in Mind

### Asset Adaptation Planning Issues

Current design practices are typically based on historical climate information with added safety factors. Climate change is increasing expected maximum temperatures, intensifying rainfall events of rainfall events, and heightening storm severity. As a result, aging and recently built assets are being pushed beyond design limits and failures are occurring. When Hurricane Dorian made landfall in the Bahamas, it decimated structures indiscriminately—hospitals, roadways, homes—and left more than 2,500 people missing.<sup>5</sup> In December 2018, unprecedented levels of frost accumulation on SaskPower lines caused wide-spread and lengthy power outages to “tens of thousands” of people. In February 2019, prolonged extreme cold and low snow cover in Saskatoon contributed to frost depths reaching eight feet and beyond, causing a spike in water service interruptions due to frozen water service connections.

The cost of continuing to design and build using only historical or current climate information is likely to result in, at best, a faster deterioration rate and higher insurance premiums and, at worst, asset failure and destruction of lives, property, and the environment

<sup>5</sup> Reuters for Global News Saskatoon. (2019). Over 2,500 registered as missing as death toll of hurricane Dorian rises to 50 in Bahamas. Retrieved on September 11, 2019 from <https://globalnews.ca/news/5889274/2500-missing-death-toll-hurricane-dorian/>

### Did you know?

*The World Bank's recently released Lifelines study concludes that building more resilient infrastructure can increase upfront project costs by 3%, but often improves utility returns by 300% or more over the duration of the asset's lifecycle. Utility returns in this sense refer to the total value of avoiding asset downtime and damage as well as lost wages and revenue likely to occur in "non-resilient or status quo infrastructure".<sup>6</sup>*

## Current Approach to Asset Adaptation Planning

Operationalizing the City's Asset Management Policy and Framework will include the integration of climate projection data and adaptation options. The new policy and framework is set to support a more holistic discussion of renewal and maintenance funding. Implementation is set to be completed over the next three years. All assets and existing asset management plans will benefit from this enhanced process.

Saskatoon Water and Saskatoon Light & Power are undergoing long-term demand planning. Saskatoon Water is reviewing design curves for storm water assets through a climate change lens in partnership with the University of Saskatchewan and Concordia University. At Saskatoon Light & Power, climate risk management and adaptation planning are guided by ISO 31000 as recommended by the Canadian Electricity Association. SaskPower has also recently begun developing a climate adaptation strategy using this guide. Saskatoon EMO is guiding the two utility providers through interdependency documentation and contingency planning.

Additionally, Saskatoon Light & Power is contributing to a climate ready city by installing energy efficient technology, such as Light Emitting Diode (LED) streetlights, in all new neighbourhoods and in older neighbourhoods as part of the asset management process. Energy efficiency contributes to resiliency by lowering energy demand. This allows current supply to meet potential future demand growth (e.g. due to increased air conditioner use) for longer. To date, approximately 2,500 LED streetlights have been installed around Saskatoon, reducing total energy consumption by an estimated 950,000 kilowatt-hours annually.

Energy and resource efficiency are important components of holistic asset management as well as resilient (and low carbon) cities. Additional energy and resource efficiency actions, such as the Energy Performance Contracting program, are described and guided through the [Low Emissions Community \(LEC\) Plan](#). The LEC Plan and Local Actions Strategy work together to focus on both the causes and effects of climate change to create a comprehensive approach for the City's [Climate Action Plan](#).

<sup>6</sup> Hallegatte, S., Rentschler, J., and Rozenberg, J. (2019). *Lifelines: The Resilient Infrastructure Opportunity* Washington, DC: World Bank.





Initiatives to develop and implement standards, guidelines and opportunities to support green assets (e.g. parks and wetlands) are also underway at the City. The Green Infrastructure<sup>7</sup> Strategy places importance on all residents having access to a network of high quality, multifunctional, and integrated green spaces. As part of this Strategy, a project to develop Natural Area Standards is currently underway. The project focuses on identifying natural areas within Saskatoon and collaboratively developing a list of compatible uses in order to create a predictable process for integrating natural areas into development areas.

The Wetland Policy (C09-041) presents guidance for land use and development decisions related to wetland and riparian areas<sup>8</sup> in a manner that is sensitive to the ecological integrity of wetlands and the ability of the City to achieve compact, sustainable, and economically viable growth patterns.

The Parks Division is set to present an Urban Forestry Management Plan (UFMP) to City Council in 2020. The UFMP focuses on minimizing the impacts of urban growth on the urban forest, redevelopment in established areas, invasive pests and diseases, weather events, and aging trees. A number of graduated response plans for invasive pests, such as Dutch Elm Disease and Cottony Ash Psyllid, have been developed as part of the UFMP. Other key elements include water conservation through naturalization of park space, smart irrigation technology, and an emphasis on native and drought-resistant plant species.

### Did you know?

*Through upgrades to civic facility lighting, heating, and cooling systems, the Energy Performance Contracting (EPC) program has saved the City more than 1,000,000 kilowatt-hours of energy, equalling approximately \$150,000 in utility cost savings. Looking ahead, the EPC program will provide further, significant utility cost savings as retrofits are completed on additional civic facilities.*

<sup>7</sup> Green infrastructure is defined as a system of green spaces and techniques that provide municipal and ecosystem services by protecting, restoring, or emulating nature. Green infrastructure spans a wide range of asset types, from natural (e.g. existing wetlands and grasslands) to engineered (e.g. dry storm water ponds constructed within green park spaces).

<sup>8</sup> Riparian areas are the interface between land and water bodies, such as rivers and lakes. These areas are important as they form a corridor allowing animals to travel between different biomes.

## Actions to Improve Asset Resiliency

Action	Initiative	Priority (1,2,3)
<b>K) Asset Management for Climate Change</b>  Integrate climate risk consideration and resiliency building options in the development of the Corporate Asset Management Program.	<b>24. Design assets in alignment with climate projections</b>  Develop and document processes that allow future climate projections to be considered in the design of new and upgraded corporate assets.	1
	<b>25. Review standards for resiliency</b>  Review all corporate design/construction standards and building code requirements against projected climate change in order to identify and inventory areas where future conditions could surpass current thresholds.	2
	<b>26. Regional collaboration</b>  Network and share information with other municipalities that will likely experience Saskatoon's projected climate conditions.	1
	<b>27. Division collaboration</b>  Continue to participate in Saskatoon Water's design curve update project to inform climate projection and risk management through asset design.	1
<b>L) Consider Green Infrastructure on Par with Grey Infrastructure</b>  Support increased integration of green infrastructure into all available aspects of urban development and through implementation of the Green Infrastructure Strategy and Urban Forestry Management Plan.	<b>28. Species selection for resiliency</b>  Support increased use of drought and pest-resistant and native plant species to reduce watering requirements, pest impact and improve biodiversity.	2
	<b>29. Retain moisture</b>  Support increased soil and mulch/compost cover in planted areas to improve storm water retention and enhance plant viability.	2
	<b>30. Local food production</b>  Define opportunities to expand and diversify local food production to improve biodiversity and reduce reliance on distant food producing areas also facing significant climate risk.	2

### Did you know?

*Public engagement conducted as part of the Green Infrastructure Strategy noted stakeholder interest in seeing an increased focus on adaptation at the City. Stakeholder feedback from the Green Infrastructure Strategy has been integrated into the Local Actions Strategy where possible.*

*From mid-May to early September, the Urban Biological Services team (Parks division) conducts weekly mosquito counts using eight traps located across Saskatoon. Data informs population management activities and helps partner organizations such as the Saskatchewan Health Authority track West Nile Virus risk. Mosquito counts from 2019 suggests mosquito numbers were lower than the previous 10-year average.*









## PERFORMANCE REPORTING

### Annual

Annual key performance indicators will be reported publicly through two sources: the [Carbon Disclosure Project](#) website and the City's [Environmental Dashboard](#) website.

The Carbon Disclosure Project (CDP) is an international platform used by municipalities and other levels of government to publicly disclose their progress towards existing climate action commitments. The City is required to report annually through CDP in order to maintain satisfactory status with the Global Covenant of Mayors for Climate and Energy. The City has reported to CDP since 2015.

Reporting through the City's Environmental Dashboard will focus on implementation and impact. Implementation indicators will track progress on objective funding and completion rates. Impact indicators will measure the effect of completing initiatives on climate risk management practices. Figure 3 presents a list of recommended key performance indicators.

**Figure 2. Recommended Key Performance Indicators**

Implementation
<ul style="list-style-type: none"> <li>➤ Funding status of all initiatives (e.g. unfunded, partially funded, fully funded)</li> <li>➤ Funding source for all initiatives (e.g. capital, operating, external grant, external loan, etc.)</li> <li>➤ Status of all initiatives tasks (e.g. not started, underway, complete)</li> </ul>
Impact
<b>Decisions:</b> <ul style="list-style-type: none"> <li>➤ Number of internal training or subject matter expert support sessions delivered to support corporate capacity building related to climate projection data use and resiliency building</li> <li>➤ Number of new projects, programs, initiatives that included climate risk management and/or adaptation options</li> <li>➤ Number of available climate data points</li> </ul>
<b>Services:</b> <ul style="list-style-type: none"> <li>➤ Number of internal and external inquiries related to climate change preparedness and/or adaptation activities</li> <li>➤ Number, duration, and location of service interruptions related to climate events</li> </ul>
<b>Staff:</b> <ul style="list-style-type: none"> <li>➤ Number of staff engaged to discuss climate change impacts and preparedness options for managing climate risk</li> <li>➤ Number of pilot projects completed</li> </ul>
<b>Assets:</b> <ul style="list-style-type: none"> <li>➤ Total cost of corporate asset insurance premiums over time</li> <li>➤ Percent of total design standards and building code regulations flagged as “may need adjustment” given future climate projections<sup>9</sup></li> <li>➤ Percent of asset management plans that consider historical and future climate information</li> <li>➤ Ratio of total investment in green and grey infrastructure across all corporate operations</li> <li>➤ Total cost of asset damage/repairs after climate events</li> </ul>

<sup>9</sup> The intention of reviewing current corporate design standards and building code regulations is not to change the City of Saskatoon’s requirements before provincial, federal, or international mandating organizations make changes. The intention is to use future climate projection data available to the City today to review the future suitability of current codes and standards in order to prepare internal staff to bring any concerns to their higher-level counterparts.





## Long-Term

Public policy decisions, behaviour changes, and technological advances will impact the severity of climate change experienced globally and locally. As a result, global climate model projections are updated on a five-year cycle with new assumptions.

To align with global climate model updates, it is recommended that climate projection data, hazard-risk-vulnerability assessment information, and resiliency building actions and initiatives be updated in a report to City Council every five years. Using the most recent climate science is important to building and maintaining useful resilience strategies because the actual pace of some global changes often outpace projection rates.<sup>10</sup>

By regularly updating the *Corporate Climate Adaptation Strategy* as a living document, the City can improve and re-prioritize actions and initiatives based on new information, access to technologies, resource availability and stakeholder and community readiness.

<sup>10</sup> Lindsey, R. (2019). Climate change: Global sea level. Retrieved on October 3, 2019 from <https://www.climate.gov/news-features/understanding-climate/climate-change-global-sea-level>  
Intergovernmental Panel on Climate Change. (2019). IPCC special report on the ocean and cryosphere in a changing climate: Summary for policymakers. Retrieved on October 3, 2019 from [https://www.ipcc.ch/site/assets/uploads/sites/3/2019/09/SROCC\\_SPM\\_HeadlineStatements.pdf](https://www.ipcc.ch/site/assets/uploads/sites/3/2019/09/SROCC_SPM_HeadlineStatements.pdf)



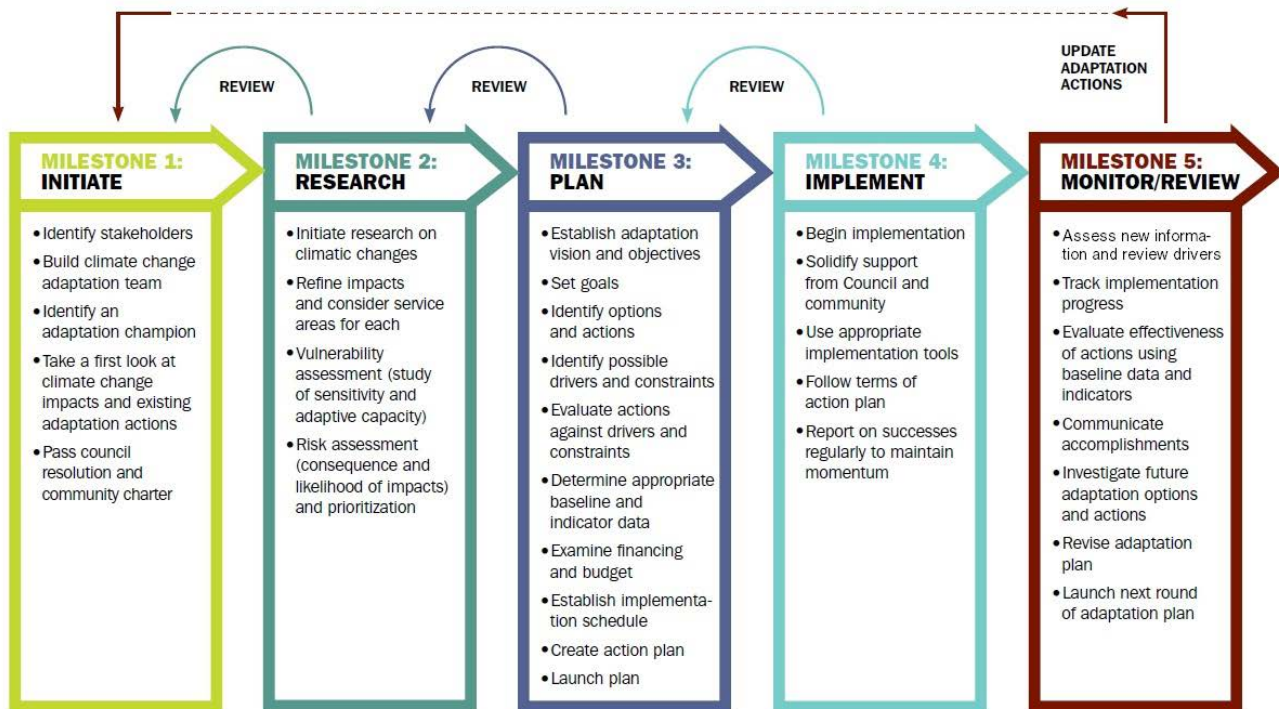


# CREATING THE STRATEGY

## Framework

The Local Actions Strategy is based on the International Council for Local Environmental Initiatives (ICLEI) Canada's five milestone approach. Major activities are summarized in the following figure.

**Figure 3.** ICLEI Canada's 5 Milestone Approach to Climate Adaptation<sup>11</sup>



Activities within Milestones 1 and 2 were completed and presented in administrative reports sent to City Council in 2018 and 2019.

- **Milestone 1** – City Council unanimously passed the resolution to create a corporate climate adaptation strategy through joint municipal capital and federal grant funding (from the Federation of Canadian Municipalities) on August 27, 2018. The resolution was guided by the following factors:
  - “The effects of climate change on civic services are proactively addressed” is one of the Things We are Striving For under the Strategic Goal of Environmental Leadership in the Strategic Plan 2018-2021
  - “The City may not be prepared for the effects of climate change” is identified in the 2018 Corporate Risk Annual Report as a strategic risk facing the City (this risk was first identified in 2015)
  - The City’s signatory status with the Global Covenant of Mayors for Climate and Energy requires the City to create a climate adaptation strategy to remain in good standing. Former Mayor Don Atchison signed the agreement in late 2015.

<sup>11</sup> ICLEI Canada. (2015). Adaptation methodology. Retrieved on Aug. 13, 2019 from <http://www.icleicanada.org/resources/item/79-adaptation-methodology>

- **Milestone 2** – The *Climate Projections and Possible Impacts* report outlined results of the climate projection research phase of the corporate climate adaptation strategy project. Projected changing climate conditions were used to lead staff through a hazard-risk-vulnerability assessment in order to outline risk levels posed to assets, services, and programs over the next 80 years. High risk impacts include changing utility demands, heat stress on outdoor staff, vulnerable populations and green spaces, as well as increases in pest populations and vector-transmission incidence rates. See Appendix B for a short summary of climate change projections and possible impacts facing Saskatoon.

The *Corporate Climate Adaptation Strategy* fulfills the requirements of Milestone 3. A vision, mission, actions, initiatives, and scorecard for measuring the effectiveness of the strategy have been developed.

Decision-making authority for resourcing Milestone 4 (implementation) and Milestone 5 (review and update) lies with City Council. Implementation options for the corporate adaptation strategy will be presented to City Council in alignment with the multi-year business plan and budget process.

## Research

### Adaptation, an Emerging Practice

Preparation of the *Corporate Climate Adaptation Strategy* was informed by a literature review and a comparative analysis of other municipal and provincial/state level adaptation documents. See Appendix C for a list of documents reviewed.

Climate change adaptation is an emerging field of practice. Until about a decade ago, it often drew heavy scorn from individuals focused on promoting climate change mitigation (e.g. reduction and management of greenhouse gas emissions). The rationale for this divide is linked to the perception that funding adaptation activity gave decision makers a reason to avoid or delay greenhouse gas emission management and reduction actions. In his 1992 book, *Earth in the Balance*, Al Gore called adaptation, “A kind of laziness, an arrogant faith in our ability to react in time to save our skins.”

However, a shift in this philosophical debate began when the realities of changing climate conditions moved from an issue of the future to an issue on the nightly news.<sup>12</sup> Headlines such as “Record heat wave linked to climate change killed 1,500 people in France this summer” and “Quebec: Flooding turns fatal, military to provide assistance” demonstrate the devastation changing climate conditions are bringing to our world.<sup>13</sup> Reflecting this change in climate action best practice, the City has expanded its Climate Action Plan to focus on a two-prong approach dedicated to both reducing and managing greenhouse gas emissions as well as preparing for local impacts with local actions.

<sup>12</sup> Ball, J. (September 2018). With climate change no longer in the future, adaptation speeds up. New York Times. Retrieved on September 13, 2019 from <https://www.nytimes.com/2018/09/21/climate/climate-change-adaptation.html>.

<sup>13</sup> Lemon, J. (September 2019). Record heat wave linked to climate change killed 1,500 people in France this summer. Newsweek. Retrieved on September 13, 2019 from <https://www.newsweek.com/summer-heat-wave-climate-change-killed-1500-france-1458205>  
The Weather Network. (2019). Quebec: Flooding turns fatal, military to provide assistance. Retrieved on September 13, 2019 from <https://www.theweathernetwork.com/ca/news/article/quebec-days-of-rain-flood-threat>



## The Process of Adaptation

Generally, research aligns climate adaptation with risk management.<sup>14</sup> In this sense, actions taken to build resiliency against or adapt to changing climate conditions are designed to ensure organizations are better prepared for any negative impacts and can quickly take advantage of any new opportunities.

The review of municipal adaptation plans and strategies focused on adaptation action types that lessened the impact of “worst-case” scenarios and increased the benefits of “best-case” scenarios. Worst-case scenario adaptations focus on harm reduction to human, economic, and environmental systems. For example, the Thames Barrier protects 125 square kilometres of central London, amounting to tidal surge and flood protection for millions of people and billions of dollars in real estate.<sup>15</sup> Best-case scenario adaptations focus on taking advantage of changing climate conditions, such as prairie farmers experimenting with growing longer season crop varieties.<sup>16</sup>

Implementation methods for resiliency and climate adaptation depend on the severity and likelihood of impacts and the rate of climatic change an area expects. Implementing adaptation action prior to experiencing specific conditions is considered proactive or anticipatory. Action taken after an event or trend has occurred is considered reactive. Planned and proactive adaptation is often more effective and occurs at a lower cost than reactive adaptation.<sup>17</sup> However, proactive adaptation can increase the risk of overinvestment if projected conditions are not realized. Municipal adaptation documents reviewed as part of this project tend to balance planned and reactive adaptation action, realizing in an uncertain and resource-constrained world that not all things can be anticipated and not all initiatives can be funded.

Academic research suggests that decision makers face challenges in resourcing and implementing climate action today, given the uncertainty inherent in climate projection data and the urgency with which some constituents are demanding climate action. Incremental or flexible adaptation action types offer a way forward.<sup>18</sup> These are planned actions that do not need to be deployed all at once, which increases readiness while limiting overinvestment risk. In the City of Phoenix 2005 *Water Resources Plan Update*, the Water Services department used scenario planning to consider climate change within its strategic plan. Climate projection data showed an increased risk of water insecurity. In order to prepare for the worst-case scenario, the organization purchased land with access to sustainable ground water resources but did not begin installing pumping infrastructure. This type of adaptation action takes advantage of the ground water option to meet future demands without requiring resources until a specific predetermined threshold or trigger is hit.<sup>19</sup> Taking a higher level approach, the Hungarian Parliament created a special position, the “Ombudsman for Future Generations,” in 2007. The role is directed to “protect and mandate the interests of future generations” in conversations regarding program development and spending prioritization.<sup>20</sup>

Matching the type of adaptation action with an appropriate (planned or reactive) response depends on the risk it is intended to manage. Action design was an important consideration in all long-term adaptation strategies reviewed in this research.

14 Thomalla, F., Downing, T., Spanger-Sieghfried, E., Han, G., and Rockström. (2006). Reducing hazard vulnerability: towards a common approach between disaster risk reduction and climate adaptation. *Disasters*, 30(1). Storbjörk, S. (2007). Governing climate adaptation in the local arena: Challenges of risk management and planning in Sweden. *Local Environment*, 12(5). Jones, R.N. and Preston, B. L. (2011). Adaptation and risk management. *Interdisciplinary Reviews Climate Change*, 2(2).

15 Government of United Kingdom. (2019). The Thames barrier. Retrieved on September 16, 2019 from <https://www.gov.uk/guidance/the-thames-barrier>

16 Bunge, J. (November 2018). A warming climate brings new crops to frigid zones. *The Wall Street Journal*. Retrieved on September 16, 2019 from <https://www.wsj.com/articles/a-warming-climate-brings-new-crops-to-frigid-zones-1543168786>

17 Natural Resources Canada. (2009). What is adaptation? Retrieved on August 14, 2019 from <https://www.nrcan.gc.ca/climate-change/impacts-adaptations/what-adaptation/10025>

18 Migone, A. and Howlett, M. (2016). Charles E. Lindblom, “The science of muddling through”. In *The Oxford Handbook of Classics in Public Policy and Administration*.

19 Quay, R. (2010). Anticipatory governance: A tool for climate change adaptation. *Journal of the American Planning Association*. 76(4).

20 Environmental Rights Database. (2010). Hungary’s Ombudsman for future generations. Retrieved on September 26, 2019 from <http://environmentalrightsdatabase.org/hungarys-ombudsman-for-future-generations/>.

Climate change risks & hazards  
 -consequences  
 -obstacles  
 -50% of people could die  
 in the next 40 years

rapid  
 melting  
 of  
 Sea ice

Human risk  
 to clean  
 clean  
 clean

What will happen  
 50/after

When asked, "What are you most concerned about when you hear about the effects of climate change?" Grade 9 students from Bedford Road Collegiate provided these responses in January 2019.

The world  
 will end

ss of  
 d for  
 culture  
 + feed  
 s population

I think of floods  
 and I started wonder-  
 -g what we need  
 to do so their aren't  
 risks or hazards.

in the summer  
 time yall/home  
 should plant first  
 tree? among the  
 streets?

reduce the amount  
 of plastic in the  
 city

Pay for the amount

Floods  
 Floods

breathing in bad  
 air

Sea ice melting

-Natural disasters  
 -Animals dying  
 -polar ice caps  
 melting

Loss of  
 coral  
 reefs

Carbon  
 Dioxide

Flooding  
 of  
 low lying  
 countries

• using less electricity,  
 low lights, it not only helps  
 students focus more but you  
 are helping reduce the power  
 you use

- food shortage  
 - extreme cold  
 - Shifting of migration  
 patterns  
 - extreme storms  
 - Severe drought

Adverse  
 weather  
 more  
 intense

People will  
 die!!

• Pollution  
 • Factory pollution  
 • Transportation emits CO2  
 • Technology  
 • Fossil fuels  
 • Internal combustion  
 engine

We're breathing  
 greenhouse  
 gases

- Wildlife will start to die

crops won't grow

Warming  
 planet





## Engagement

The engagement process focused on two audiences: internal staff and key external stakeholders, resulting in approximately 125 interactions between September 2018 and September 2019.

- For internal staff, a combination of workshops, meetings, and digital communications gathered contextual knowledge and supported climate risk analyses and resiliency building action generation. Participants represented 16 divisions and workgroups across the organization.
- For external experts, a combination of workshops, meetings, and digital communications gathered feedback and enhancements on early strategy design and resiliency building actions. Target expert groups included professionals from climate change and adaptation fields as well as key business and community stakeholder groups. Input from Insurance groups that was collected through engagement for a related project was also used to inform strategy design and resiliency building actions.

External stakeholders were asked to review and enhance the climate risk inventory and potential adaptation actions inventory created by internal stakeholders. External stakeholders also offered feedback on the perceived risks to success of implementing an adaptation strategy, potential partnership opportunities, available research, and advice on communicating the Local Actions Strategy.

The majority of the feedback received from external stakeholders focused on implementation planning and the need for consideration of community resiliency as well as corporate adaptation planning.

As adaptation initiatives are moved to implementation, a review of the engagement report is advised and additional public engagement is recommended to inform decisions around actions with the potential to impact the public.

To address the demand for consideration of community resilience in adaptation planning, opportunities for development of a Community Adaptation Strategy will be considered in future.





# WHAT ABOUT OUR COMMUNITY?

Local Actions is currently a corporate strategy. This means the resiliency building actions and initiatives outlined in this document are focused on things the City can do to limit disruptions and negative impacts on staff, services, and assets, allowing us to continue to effectively deliver services to the residents of Saskatoon.

Our research does show that a corporate-only strategy is not the norm for municipal adaptation documents. Of all the adaptation documents we reviewed, no others were solely focused on corporate actions.

The purpose of the corporate strategy is two-fold. First, by focusing on “organizing our own house first”, the City intends to show leadership on climate adaptation without prescribing corresponding activities or targets for residents, businesses, and organizational sectors. Second, by scoping strategy development activities on corporate operations only, the project team was able to meet the one-year deliverable timeline as required by the granting organization (Federation of Canadian Municipalities).

**Climate Projections and Possible Impacts** presented climate change projections and their likely impacts on corporate operations. Changing climate will also present significant risk to residents and businesses, physical and mental health, and quality of life. Recent research suggests changing climate conditions are likely to impact communities unevenly and can exacerbate existing social inequities.



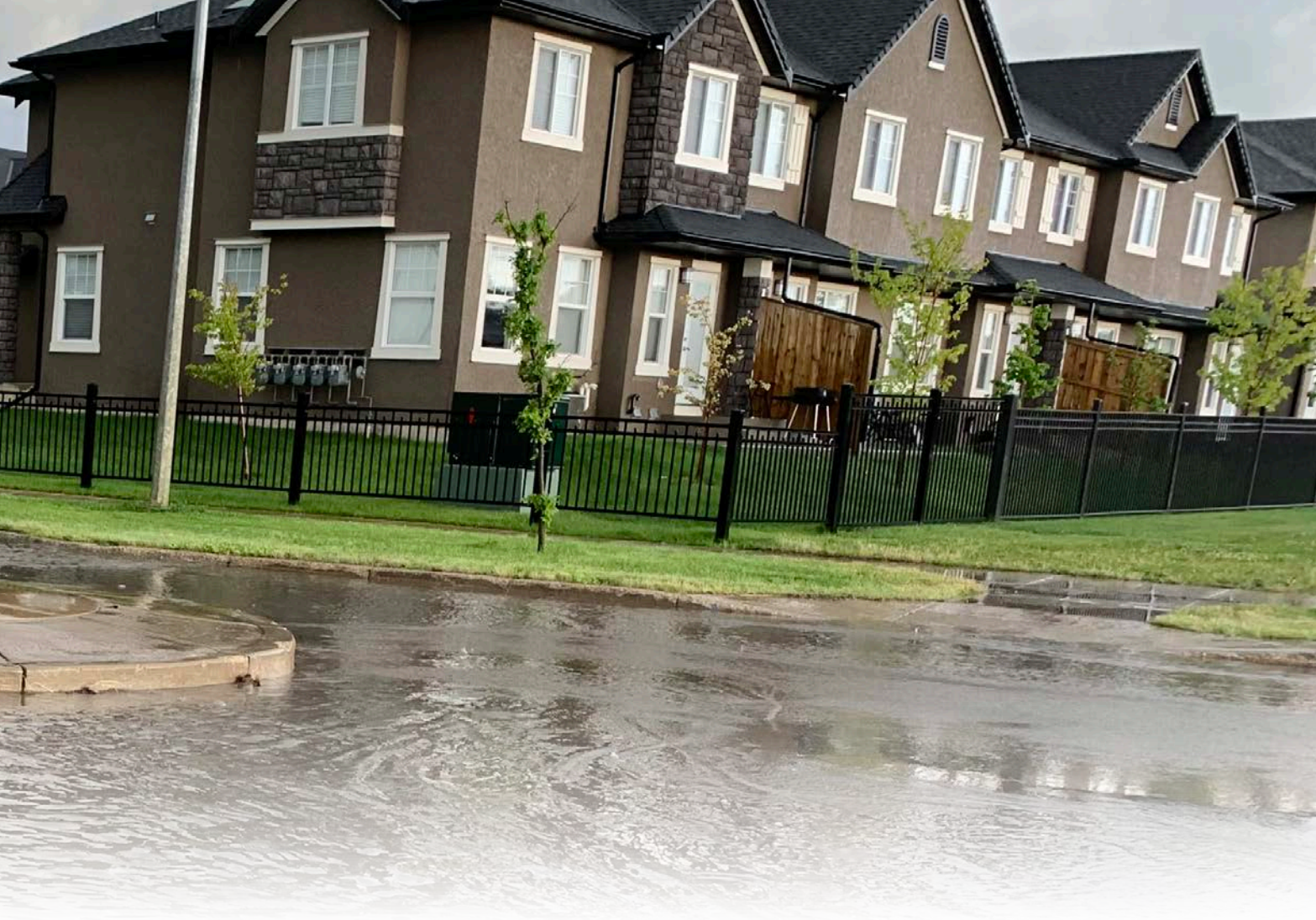




The City's work in providing local governance and public service delivery blurs the line between corporate actions and community actions. As a result, the current mandate of some workgroups does include aspects of community resiliency building. Examples are provided below.

- Saskatoon Water annually supports a number of resiliency building programs.
  - Be Water Wise is a public education campaign focused on informing residents about reducing water use through mindful landscaping practices (e.g. rain gardening and rain barrels) and home renovations(e.g. low-flow fixtures and appliances).
  - The Storm Water Management Credit Program provides opportunities for multi-unit residential and non-residential property owners to lower storm water utility fees through implementation of onsite storm water management and/or water quality (e.g. oil and grit separators) best practices.
  - In 2018, the division partnered with the Intact Centre for Climate Adaptation to provide a 50-point home inspection with customized recommendations for residents in flood prone areas to increase their flood resiliency. More than 100 residents took part in the program; free flood risk reduction resources continue to be available online on the City's website.





- The EMO provides emergency coordination services and service continuity supports for internal and external partners. It manages notifynow and supports extreme heat and cold weather response strategies for vulnerable populations with external partner organizations as well as incident command and emergency management training for external partner organizations.
- The Saskatoon Fire Department devotes resources annually to public education on fire, water, and life safety through presentations, programs, and fire hall tours for school-aged children and other targeted audiences.
- Community Development and Recreation focuses on building quality of life in Saskatoon through support for community associations, non-profit organizations, community gardening, local sport, and special events, all of which are key drivers of strong communities. In turn, strong communities respond with more innovative and collaborative solutions to all types of challenges, and residents are more likely to check on and have relationships with their neighbours. All these factors contribute to climate resiliency, because they reduce the time it takes for a community to “bounce-back” after unexpected shocks (climate-related or otherwise).
- Sustainability supports resiliency-focused public education through Healthy Yards, Student Action for a Sustainable Future, waste diversion campaigns, and a compost-coaching programming.
- Saskatoon Transit supports existing extreme heat (above 30°C) and cold (below -30°C) weather responses through a Safe Bus Program that sees buses open their doors to anyone needing a ride to a community cooling or warming station free of charge.







# NEXT STEPS

The City of Saskatoon has committed to preparing for changing climate conditions and the resulting impacts to assets, programs, and services through the Strategic Goal of Environmental Leadership (Strategic Plan 2018–2021) and as a signatory to the Global Compact of Mayors for Climate and Energy initiative. Achieving the actions and initiatives presented in this report will begin the corporate climate resiliency journey. It will set an official direction for action and start the transformation from a disconnected, reactionary approach to a planned, proactive approach. Adaptation best practice repeatedly demonstrates a planned and proactive approach delivers the best value for investment over time.

*Local food production through Saskatoon's 50+ community gardens, builds resiliency against food supply chain and transportation network disruptions due to climate change impacts in other regions and in turn lowers our city's carbon footprint. Other co-benefits of local food production include community building and knowledge sharing. Demand for plots within existing community garden locations exceeds current supply in many cases.*





# APPENDIX A:

## Climate Projections and Possible Impacts







# OUR CHANGING CLIMATE

Canada's climate is changing now and is expected to continue to change into the future. But what conditions can we actually expect? To paraphrase David Phillips, a Climatologist with Environment and Climate Change Canada, we can expect warmer, wetter, and wilder weather.

What can we expect locally? This section of the report will outline climate change expectations for both Canada and Saskatoon.

Climate projections were gathered from the Canadian Centre for Climate Services<sup>21</sup> and the Climate Atlas of Canada<sup>22</sup>, using data from 30 global climate models adjusted to produce locally specific results<sup>23</sup>. Global climate models consider many factors including temperature, precipitation, land uses, and emissions scenarios. Climate projection data gathered by the Administration works with three emissions scenarios: "status quo emissions production"; "moderate emissions reduction"; and "major emissions reduction". See Appendix 1 for emissions scenario assumptions.

## Warmer

In 2018, the Canadian Centre for Climate Services reported that between 1948 and 2016 the average annual temperature in Canada rose by 1.7°C. This is more than double that of the total warming experienced globally since 1880 (0.8°C)<sup>24</sup>. Northern Canada (north of 60° latitude) realized average annual temperature warming higher still, at 2.3°C from 1948 to 2016. All territorial communities will see considerably higher warming impacts and more quickly than the majority of the Canadian population. The provincial city closest to this region is Edmonton, Alberta.

Under current emissions rates, climate models project Canada's average annual temperature increase to be approximately 4°C by 2100, with some models projecting even higher increases.<sup>2</sup> Figure 3 provides a visualization of average annual temperature change projected for Canada over the next 80 years.

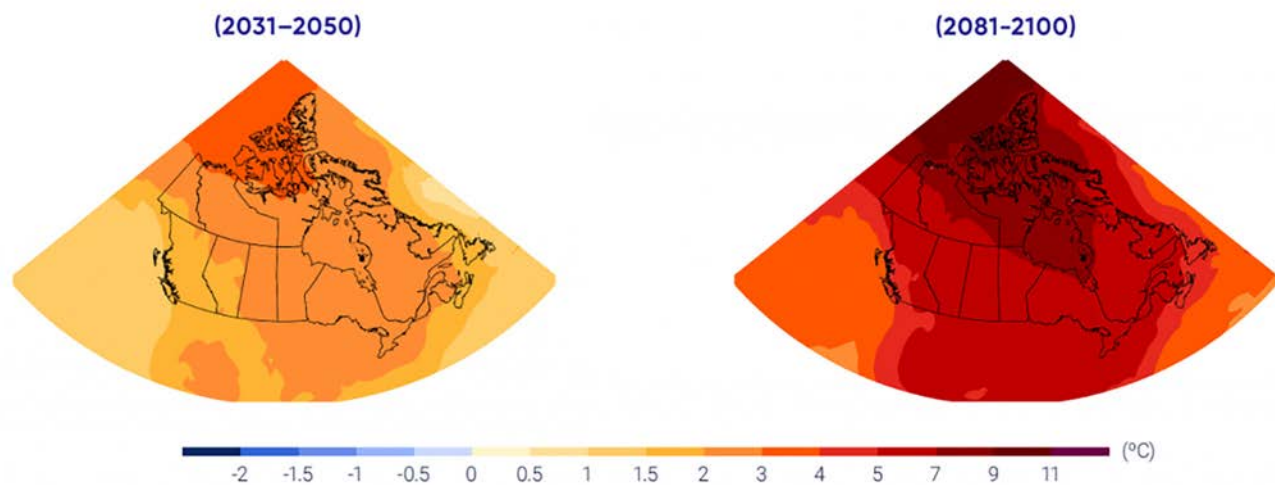
<sup>21</sup> Government of Canada. (2018). Canadian Centre for Climate Services. Retrieved from <https://www.canada.ca/en/environment-climate-change/services/climate-change/canadian-centre-climate-services.html>

<sup>22</sup> Climate Atlas of Canada (2018). Retrieved from <https://climateatlas.ca/>

<sup>23</sup> Local climate projections in this report attachment were produced using statistical downscaling methodology. Statistical downscaling takes data from global climate models and refines it from a large spatial resolution (200 or more kilometres) to a smaller resolution (10-25 kilometres) using well documented steps and mathematical processes.

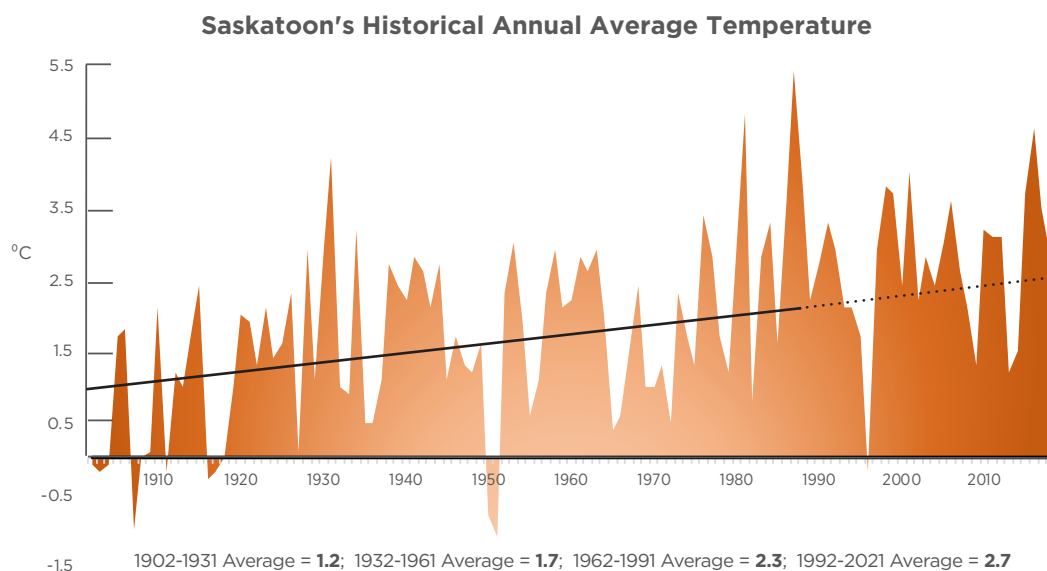
<sup>24</sup> Global temperatures. (2011, January). Retrieved from <https://earthobservatory.nasa.gov/world-of-change/DecadalTemp>

**Figure 4:** Average annual temperature change variation for Canada under current emissions rates for 2031-2050 (left) and 2081-2100 (right)<sup>25</sup>



Annual average temperature data for Saskatoon is available from 1902 to 2018 using a combination of two sources: the Saskatoon Climate Station #4057165 and the Saskatchewan Research Centre (SRC) Climate Reference Station Summary<sup>26</sup>. Figure 5 presents a visual highlighting the warming trend over time.

**Figure 5:** Saskatoon's Average Annual Temperature from 1902 - 2018



Saskatoon's seasonal temperature trends from 1902-2017 suggest that average daily temperatures in all seasons have increased 1 to 4°C. More specifically, average daily temperatures since 1902 have warmed by

- 1.2°C in summer;
- 1.2°C in fall;
- 2.8°C in spring, and;
- 3.8°C in winter.

<sup>25</sup> Images from the Canadian Centre for Climate Services.

<sup>26</sup> Wittrock, V. (2019.) Climate reference station Saskatoon annual summary 2018. Saskatchewan Research Council. Publication No. 10440-1E19

Saskatoon’s average annual temperature rise is projected to increase by almost 7°C by the end of the century under current emissions production rates as compared to the historical baseline from 1976-2005 (1.8°C). Under the moderate emissions reduction scenario this increase shrinks to just over 3°C. Under the major emissions reduction scenario, the increase in average annual temperature is reduced again to 1.9°C above baseline. Figure 6 depicts each of the emissions scenarios and their projected increase in average annual temperature for Saskatoon.

**Figure 6:** Saskatoon’s average annual temperature change under status quo emissions, a moderate emissions reduction, and a major emissions reduction

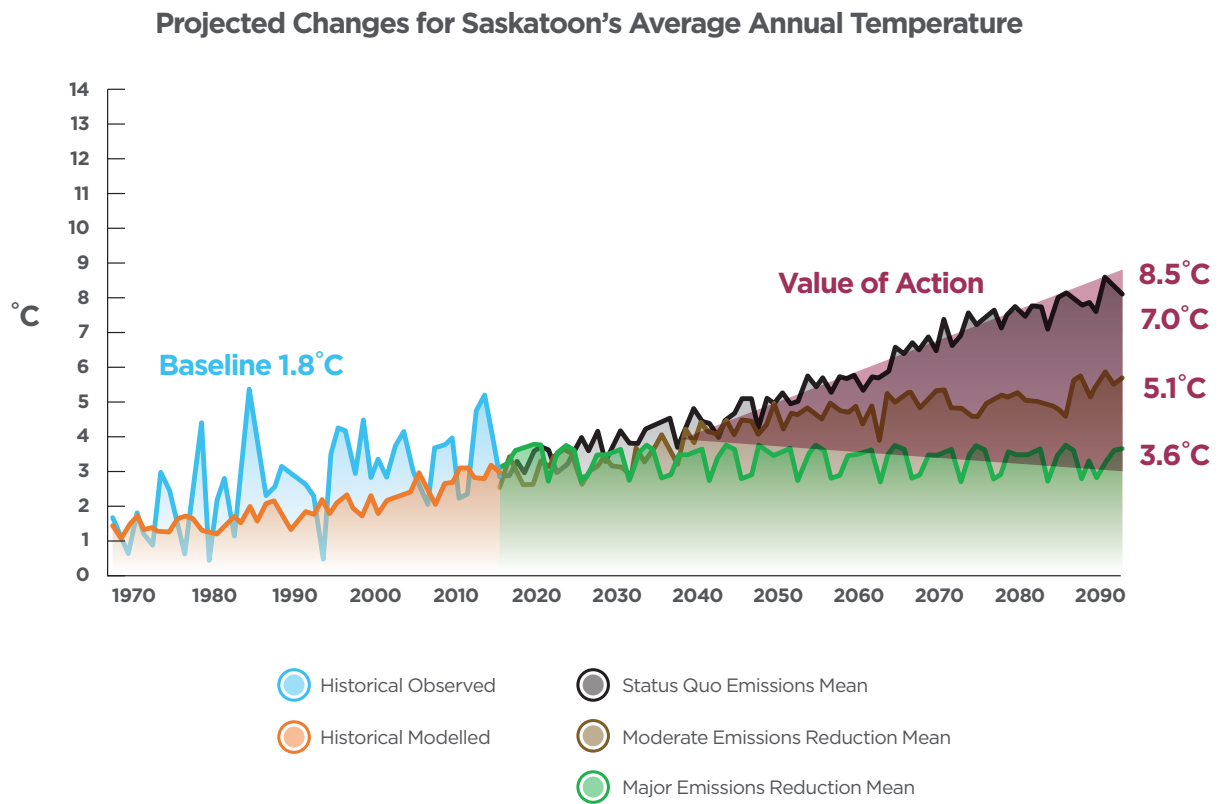


Figure 6 highlights the “value of action” or the cost of inaction. This concept outlines the relationship between emissions rates and adaptation needs. The higher the emissions rates are, the larger the increase in average annual temperature becomes and, in turn, the larger the cost and magnitude needed for adaptive actions grows over time.



Photo courtesy of Tourism Saskatoon





## WARMER BY 2100

Projections show Saskatoon will have **double** the number of days **25°C** or more and **six times** the number of days at **30°C** annually under status quo emissions rates.

Other warming trends expected for Saskatoon under current emissions rates by 2100 include:

- An increase in the number of days per year where the temperature reaches above 25°C (an average of 106 per year up from 46 as a baseline);
- An increase in the number of days per year where the temperature reaches above 30°C (an average of 55 per year up from 9 as a baseline);
- An increase in the number of growing degree days at base 15°C (an average of 882 per year up from a 258 as a baseline);
- A decrease in the number of days per year at or colder than -30°C (an average of 1 per year down from 13 as a baseline); and
- A longer frost-free season (47 days per year longer on average).
- Changes in river flow patterns in snow melt-fed river basins, like the Saskatchewan River Basin, where peak flows come earlier in the spring and summer flows are reduced due to warmer winter temperatures, loss of glacier ice, and a smaller snow pack.

Available data for all three emissions scenarios is presented in Appendices 2, 3, and 4.

## A NOTE ABOUT BASELINES

*Baselines tell us what time period climate information is from and what the average outcome was during that time period, allowing changes to be tracked over time. For example, a baseline includes information such as “the average annual temperature for Saskatoon was 1.8°C during 1976-2005”. The baseline for the Paris Agreement is “pre-industrial” which is often referred to as 1850 -1900 but has not been definitively stated (see Appendix 1 for more details on the Paris Agreement). The baseline for Saskatoon’s climate projection data in this report is 1976 - 2005. Climate information for national projections uses baselines as described throughout the report. The choice of baseline period in climate science is governed by the availability of climate data. In order to be reliable a baseline must include roughly 30 years of data.*

## Wetter

When considering “wetter” conditions, two distinct projections are most frequently utilized for proactive future planning: total changes in average annual precipitation and changes in the frequency of short duration and heavy intensity precipitation events.

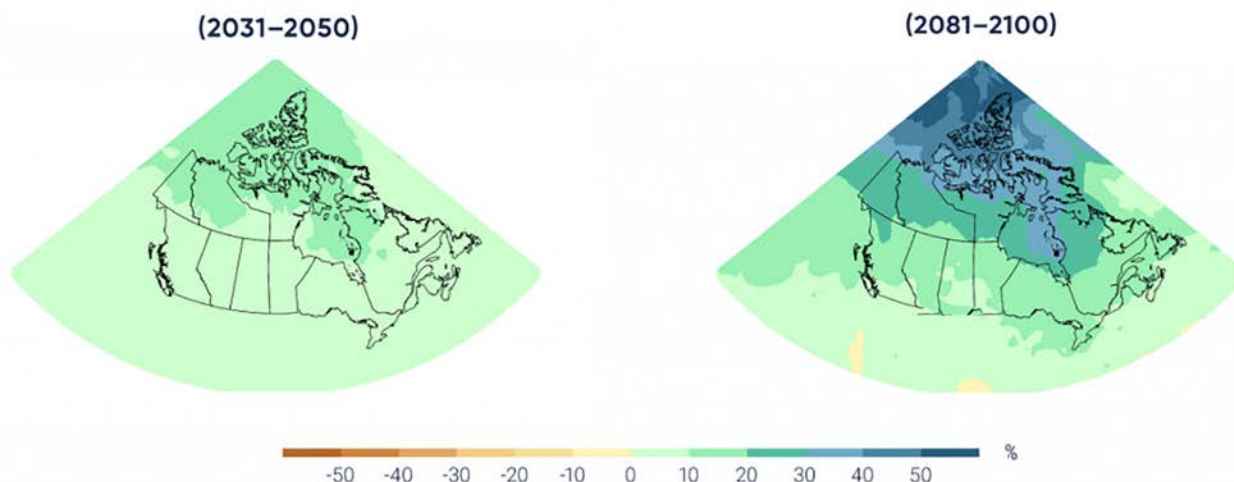
### Average Annual Precipitation

Between 1948 and 2012 average annual precipitation (including rain, snow, freezing rain, hail, and drizzle) increased in Canada overall. Seasonal and regional variation in this trend is high. For example, over the same period (1948 – 2012) Kugluktuk, Nunavut saw a 170% increase in winter precipitation and Kelowna, British Columbia saw a 40% reduction.

Average overall winter precipitation is projected to continue to increase between 9.1% and 37.8% in Canada by 2100. Although the changes experienced will be regionally dependent, with northern regions of Canada expected to see higher increases and southern Canada expected to see smaller increases.

Additionally, with warmer overall temperatures in winter months, more precipitation will likely be realized as freezing rain or sleet during this season. Increased freezing rain and sleet will also impact overall snow cover levels seen nationally, as snow often melts when interacting with warmer precipitation. Figure 7 provides a visualization of average annual precipitation changes projected for Canada under current emissions rates.

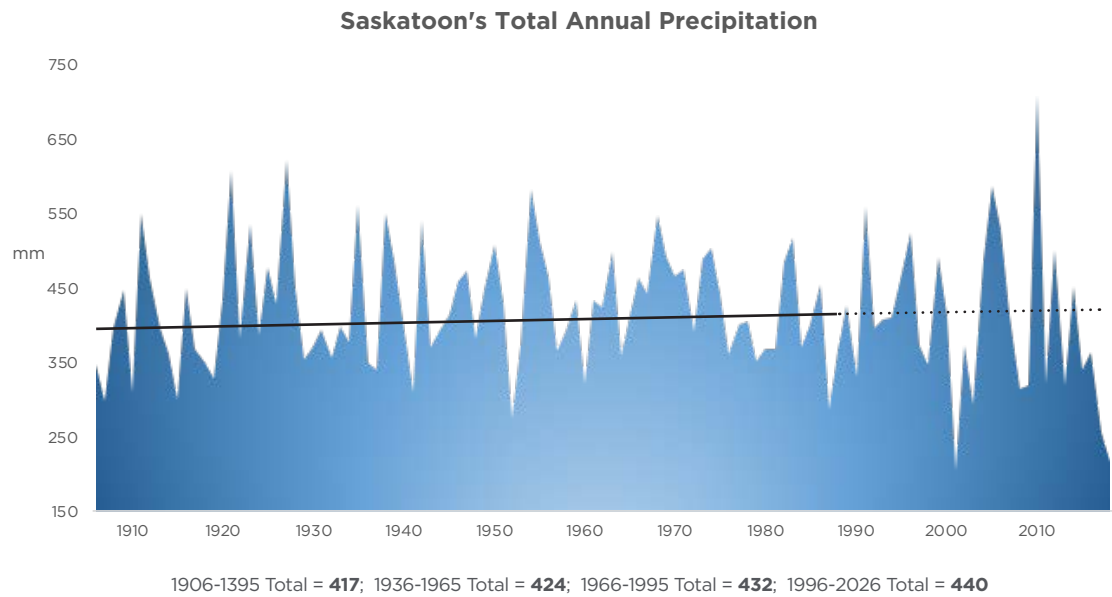
**Figure 7:** Average annual precipitation change variation for Canada under current emissions rates for 2031-2050 (left) and 2081-2100 (right)<sup>5</sup>





Annual precipitation total records are available for Saskatoon from 1906 to 2018 from the combination of two sources: the Saskatoon International Airport and the Saskatoon Research Council Climate Reference Station Summary<sup>27</sup>. Figure 8 presents a visual highlighting the wetter trend over time.

**Figure 8:** Saskatoon's Total Annual Precipitation from 1906 - 2018



Under current emissions rates the projected increase in average annual precipitation in Saskatoon is approximately 12% by 2100. For the moderate emissions reductions scenario the increase in annual precipitation shrinks to 7% by 2100. And for the major emissions reductions scenario the increase in annual precipitation declines slightly further to 6% by 2100.

However, Saskatoon will see a general shift in the timing of the majority of precipitation. Today precipitation totals are generally highest during the late spring and summer months (May to August) enabling a green and vibrant city. Under both current emissions rates and moderate reduction scenarios:

- The timing of the majority of precipitation moves earlier in the year (March to June) and;
- July and August are projected to have reductions in average precipitation.



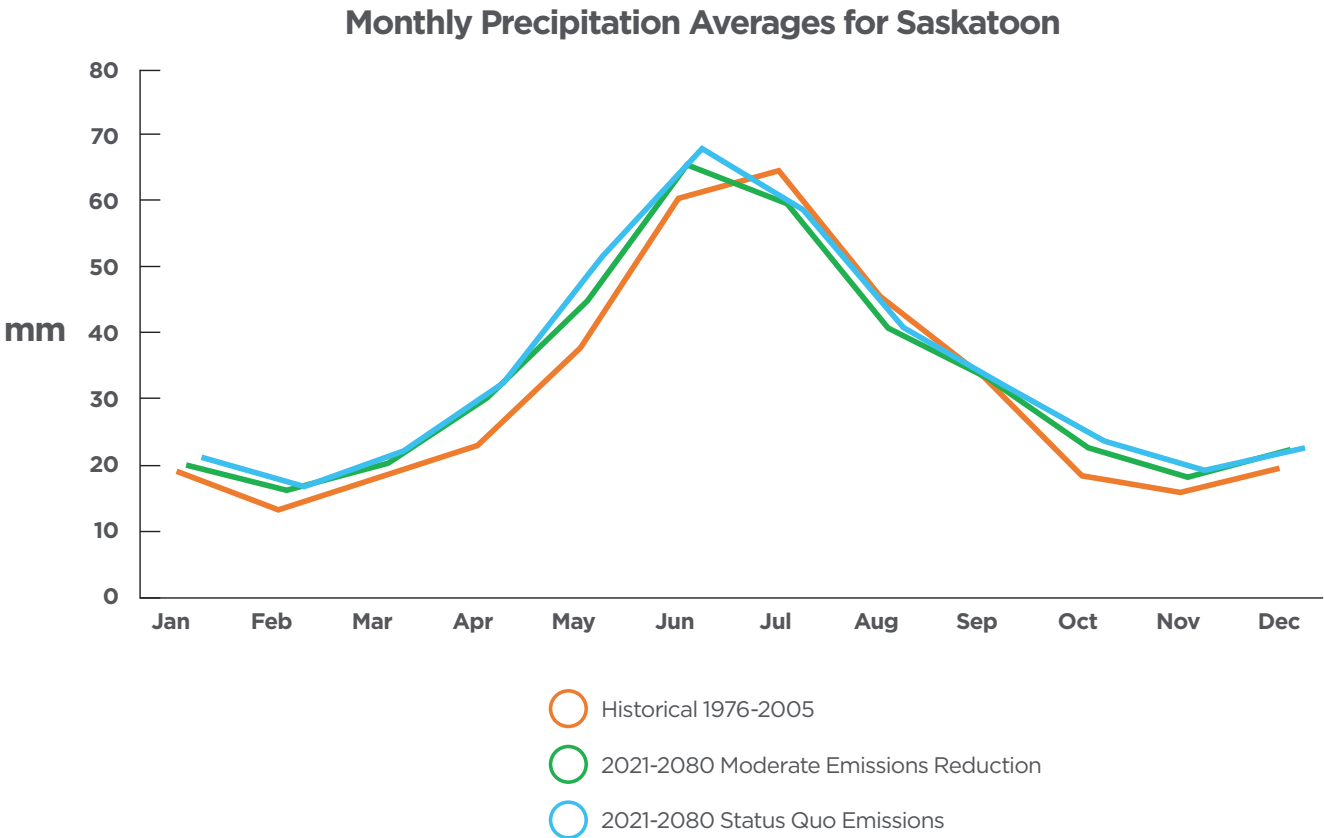
**WETTER BY 2100**

Projections show Saskatoon will see a **24% increase** in winter precipitation, such as freezing rain and snow, and that total spring precipitation is expected to increase by more and **30% under** status quo emissions rates.

<sup>27</sup> Saskatoon Water produces an Annual Rainfall report using information collected from seven gauges throughout the Saskatoon from April 1 to September 30<sup>th</sup>. This information was not used as “average annual precipitation total” data includes all precipitation types falling throughout the entire year.

Temporal shifts in precipitation combined with generally warmer temperatures and an increasing number of very hot days (30°C or more) are likely to increase the risk of drought conditions for the city, increase the cost of green space watering, and could create demand stress on the water and waste water treatment facilities and their delivery networks. Figure 9 displays a visual of the expected total annual precipitation trends.

**Figure 9:** Saskatoon’s average monthly precipitation change under current emissions rates and a moderate emissions reductions<sup>28</sup>



### Heavy Rainfall Events

Moving beyond annual total precipitation changes, under current emissions and moderate reduction scenarios rainfall event projections for Saskatoon call for small increases (one more day per year or less) in heavy precipitation days (totalling 10 mm or 20 mm over 24 hours)<sup>29</sup>. Although the City’s storm water system performance often depends on the intensity and duration of rain events. While 20 mm over 24 hours is not likely to cause flooding in Saskatoon, 20 mm over 30 minutes will likely cause flooding issues.

<sup>28</sup> Data used for Figure 8 comes from the Climate Atlas of Canada. No “major emissions reduction” scenario data was available at the monthly rate from consulted sources at the time of reporting as result it is not included in the analysis.

<sup>29</sup> Climate Atlas of Canada. (2018). Retrieved from <https://climateatlas.ca/>.

The likelihood of 1-in-10 year rain events (36.5 mm over 1 hour) is expected to increase by 13.4% from 2041 to 2070.<sup>30</sup> The City's storm water infrastructure design standards for new neighbourhoods, adopted in 1989, include streets as part of the "major system" which effectively handle run-off for up to a 1-in-100 year rain event. Storm water infrastructure in older neighbourhoods, however, was not developed to the same standards, and some neighbourhoods are subject to flooding during lower intensity rain events. A Flood Control Strategy was approved in 2018 to add storm water capacity in ten areas that are subject to frequent flooding.

Saskatoon Water also has begun a project to refine climate projections regarding the intensity, duration, and frequency (IDF) of rainfall events in Saskatoon. This action is one of the most common recommendations in municipal climate adaptation plans. The IDF Curve project will update current information and explore the potential impacts to storm water design standards moving forward. The project is a joint venture between the City of Saskatoon, the University of Saskatchewan, and Concordia University. Final results from the project are expected in 2020. For more information on this project see Appendix 5.

## Wilder

Climate models are not yet able to reliably project changes in the occurrence rates for extreme weather events. As a result, formal extreme weather projections for Saskatoon are not present in this section. Instead the discussion in this section focuses on wind projections, observed trends in extreme weather event occurrences, and future risk projections.

## Wind

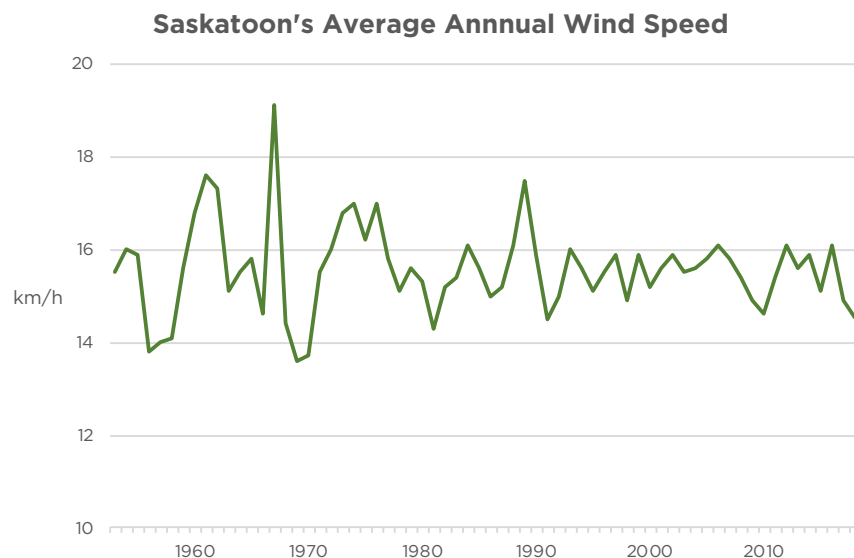
High winds can create dangerous incidents including downed power lines, tree limb failures, and sudden debris movement. The southern region of Saskatchewan has up to 10 days per year with winds reaching at least 63 kilometers per hour (km/h). Between 2008 and 2016 more than 200 wind events were reported in Saskatchewan, often occurring with other elements of severe summer storms<sup>31</sup>. Environment and Climate Change Canada issues wind warnings in Saskatchewan when winds are sustained at 70 km/h or gusting to 90 km/h or more.

In Saskatoon average annual wind speed data is available through the Saskatoon International Airport records from 1953 to 2018. The average wind speed from the available period of record is 15.6 km/h. Figure 11 presents wind speed data over time.

<sup>30</sup> As cited in Saskatoon Water's Flood Control Strategy: Hazards and Return on Investment. Increase in 1-in-10 Year daily extreme rainfall in Saskatoon at 25 km by 25 km scale is 13.4% from 2041 to 2070 based on an average from 21 Global Climate Models and Representative Concentration Pathway (RCP) 8.5 (or current state emissions scenario) which assumes emissions continue to rise throughout the 21<sup>st</sup> century.

<sup>31</sup> Wittrock, V., Halliday, R. A, Corkal, D. R., Johnston, M., Wheaton, E., Lettvenuk, J., Stewart, I., Bonsal, B., and Geremia, M. (2018, December). Saskatchewan flood and natural hazard risk assessment. Prepared for Saskatchewan Ministry of Government Relations. Saskatchewan Research Council Publication No. 14113-2E18. Saskatoon, SK.

**Figure 10:** *Saskatoon's Average Annual Wind Speed 1953 - 2018*



Historical data from the Canadian Centre for Climate Services suggests that average annual wind speeds are staying relatively consistent over time. However, seasonal wind speeds are changing with slight increases in the winter and spring seasons (up to 1 km/hr on average) and decreases in summer and fall (roughly 0.5 km/h on average).



## Extreme Weather Events Trends and Future Risk

Many climate scientists agree that warmer and wetter settings will increase the likelihood and severity of extreme weather events, as the conditions that generate large and intense storms become present more frequently.

Extreme weather events (or natural hazards) such as drought, wildfire, and flooding are part of Saskatchewan's history and have significant economic repercussions for the region. The 2001-2002 drought caused a reduction in agricultural production of more than \$1.6 billion<sup>32</sup>. The forest fires in Saskatchewan in 2015 cost in excess of \$100 million, destroyed over 1.7 million hectares, and forced more than 10,000 people to evacuate their homes in northern communities<sup>33</sup>.

A 2018 report from the Saskatchewan Research Council completed a province-wide risk analysis of natural hazards in Saskatchewan<sup>34</sup>. The report plots the overall risk (consequences severity and likelihood) of a plausible worst-case scenario for each type of natural hazard under current and projected future climate conditions. The plausible worst-case scenarios come from actual experiences within the province's last 100 years. Results from the report suggest changing climate conditions will slightly increase the risk of experiencing natural hazards throughout the province. See the movement of plotted items in Appendix 6 for more details. Management and Fire Safety Office, aimed at building resiliency to natural hazards/extreme weather events already in place.

Moving beyond the climate science sector, the insurance industry has additional evidence on increasingly wild weather in Canada. Since 2008, the Insurance Bureau of Canada has reported an increase in annual claims related to extreme weather events of approximately 150% (\$400M to \$1B)<sup>32</sup>. Additionally, climate projections (related to annual average temperature and precipitation) and claim growth cost forecasting suggests the insurance industry in Canada can expect a further \$675M will be spent on flooding costs alone in the next five years<sup>33</sup>.

Many local and national insurance providers started offering overland flooding protection products in 2015. New product availability is contributing to the increase in annual claims and total cost of claims nationally. New flood protection products are often "add-ons" for an additional cost which will increase the total amount of household and organization budget spent on insurance.

Uninsured losses have also been adding up. Between 1970 and 2014 the three Prairie Provinces, received the largest payouts from the federal Disaster Financial Assistance Arrangements program both per capita and in aggregate. From 2005 to 2014 Saskatchewan received 20% of national payouts with the majority of payouts being flooding related<sup>34</sup>. On the provincial side, Provincial Disaster Assistance Program (PDAP) expenditures have been rising since 2002 with costs ranging from \$10.4M to more than \$157M over the last ten years<sup>35</sup>.

32 Hodgson, G. (2018, May 15). The costs of climate change are rising. Retrieved from <https://www.theglobeandmail.com/business/commentary/article-the-costs-of-climate-change-are-rising/>

33 De Pruis, R. (2018, September 19). Prairie Regional Adaptation Collaborative presentation. [PowerPoint slides]. Retrieved from <https://www.prairiesrac.com/wp-content/uploads/2018/10/Rob-de-Pruis-IBC-Prairies-Regional-Adaptation-Collaborative-2018.pdf>

34 Wittrock, V., Halliday, R. A., Corkal, D. R., Johnston, M., Wheaton, E., Lettvenuk, J., Stewart, I., Bonsal, B., and Geremia, M. (2018, December). Saskatchewan flood and natural hazard risk assessment. Prepared for Saskatchewan Ministry of Government Relations. Saskatchewan Research Council Publication No. 14113-2E18. Saskatoon, SK.

35 As cited in Prebble, P., Asmuss, M., Coxworth, A., and Halliday, B. (2018). "Prairie Resilience" is not enough. Retrieved from <http://environmentalsociety.ca/wp-content/uploads/2018/12/Prairie-Resilience-Is-Not-Enough-Full-Report-Final.pdf> PDAP statistics citation #48.



# CLIMATE RISK AND CIVIC OPERATIONS

Collaborative risk analysis workshops were held throughout February 2019 with staff from the following divisions: storm water management; corporate risk; asset management; parks management; emergency management and preparedness; sustainability; facilities management; power generation; and emissions reduction. Given the internal scope of the Local Actions project, items within the risk analysis focus on service areas we are currently responsible for.

The intent of the risk assessment is to connect each of the identified “climate change impacts on civic operations” with estimated “consequence severity” and “likelihood of occurrence over the next 25 years” through the Overall Risk Level (ORL)<sup>36</sup>. The ORL has a four point scale: high, medium, low, and very low. Figure 11 outlines details for the ORL scale.

**Figure 11:** Overall Risk Level Scale

<b>High</b>	<ul style="list-style-type: none"> <li>Consequences: “Major to Catastrophic” - Service area functionality would get worse and/or become unmanageable. Significant (\$\$\$\$) and/or substantial (\$\$\$\$\$) staff and cost interventions would be required for correction.</li> <li>Likelihood: “Likely to Almost Certain” - Event should occur about once per year and/or could occur multiple times per year.</li> </ul>
<b>Medium</b>	<ul style="list-style-type: none"> <li>Consequences: “Minor to Major” - Service area functionality could stay the same or become worse. Slight (\$\$) to significant (\$\$\$\$) staff and cost interventions would be required for correction.</li> <li>Likelihood: “Possible to Almost Certain” - Event should occur once every ten years and/or could occur multiple times per year.</li> </ul>
<b>Low</b>	<ul style="list-style-type: none"> <li>Consequences: “Minor to Moderate” - Service area functionality could stay the same or become slightly worse. Slight (\$\$) to some (\$\$\$) staff and cost interventions would be required for correction.</li> <li>Likelihood: “Unlikely to Likely” - Event could occur once in the next 10 to 25 years and/or about once per year.</li> </ul>
<b>Very Low</b>	<ul style="list-style-type: none"> <li>Consequences: “Insignificant to Moderate” - Service are functionality will stay the same or become slightly worse. Little (\$) to some (\$\$\$) staff and cost interventions would be required for correction.</li> <li>Likelihood: “Rare to Unlikely” - Event only occurs in exceptional circumstances within the next 25 years and/or could occur once in the next 10 to 25 years.</li> </ul>

Figure 12, on the following page, presents the ranked risk analysis results. The ranked results highlight the importance of heat strategies into the future as the majority of high and medium risks are driven by warmer overall temperatures and more frequent extreme heat. However, the Administration notes that all risk estimates for identified climate impacts would likely increase over time if actions to address conditions were delayed or avoided.

<sup>36</sup> The risk analysis presented does not consider “perfect storm scenarios” or “risk velocity”. Perfect storm scenarios are those where a number of events considered ‘rare’ and having ‘catastrophic’ consequences occur together. Risk velocity adds a third dimension to traditional approaches and tracks “the speed at which exposure can impact an organization”. Siew Quan, N.G. and Chiang, A. (2017). Risk management at the speed of business.


**Figure 12: Ranked risk analysis results**

Rank	Climate Change Driver	Impact on Civic Operations	Overall Risk Level
1	Warmer	Increased demand on the water and waste water utility and delivery system	High
2	Warmer	Increased heat stress on plants and the urban forest	
3	Wetter	Increased demand on the storm water management system	
4	Wilder	Increased demand on the power utility and delivery system under highly variable and extreme conditions	
5	Warmer	Reductions in plant health overall and winter survival rates due to increasingly frequent freeze-thaw cycles	
6	Wilder	Increased stress on vulnerable populations in increasingly frequent heat waves, severe cold snaps, and declining air quality scenarios	Medium
7	Warmer	Increased heat stress for outdoor workers	
8	Warmer	Increases in vector borne diseases or illnesses due to increases in pest populations and diversity of species	
9	Wilder	Increased presence of conditions that can create convective summer storms (i.e. tornados, hail, strong plough winds and severe thunderstorms)	
10	Warmer	Loss of plant and urban wildlife diversity due to heat stress, water availability reductions and habitat losses	
11	Wetter	Severe heavy precipitation events could overwhelm the storm water management system and cause water to infiltrate the sanitary sewer system causing health concerns, property damage, environmental damage, and regulatory fines or consequences including and up to prosecution	
12	Wilder	Added stress on those without access to (or appropriately sized) heating, cooling and ventilation systems under more variable and extreme weather conditions	
13	Warmer	Drought conditions	
14	Wetter	Increased demand for civic staff and equipment to manage spring drainage challenges	
15	Warmer	Increased loss of plant and tree species due to larger and more diverse pest populations	
16	Warmer	Longer annual operation and maintenance periods for outdoor pools, golf courses, the Saskatoon Forestry Farm Park and Zoo, campgrounds, parks, green spaces, public lands, and right of way areas	
17	Wilder	Increased absenteeism and lower staff productivity due to heat waves, severe cold snaps, and declining air quality	
18	Wetter	Increased need for roadway and sidewalk salt and sanding due to increasingly frequent freezing rain or safe citizen mobility may be compromised	
19	Warmer	Increased instances of freezing rain can create challenges for tree limb stability and power line functionality	
20	Wetter	Public and private property damage due to overland flooding due to heavy precipitation events	Low
21	Warmer	Increased demand for Saskatoon Fire Department services in fighting grass, forest, brush fires in and around the municipality	
22	Warmer	Increased cost to maintain winter spaces in warmer weather (i.e. ice rinks, ski trails, Optimist Hill, etc.)	
23	Wetter	Increased demand for civic staff to respond to precipitation events (i.e. manage flooded intersections/roadways, address manhole cover displacements, operations when responding to severe precipitation events, etc.)	

**Figure 12: Ranked risk analysis results (continued)**

24	<b>Wetter</b>	Increased opportunity for mosquito and other water-borne pests to thrive in standing water	Low
25	<b>Warmer</b>	Potential need for alternative locations for outdoor playground programming with the frequency of daily temperatures reaching 30°C and higher more often	
26	<b>Warmer</b>	Increased risk of heart attack and heart disease in vulnerable populations	
27	<b>Wilder</b>	Increases in calls for civic tax dollar support for those suffering property damage due to wind and rain event related infrastructure failures	
28	<b>Wetter</b>	Improved drainage planning and standards may be required to support park, public space, and sport field use more quickly after heavy rain events	
29	<b>Wilder</b>	Risk of revenue loss if civic buildings are impacted by increasingly frequent and extreme storms	
30	<b>Wilder</b>	Increased fleet and facility operation costs due to more frequent use of (and change in) air conditioning and heating needs especially in fringe seasons	
31	<b>Wilder</b>	Increases in use of leisure centres and sports complexes for persons displaced/evacuated from their home communities due to extreme weather events and/or natural hazards	
32	<b>Wilder</b>	Increased need for inspection and clean-up services "post-storm"	
33	<b>Warmer</b>	Reduced availability of water resources impacting quality and cost of water treatment	
34	<b>Wilder</b>	Increased presence of conditions that can create severe winter storms, freezing rain, and blizzard conditions	
35	<b>Wilder</b>	Forest, bush and grass fire conditions are present more often	
36	<b>Warmer</b>	Increased rate of deterioration for built (grey) infrastructure due to increases in freeze-thaw cycles	
37	<b>Warmer</b>	Increased percentage of household and business dollars going to cover health and heating/cooling costs	
38	<b>Wetter</b>	Slope stability concerns around river valley	
39	<b>Wilder</b>	Increase in civic building insurance costs	
40	<b>Warmer</b>	Reductions in soil health	
41	<b>Wilder</b>	Reduced availability of goods and services procured from regions experiencing sea level rise challenges or transportation network outages due to extreme weather events	
42	<b>Warmer</b>	Increased demand all emergency services as instances of violence increase with temperature rise	
43	<b>Wilder</b>	Loss of critical infrastructure or civic service delivery ability (power, water, sewer, transit, etc.)	
44	<b>Warmer</b>	Reduction in local food production capacity under extreme heat and dry conditions	
45	<b>Wetter</b>	Ground water level and frost line changes impacting the continued stability and depth of burial for subsurface assets (i.e. water lines, sanitary sewer lines, and other utilities)	Very Low
46	<b>Wetter</b>	High river levels creating water seepage into waste water treatment plant through storm water outfalls	
47	<b>Wetter</b>	Public and private property damage due to riverine flooding from heavy precipitation and/or early/intense mountain runoff	





Not all weather experienced in our city over the next 80 year will be “on-trend” due to natural climate variability. However, collaborative ideas today can build and improve Saskatoon’s resiliency through local actions tomorrow.

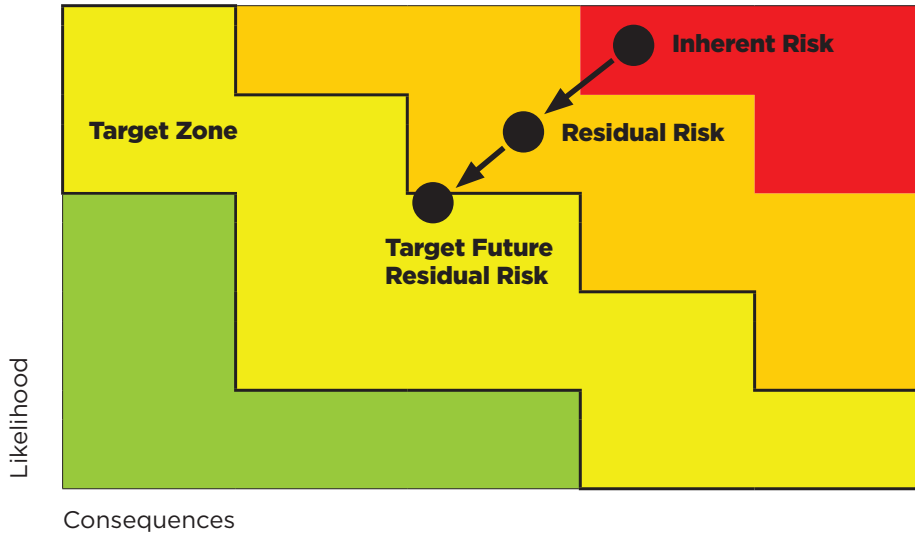


# OUR NEXT STEPS

The next steps for the Administration will focus on digging deeper into the risk assessment outcomes and completing additional internal and key external engagement and collaboration events.

Digging further into the risk assessment outcomes will allow prioritization to occur in order to focus adaptive capacity building activities and limited resources in areas where focused attention is warranted. The Administration's approach will include discussing climate projections and risk rankings for all risk items in more concrete terms with a larger group of internal stakeholders, asking questions such as "what levels of increased demand can the water, waste water, storm water, and power utilities currently meet", "what climate change and other conditions might impair this ability to provide service", and "what emergency management and redundancy plans are in place to manage risk within these operations". Green space and urban forestry questions could include "at what level of heat exposure do plant and tree species in the city become stressed to the point where recovery is unlikely" and "how might additional watering protocols fit into the Urban Forestry Management Plan". Digging deeper in this way will allow the Administration to plot the difference between the "inherent", "residual", and "target residual risk" of each item within the complete Local Actions, similar to the process used for the Corporate Risk Registers.

- Inherent risk refers to the level of risk an item presents without intervention.
- Residual risk refers to the level of risk an item presents after considering existing risk management and adaptive capacity building activities already underway.
- Target residual risk refers to the acceptable level of risk that is "left over" after existing work and proposed new activities, coming from the Local Actions, are considered. Final decisions made on target residual risk levels will be made by City Council.



**Figure 13:** presents a simplified version of the climate adaptation risk analysis visual to highlight the risk management path as described above.

Moving beyond the risk assessment, the remaining project focus between May and August will be collaborative engagement events with internal staff and key external

stakeholders. Internal staff events will focus on creating potential ideas to improve the City's resilience to climate change now and into the future. Events with key external stakeholders will ask for feedback on the potential ideas and solicit additional ideas based on best practices and expert opinions.

Moving beyond the creation of Local Actions, implementation and progress tracking efforts related to Milestones 4 and 5 are dependent on decisions and funding allocations made by City Council later in 2019.



# APPENDIX 1

## Emissions Scenario Assumptions

The Government of Canada signed on to the Paris Agreement in December 2015. The latest Intergovernmental Panel on Climate Change<sup>37</sup> report explains each emission scenario relative to the Paris Agreement pre-industrial global temperature rise goals.

The assumptions underlying each of the emissions scenarios are as follows:

GHG Scenario	Assumptions <sup>38</sup>	Is this scenario likely to achieve compliance with the Paris Agreement?
<b>Status Quo or Current Emission Rates</b>	Land use, population and economic growth, energy consumption, and emissions production continue at currently increasing rates.	<b>No</b>
<b>Minor Reduction</b>	Emissions double by 2060 then dramatically fall, but remain well above current levels.  Population growth peaks around 10 billion. Energy consumption increases until 2060 then stabilizes.  Oil consumption remains high and other sources play a smaller role than in the moderate and major reduction scenarios.	<b>No</b>
<b>Moderate Reduction</b>	Emissions peak around 2050 and at 50% more than 2000 levels, with a decline over 30 years to stabilize at half of than 2000 levels.  Total energy consumption is slightly higher than the major reduction emissions scenario but the sources are more diverse including renewables, nuclear power, and fossil fuels.  Change in land use patterns include cropping and grassland area declines and increases in reforestation.	<b>No</b>
<b>Major Reduction</b>	Emissions peak by 2020 and all countries, developing and developed, initiate climate policies and concentrated actions to reduce fossil fuel reliance in the next few years.  Global population increases to a peak of just over 9 billion and global economic growth is high. Oil use declines, but other fossil fuel uses increase offset by capture and storage of carbon dioxide.  Renewable energy sources increase, but remain a lower percentage of the global energy mix.	<b>Yes</b>

<sup>37</sup> Intergovernmental Panel on Climate Change. (2014). *Climate Change 2014: Synthesis Report. Contribution of Working Groups I, II and III to the Fifth Assessment Report of the Intergovernmental Panel on Climate Change* [Core Writing Team, R.K. Pachauri and L.A. Meyer (eds.)]. IPCC, Geneva, Switzerland, 151 pp.

<sup>38</sup> Furphy, D. (2013) *What on earth is an RCP? A quick guide to the carbon dioxide emissions scenarios used by the IPCC Assessment Report 5*. Retrieved from <https://medium.com/@davidfurphy/what-on-earth-is-an-rcp-bbb206ddee26>

# APPENDIX 2:

## Saskatoon's Climate Projections under Status Quo Emissions Rates<sup>1,2,3,4</sup>

Variable	Timeframe	2021-2050				2051-2080			2081-2100		
		Baseline Mean	Low	Mean	High	Low	Mean	High	Low	Mean	High
Precipitation (mm)	Annual	370	273	395	546	272	409	573	N/A	415	N/A
	Spring	78	44	91	159	50	106	196	N/A	103	N/A
	Summer	171	97	174	278	82	167	276	N/A	171	N/A
	Fall	68	32	73	125	32	75	130	N/A	77	N/A
	Winter	51	31	57	86	31	61	95	N/A	63	N/A
Mean Temperature (°C)	Annual	1.8	1.9	4.1	6.1	3.7	6.2	8.9	N/A	8.5	N/A
	Spring	2.3	0.4	4.2	7.8	2.3	5.8	9.5	N/A	7.6	N/A
	Summer	16.8	16.7	18.8	20.9	18.3	21	23.7	N/A	23.7	N/A
	Fall	3	2.2	5.1	7.6	4.5	7.3	10.3	N/A	9.1	N/A
	Winter	-15.3	-17.1	-12.1	-6.9	-14.8	-9.6	-4.5	N/A	-8.1	N/A
Mean Minimum Temperature (°C)	Annual	-3.1	-5.4	-1.8	2.5	-3.5	0.4	5	-1.7	2.1	3.6
Mean Maximum Temperature (°C)	Annual	8.4	5.6	9.9	13.9	8	12	17.1	9	13.5	19
Summer Days (≥ +25°C)	Annual	46	16	66	112	36	88	137	51	106	151
Tropical Nights (Lowest temp. does not go below 20°C)	Annual	0	0	0	3	0	3	14	1	8	23
Very Hot Days (≥ +30°C)	Annual	9	8	18	41	14	37	67	6	55	104
Very Cold Days (≤ -30°C)	Annual	13	1	4	20	0	2	13	0	1	16
Date of Last Spring Frost	Annual	22-May	1-May	12-May	26-May	24-Apr	5-May	18-May	N/A	N/A	N/A
Date of First Spring Frost	Annual	14-Sep	11-Sep	24-Sep	1-Oct	22-Sep	3-Oct	12-Oct	N/A	N/A	N/A
Frost-Free Season (Days)	Annual	115	113	135	150	130	151	169	135	162	222
Growing Degree Days at Base 15°C (Temp. at which many insects and pests can grow and mature)	Annual	258	199	425	867	284	661	1399	459	882	1568
Freeze-Thaw Cycles (Count)	Annual	71	28	65	109	28	65	92	26	57	80
Heavy Precipitation Days (10 mm within 24 hours)	Annual	8	0	9	20	2	9	23	2	9	19
Heavy Precipitation Days (20 mm within 24 hours)	Annual	2	0	2	7	0	2	9	0	2	7



# APPENDIX 3:

## Saskatoon's Climate Projections under Moderate Emissions Reductions

	Variable	Timeframe	Baseline Mean	2021-2050			2051-2080			2081-2100		
				Low	Mean	High	Low	Mean	High	Low	Mean	High
Primary Impacts	Precipitation (mm)	Annual	370	275	396	548	280	394	533	N/A	398	N/A
		Spring	78	43	93	167	49	95	168	N/A	93	N/A
		Summer	171	88	172	264	90	166	264	N/A	166	N/A
		Fall	68	36	75	129	33	74	121	N/A	71	N/A
		Winter	51	32	57	86	33	59	90	N/A	57	N/A
Primary Impacts	Mean Temperature (°C)	Annual	1.8	1.3	3.6	5.6	2.7	4.9	7	N/A	5.1	N/A
		Spring	2.3	0.5	4	7.5	1.7	5	8.3	N/A	5.4	N/A
		Summer	16.8	16.4	18.3	20.6	17.2	16.9	22	N/A	19.9	N/A
		Fall	3	1.6	4.7	7.2	3.1	5.9	8.8	N/A	6	N/A
		Winter	-15.3	-17.5	-12.9	-7.7	-16.4	-11.3	-6.7	N/A	-11.2	N/A
Secondary Impacts	Mean Minimum Temperature (°C)	Annual	-3.1	-6.5	-2.3	1.4	-4.7	-1	2.2	-4.2	-0.5	3
	Mean Maximum Temperature (°C)	Annual	8.4	4.9	9.5	13.3	7	10.7	15	7.7	11.1	15.2
	Summer Days (≥ +25°C)	Annual	46	24	61	121	26	74	125	29	80	123
	Tropical Nights (Lowest temp. does not go below 20°C)	Annual	0	0	0	2	0	1	5	0	1	15
	Very Hot Days (≥ +30°C)	Annual	9	5	15	37	9	25	53	3	26	86
	Very Cold Days (≤ -30°C)	Annual	13	1	5	20	1	3	17	0	2	28
	Date of Last Spring Frost	Annual	22-May	2-May	13-May	28-May	29-Apr	9-May	23-May	N/A	N/A	N/A
	Date of First Spring Frost	Annual	14-Sep	10-Sep	23-Sep	1-Oct	16-Sep	27-Sep	7-Oct	N/A	N/A	N/A
	Frost-Free Season (Days)	Annual	115	109	133	148	121	141	158	107	141	185
	Growing Degree Days at Base 15°C (Temp. at which many insects and pests can grow and mature)	Annual	258	140	382	885	200	504	981	212	543	1083
	Freeze-Thaw Cycles (Count)	Annual	71	38	65	96	35	67	76	27	64	100
	Heavy Precipitation Days (10 mm within 24 hours)	Annual	8	1	9	20	1	9	19	2	9	21
	Heavy Precipitation Days (20 mm within 24 hours)	Annual	2	0	2	8	0	2	9	0	2	10

# APPENDIX 4:

## Saskatoon's Climate Projections under Major Emissions Reductions<sup>5</sup>

Primary Impacts	Variable	Timeframe	Baseline Mean	2021-2040	2041-2060	2061-2080	2081-2100
				Mean	Mean	Mean	Mean
	Precipitation (mm)	Annual	370	389	389	399	391
		Spring	78	83	86	90	86
		Summer	171	178	172	179	173
		Fall	68	72	72	72	71
		Winter	51	53	55	54	56
	Mean Temperature (°C)	Annual	1.8	3.6	3.8	3.7	3.7
		Spring	2.3	3.8	4.2	3.8	4.1
		Summer	16.8	18.2	18.2	18.2	18
		Fall	3	4.5	4.8	4.7	5
		Winter	-15.3	-13.6	-12.5	-12.5	-12.9
	Mean Minimum Temperature (°C)	Annual	-3.1	-1.4	-1	-1.2	-1.2
	Mean Maximum Temperature (°C)	Annual	8.4	10.1	10.2	10.2	10.2



# APPENDIX 5:

## Updated Intensity-Duration-Frequency Curve Project

The City uses Intensity-Duration-Frequency (IDF) curves to provide estimates for rainfall intensities for storms of different durations, which are used for the design of new storm water infrastructure. A rain event which is rated as a 1-in-2 year design storm has a 50% chance of occurring in any given year. A 1-in-100 year rain event has a 1% chance of occurring in any given year.

The City's current IDF curves were used to create the storm water infrastructure design standards adopted in 1987. These IDF curves were based on rainfall data from 1926 to 1986. Since 2010, Saskatoon has had three of the top 10 highest seasonal rainfalls on record. Between 2012 and 2018, the City recorded 34 days with rain events exceeding the 1-in-2 year return period. Climate change modelling indicates that increased extreme rainfall intensities can be expected over the next century.

The Government of Canada, through the National Disaster and Mitigation Fund, has approved \$100,000 towards a \$212,000 project for the City. The project's main components are:

- Secure new LiDAR data where there are gaps for use in storm water modelling;
- Update IDF curves to include more recent available rainfall;
- Evaluate the risk of climate change on future extreme rainfall events;
- Identify international state-of-art practices that municipalities are using to assess and design their storm water collection systems in response to climate change; and
- Develop a cost-risk assessment framework based on storm water infrastructure standards and flood cost impacts for sample neighbourhoods.

The project will inform design standards for storm water infrastructure. Understanding flood risks, flood damage and the cost of infrastructure for different risk levels will enable more informed decisions about optimal resource allocation for new storm water management infrastructure for neighbourhood resiliency.



# APPENDIX 6:

## Natural Hazard/Extreme Weather Event Risk Analysis for Saskatchewan<sup>6</sup>

**Risk Today under Current Conditions**

Likelihood Descriptions	Rare	Unlikely	Possible	Likely	Almost Certain
Impact Descriptions					
Catastrophic		D S	Extreme Risk		
Major		W F	High Risk		
Moderate	M	O L G	High Risk		
Minor	Moderate Risk		Moderate Risk		
Insignificant	Low Risk		Low Risk		

### Natural Hazard Key

D - Drought  
S - Summer Convective Storms  
F - Forest Fires  
G - Grass Fires

**Risk in 2050s under Changing Climate Conditions**

Likelihood Descriptions	Rare	Unlikely	Possible	Likely	Almost Certain
Impact Descriptions					
Catastrophic		SD	Extreme Risk		
Major			WFW POLG	High Risk	
Moderate		M		Moderate Risk	
Minor	ER	Low Risk			
Insignificant					

W - Severe Winter Weather  
E - Earthquakes  
L - Lake Flooding  
O - Overland Flooding

M - Mountain Runoff Flooding  
R - Groundwater Flooding  
P - Plains Runoff Flooding

### Endnotes

- Appendix 2 and Appendix 3 data and all table styles are adapted from the Climate Atlas of Canada's *Climate Atlas Report Region: Saskatoon*. (2018). Retrieved from <https://climateatlas.ca>
- In Appendices 2-4 spring refers to March, April, and May; summer refers to June, July, and August; fall refers to September, October, and November; winter refers to December, January, and February.
- In Appendices 2-4 the baseline mean data is from observed historical data from 1976-2005.
- Where data fields are marked "N/A" or are missing in Appendix 1-3 this means these items were not available from the resources consulted. Often secondary impact and long-term data is only available through contracted research services. No "minor emissions reduction" scenario data (or Representative Concentration Pathway 6.0) data was available through any of the resources consulted. The Administration chose not to contract any research services for this stage of the capital project due to their high cost and generally long turnaround time. The need to "fill in data gaps" with specialized contracted research services will be considered within the business plan for the Local Actions strategy.
- Climate projection data in Appendix 4 is from the Canadian Centre for Climate Services. (2018). Retrieved from [https://climate-viewer.canada.ca/climate-maps.html#/.](https://climate-viewer.canada.ca/climate-maps.html#/)
- Graphics from the Saskatchewan Research Council's *Saskatchewan Flood and Natural Hazard Risk Assessment*. (Wittrock et al., 2018; as cited in footnote #8).

# APPENDIX B:

## Summary of Projected Climate Change and Possible Impacts for Saskatoon

Category	Climate Factor	Projection Range for 2021-2050	Possible Impacts to Corporate Operations
Warmer	Annual and seasonal temperature changes	No change to +4°C <sup>1</sup>	<ul style="list-style-type: none"> <li>- Increased demand for water for public and private uses in warmer conditions.</li> <li>- Increased demand for electricity for building and home cooling in warmer conditions.</li> <li>- Rapid melt and drainage challenges during the spring.</li> <li>- Outdoor skating ponds, ski-trails, etc. require more maintenance in warmer conditions.</li> <li>- A longer season to enjoy green spaces, outdoor recreation, and active transportation options.</li> <li>- Watering and maintenance needs may increase for plants, green spaces, and urban forest.</li> <li>- Higher evapotranspiration<sup>2</sup> rates increase risk of bush and grass fires.</li> <li>- Increasing demand on emergency services.</li> </ul>
	Frequency extreme (≥30°C) heat days per year	No change to 4x more	<ul style="list-style-type: none"> <li>- Increased risk of heat-related health risks for outdoor staff and vulnerable populations.</li> <li>- Increasing demands on emergency services.</li> <li>- Increasing need for indoor play and recreation opportunities during very hot weather.</li> <li>- Increased watering needs for plants, green spaces, and urban forest.</li> </ul>
	Warmest maximum temperature	3° Reduction (31.5°C) to 10°  Increase (44.8°C)	
	Longest spell of +30°C days	1 day to 22 days <sup>3</sup>	
	Average number of heat waves annually <sup>4</sup>	No change to 8 per year	
	Frost-free season length	No change to +35 days	<ul style="list-style-type: none"> <li>- More people enjoying green spaces, outdoor recreation, and choosing active transportation options.</li> <li>- Longer outdoor maintenance period for plants, green spaces, and urban forest.</li> <li>- New plant species may thrive in warmer and longer frost-free conditions.</li> <li>- Longer road construction and maintenance season.</li> </ul>
	Pest and insect season <sup>5</sup> length	Slightly shorter to 3.5x longer	<ul style="list-style-type: none"> <li>- New pest species may thrive, increasing management resource needs.</li> <li>- Increasing risk of vector-borne disease, with particular concern for outdoor staff and vulnerable populations.</li> </ul>
	Annual peak river flows	Occurring in June/July to occurring in May/June	<ul style="list-style-type: none"> <li>- Potential impact to operations and maintenance protocols at water and wastewater treatment plants.</li> <li>- Less water in South Saskatchewan River in summer months for municipal and recreation usage.</li> </ul>

<sup>1</sup> The largest increase in seasonal temperatures is projected to occur in winter.

<sup>2</sup> Evapotranspiration refers to the process by which water is transferred from the land to the atmosphere by evaporation from the soil, other surfaces and from the transpiration of plants.

<sup>3</sup> Average data from the Saskatchewan Research Council Annual Climate Summaries 2008-2018 states that Saskatoon usually gets +30 °C temperatures for approximately 2.5 days in a row 2-3 times per summer season.

<sup>4</sup> A heat wave is defined as a period of three consecutive days where the temperature reaches or exceeds 30 °C.

<sup>5</sup> The pest and insect season is defined by "degree days above base 15 °C" as this is the minimum temperature many pests and insects need for survival.

Category	Climate Factor	Projection Range for 2021-2050	Possible Impacts to Corporate Operations
<b>Wetter</b>	Annual and seasonal precipitation changes	26% reduction to 150% increase	<ul style="list-style-type: none"> <li>- Road icing likelihood increases with more frequent rain and slush in winter months.</li> <li>- Changes to timing of peak precipitation too early in the year may increase watering needs in late summer.</li> </ul>
	Rainfall event characteristics	<i>Data coming soon</i>	<ul style="list-style-type: none"> <li>- Saskatoon Water is completing a project with University of Saskatchewan and Concordia University to provide data on projected changing characteristics of rainfall events in Saskatoon now and in the future.</li> </ul>
<b>Wilder</b>	Seasonal variability	Frequency of occurrences likely to increase as conditions that create these events are present more often.	<ul style="list-style-type: none"> <li>- Seasonal program turnover and deployment challenges in highly variable shoulder seasons.</li> <li>- Potential for storm debris to quickly use up air space in landfills, reducing asset lifecycle.</li> <li>- Highly variable wind creates asset failure risk for tree limbs and power lines.</li> <li>- Increased wind may improve wind turbine power generation business case.</li> <li>- Increased demand on emergency services.</li> <li>- Potential for core service level disruptions, as crews and equipment are diverted to disaster relief or unable to operate.</li> </ul>
	Summer storms		
	Winter storms		
	Strong winds		

## Adaptation Documents Reviewed

### Canada

1. City of Edmonton. (2018). *Climate Resilient Edmonton: Adaptation Strategy and Action Plan*
2. City of Windsor. (September 2012). *Climate Change Adaptation Plan*
3. City of Vancouver. (2019). *Resilient Vancouver*
4. City of Toronto. (2019). *Toronto's First Resiliency Strategy*
5. City of Montréal. (2018). *Montreal's Resilient City Strategy*
6. Government of Saskatchewan. (2019). *Climate Resilience in Saskatchewan*
7. Halifax Regional Municipality. (2013). *Municipal climate change action planning*
8. Regional District of Nanaimo. (2006). *Hazard risk and vulnerability assessment*

### United States of America

1. City of San Antonio. (January 2019) *SA Climate Ready: A pathway for climate action & adaptation* [Draft for Public Discussion]
2. City of New York. (2018). *Resilient Industry: Mitigation and preparedness in the City's industrial floodplain*
3. City of Madison. (2011). *The Madison Sustainability Plan: Fostering environmental, economic and social resilience*
4. State of California. (2009). *California Climate Adaptation Strategy*
5. City of Berkeley. (2016). *Resilience Strategy: A strategic preparedness plan for Berkeley, a community known for inclusiveness and innovation*
6. City of Oakland. (2016). *Resilient Oakland: It takes a town to thrive*
7. City of Boulder. (2016). *Resilience strategy*

### Global

1. City of Amman. (2017). *Amman Resilience Strategy*
2. City of Sydney. (2018). *Resilient Sydney: A strategy for city resilience 2018*
3. City of Thessaloniki. (2018). *Resilient Thessaloniki: A strategy for 2030*
4. City of Glasgow. (2017). *Resilient Glasgow: A city strategy*
5. City of Christchurch. (2017). *Greater Christchurch resilience strategy*
6. City of Melbourne. (2016). *Resilient Melbourne*
7. City of London. (2017). *An urban resilience summit.*

# APPENDIX D:

## Adaptation Actions in Other Municipalities

Many municipal adaptation documents reviewed as part of this project were part of one of the following networks and peer-to-peer learning groups: ICLEI Canada's Building Adaptive and Resilient Cities (BARC) Network, 100 Resilient Cities, and Urban Sustainability Directors Network. Resiliency building goals or adaptation actions proposed as part of these documents were often related to four themes: leadership and strategy, health and well-being, economy and society, and infrastructure and the environment. Highlights are presented below.

### Leadership and Strategy

Mainstreaming climate risk management into all strategic planning processes was present in all adaptation documents reviewed.<sup>6</sup> The City of Edmonton is working to mainstream climate risk management into its existing risk management and strategic decision-making processes by adopting an adaptive management framework.<sup>7</sup> Denver Water and the cities of Phoenix and New York use scenario planning and anticipatory governance to guide climate risk management mainstreaming efforts.<sup>8</sup>

### Health and Well-being

Resilience to climate shocks, such as severe storms, is a common theme throughout municipal adaptation plans and strategies. The National Adaptation Forum, an internationally focused conference, dedicated an entire conference stream to "Before and After Extreme Events". Discussions focused on municipal attempts to build adaptive capacity by increasing collaboration with emergency management professionals and organizations in their regions.

In Greece, the City of Thessaloniki has committed to completing a full review of current municipal administration processes in relation to disaster risk and response as part of its resilience plan. The City of Vancouver highlights the Vancouver Emergency Management Agency's internal training and exercise program as critical elements in its resilience approach. Vancouver is also working to expand its understanding of what "recovery" means as part of the emergency management cycle. The idea is that after a shock or extreme event, areas are "building back better" through designs intended to minimize chronic stresses. Building back better is a key principle within Public Safety Canada's *Emergency Management Strategy for Canada: Toward a Resilient 2030*.<sup>9</sup> In Scotland, the City of Glasgow is working to develop an employee toolkit to support staff in using climate projection data and risk assessment processes to build resilience into existing organizational procedures.

<sup>6</sup> Mainstreaming refers to the integration of climate change adaptation information into related government policies, programs and documents according resources from the European Union's Climate Policy Hub, Natural Resources Canada, and the Canadian Institute of Planners.

<sup>7</sup> Allen, C. R., Fontaine, J.J., Pope, K.L., & Garmestani, A.S. (2011). Adaptive management for a turbulent future. *Journal of Environmental Management*, 92 (1339-1345).

<sup>8</sup> Quay, R. (2010). Anticipatory governance: A tool for climate change adaptation. *Journal of the American Planning Association*, 76 (496-511).

<sup>9</sup> Public Safety Canada. (2018). *Emergency management strategy for Canada: Toward a resilient 2030*.



## Economy and Society

Exploring mutual aid agreements with neighbouring municipalities, reviewing zoning and land use regulations to ensure new developments are designed to withstand and continue to deliver value under changing climate conditions, and building redundancy into long-term utility growth plans are all common activities other municipalities are implementing to better prepare for climate change.

The City of Phoenix recently engaged community members and business owners in its downtown core to ask, “How might we update zoning regulations to better support heat management and walkability?” Overwhelming feedback showed the number one concern was “current building code restrictions prohibiting businesses from installing permanent and/or temporary canopies or structure over their entry doors in order to create shade and a sense of place for customers on sidewalks”.<sup>10</sup>

A recent Intergovernmental Panel on Climate Change report, *Climate Change and Land*, presents the importance of land use planning in climate change mitigation and adaptation. The report focused on the need to proactively drive toward sustainable land management practices, because after development occurs the new “use” of the area is often fixed and large-scale retroactive changes can present challenges. Recommendations relevant to the City include:

- Conservation of natural areas as providers of multiple ecosystem services (e.g. carbon sequestration, storm water management, urban heat island reduction)
- Using nature-based adaptation whenever possible (e.g. naturalized storm ponds and park spaces)
- Incorporating the traditional knowledge of Indigenous peoples into land management practices as a way to recognize their deep understanding of climate adaptation.

The report also focused on the importance of including local stakeholders, especially those most vulnerable to climate shocks, in the selection, evaluation, implementation and evaluation of policy options to increase proactive sustainable land use planning.<sup>11</sup> A land use planning assessment aimed at reducing climate risk is part of the Greater Christchurch Region, City of Montreal, City of Toronto, City of Edmonton, and City of Vancouver resilience strategies.

The Government of Saskatchewan’s climate action document, *Climate Resilience in Saskatchewan*, focuses on the importance of planning for possible water scarcity and drought in the future to maintain high levels of well-being in Saskatchewan communities. Saskatoon was listed as one of 26 communities vulnerable to drought in the report due to having had “below normal” or “well below normal” precipitation amounts in the spring of 2018.<sup>12</sup>

<sup>10</sup> Hartman, M. (2019). Moving from assessments to action: Innovative projects to address urban heat. 4th National Adaptation Forum. [Personal Communication].

<sup>11</sup> Intergovernmental Panel on Climate Change. (2019). *Climate change and land: Summary for policymakers*.

<sup>12</sup> Government of Saskatchewan. (2018). *Climate resilience in Saskatchewan*.

## Infrastructure and Environment

Municipalities across Canada are grappling with aging infrastructure and changing climate conditions. CanInfra reports the current infrastructure deficit in Canada is between \$110-270 billion, depending on the source of the analysis.<sup>13</sup> Asset management practices and increasing the use of green infrastructure<sup>14</sup> were key pieces in all municipal climate adaptation documents reviewed.

In 2019, Anne Hidalgo, the Mayor of Paris, made international news with a plan to cover up to 50% of the city's urban space (including treasured landmarks) with trees and greenery by 2030 in an attempt to improve air quality, manage storm water runoff, and reduce the urban heat island effect.<sup>15</sup> The urban heat island effect is caused by the combination of closely packed buildings, abundant paved surfaces, and waste heat from vehicles and buildings, all of which amplify and trap heat in urban spaces, making them feel hotter than rural areas or cities with larger green spaces.

The City of Seattle published a strategy dedicated to the use of green infrastructure to meet changing storm water management needs.<sup>16</sup> The City of Phoenix developed an urban heat management plan focused on increasing tree canopy cover, green roofs, planted spaces, and cool pavements to attract foot traffic to downtown service and shopping districts.

Asset management is widely recognized as an effective and efficient method to respond to and prepare for climate change through adaptation and mitigation efforts.<sup>17</sup> In 2018, Infrastructure Canada released the Climate Lens, an assessment that requires all applications to consider both greenhouse gas emissions mitigation and climate change adaptation within projects in order to qualify for funding under the Investing in Canada, Disaster Mitigation and Adaptation Fund, and Smart Cities Challenge.<sup>18</sup> The City of Edmonton's climate resilience strategy speaks to planning, designing, developing, and building to ensure climate resilience today and in the future through asset management and integrating resilience standards into urban development processes. The Federation of Canadian Municipalities is offering workshops and resources to support municipalities in integrating climate risk assessments with asset management processes.

<sup>13</sup> CanInfra. (2019). Estimates of Canada's infrastructure deficit vary widely. Retrieved on September 10, 2019 from <https://www.caninfra.ca/insights-6>

<sup>14</sup> Green infrastructure is defined as a system of green spaces and techniques that provide municipal and ecosystem services by protecting, restoring, or emulating nature. Green infrastructure spans a wide range of asset types from natural (such as existing wetlands and grasslands) to engineered (such as dry storm water ponds constructed within green park spaces).

<sup>15</sup> O'Sullivan, F. (2019). Paris wants to grow 'urban forests' at famous landmarks. CityLab. Retrieved on September 11, 2019 from <https://www.citylab.com/environment/2019/06/paris-trees-famous-landmarks-garden-park-urban-forest-design/591835/>

<sup>16</sup> City of Seattle. (2015). Green stormwater infrastructure Seattle: Implementation strategy 2015-2020.

<sup>17</sup> Asset Management British Columbia. (2018). Climate change and asset management: A sustainable service delivery primer. Rayner, R. (2010). Incorporating climate change with asset management. Retrieved on September 11, 2019 from <http://www.lse.ac.uk/newsletters/CATS/pdfs/Asset%20Management%20-%20Final%20Proof.pdf>

<sup>18</sup> Infrastructure Canada. (2019). Climate Lens – general guidance. Retrieved on September 16, 2019 from <https://www.infrastructure.gc.ca/pub/other-autre/cl-occ-eng.html#1.1>

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Bedford Road Collegiate	Prairie Climate Centre
City of Regina	Prairies Regional Adaptation Collaborative
Climate Adaptation Knowledge Exchange	Saskatchewan Environmental Society
Global Institute for Water Security	Saskatchewan Research Council
Global Water Futures	Saskatoon Business Improvement Districts
ICLEI Canada	Saskatoon Chamber of Commerce
Insurance Bureau of Canada	Saskatoon Food Council
Integrated Modelling Program for Canada	SaskPower
Johnson-Shoyama Graduate School of Public Policy	SGI
Meewasin	SREDA
Medical Health Officers Board - Saskatchewan Health Authority	Urban Sustainability Directors Network
	Walking Saskatoon







## Prioritized List of Initiatives

Timing	Initiative	Focus Area
Near-term 1-2 years	<b>1. Administrative Procedures</b> Create Administrative Procedure and Standard Work documents to support the consideration of climate change projections, positive and negative risk to operations, and resiliency options creation as part of the implementation of the Triple Bottom Line Policy.	Decisions
	<b>2. Training</b> Create internal training sessions that can be delivered on demand to support workgroups as they build climate change impact understanding and adaptation innovation capacity.	Decisions
	<b>3. Tracking and Data Management</b> Create internal processes and dashboard for climate adaptation strategy key performance indicator tracking. Create a digital historical and future climate data hub to support reliable internal use and updating.  Work with internal stakeholders to document what additional climate data points would be useful in decision-making related to asset management and service/program planning.	Decisions
	<b>4. Funding Research</b> Create and maintain a list of existing programs that fund resiliency building projects (include application process and requirements).	Decisions
	<b>5. Pilot Adaptation Initiatives</b> Review major upcoming projects (such as Bus Rapid Transit, Saskatoon Forestry Farm Park & Zoo Master Plan, Winter City Strategy, the new central library, and downtown arena) that may be good candidates for piloting resiliency building options.	Decisions
	<b>6. City Planning for Resilience</b> Continue to work with Planning & Development to review current land use, zoning, and urban/regional design practices to ensure current requirements provide adequate flexibility to support resiliency building.	Decisions
	<b>7. Share Knowledge and Nurture Partnerships</b> Work with the Global Institute for Water Security, Global Water Futures, Saskatchewan Research Council, Prairie Climate Atlas, and Canadian Centre for Climate Services to define ways to visualize climate change projection data to improve corporate impact and risk assessment discussions, inform user-driven science, and aid in public education campaigns.	Decisions
	<b>8. Identify work impacted by climate change</b> Review and inventory all job descriptions and collective bargaining agreements of workgroups with outdoor staff to identify existing language and requirements regarding work in hot/cold conditions.	Staff
	<b>15. Climate change scenarios and responses</b> Define worst-case climate change scenarios and graduated administrative responses with core service providers, including water, electricity, waste management, transit, parks management, recreation, and mobility management	Services

Timing	Initiative	Focus Area
	<b>16. Communications planning</b> Proactively define communication tools, key messaging, and delivery mechanisms to rapidly inform residents, businesses, and organizations of service level changes required due to administrative responses to extreme heat/cold/wind, intense summer/winter storms, prolonged drought, increasing pest populations, and intense precipitation events.	Services
	<b>20. Define appropriate evacuation and shelter procedures</b> Continue to work with the Saskatchewan Public Safety Agency, City stakeholders, external partners, and at-risk communities to define efficient, culturally appropriate evacuation processes and suitable temporary housing locations that balance the needs of those in unsafe situations with the needs of Saskatoon residents.	Services
	<b>24. Design assets in alignment with climate projections</b> Develop and document processes that allow future climate projections to be considered in the design of new and upgraded corporate assets.	Assets
	<b>25. Review standards for resiliency</b> Review all corporate design/ construction standards and building code requirements against projected climate change in order to identify and inventory areas where future conditions could surpass current thresholds.	Assets
	<b>26. Regional collaboration</b> Network and share information with other municipalities that will likely experience Saskatoon's projected climate conditions.	Assets
	<b>27. Division collaboration</b> Continue to participate in Saskatoon Water's design curve update project to inform climate projection and risk management through asset design.	Assets
<b>Mid-term: 3-6 years</b>	<b>9. Condition assessments</b> Conduct a staff safety and productivity assessment of outdoor activities under extreme heat and extreme cold in order to define potential thresholds where non-essential services are stopped until favourable climate conditions return.	Staff
	<b>18. Plan for post-event emergency resourcing</b> Explore opportunities to use cross-training and/or temporary staff reassignments, mutual aid agreements and/or private-sector contractors, when appropriate, to add capacity to post-weather event administrative responses as part of emergency management and service continuity.	Services
	<b>19. Plan for water security</b> Engage with the Water Security Agency to better understand Gardiner Dam operating procedures in order to clearly define resiliency needs. Identify and analyze other water security risks.	Services
	<b>23. Climate change migration</b> Analyze the impacts of "climate refugee" migration to Saskatoon on population growth and service demand.	Services
	<b>28. Species selection for resiliency</b> Support increased use of drought, and pest-resistant native plant species to reduce watering requirements, pest impact and improve biodiversity.	Assets

Timing	Initiative	Focus Area
	<b>29. Retain moisture</b> Support increased soil and mulch/compost cover in planted areas to improve storm water retention and enhance plant viability.	Assets
	<b>30. Local food production</b> Define opportunities to expand and diversify local food production to improve biodiversity and reduce reliance on distant food producing areas also facing significant climate risk.	Assets
<b>Long-term: 7-10 years</b>	<b>10. Alternate duties for extreme conditions</b> Create a list of extreme heat and extreme cold tasks that could be completed by outdoor staff instead of regular duties to increase employee safety and minimize negative salary impacts of non-essential work stoppages.	Staff
	<b>11. Safety and training processes</b> Ensure pest preparedness and extreme heat/cold internal safety training and processes, considering the diversity of the City's workforce.	Staff
	<b>12. Work hours</b> Explore and define alternative scheduling options to reduce the exposure of outdoor staff to the "hottest hours of the day" based on learnings and practices in other municipalities where extreme heat is prevalent.	Staff
	<b>13. Seasonal work terms</b> Discuss current seasonal hiring practices with outdoor staff to meet the needs of more variable seasonal transitions and a potentially longer summer season.	Staff
	<b>14. Pilot development</b> Work with outdoor staff to explore potential pilot projects for extreme heat and cold management and pest preparedness equipment. Examples could include lawn mower canopies, pop-up shade tents, and mosquito netting.	Staff
	<b>17. Flexibility in seasonal transitions</b> Define options to increase flexibility in seasonal equipment turnover practices to improve readiness for highly variable weather and emergencies.	Services
	<b>21. Utility affordability and energy poverty</b> Analyze the affordability of utilities from a social-equity lens and define options to improve affordability.	Services
	<b>22. New services</b> Identify potential new services or changing service levels required due to exacerbated social inequities.	Services

## Ongoing Resiliency Initiatives

Examples of initiatives that support corporate resiliency, and that are currently underway, are:

**Saskatoon Water** annually supports a number of resiliency building programs.

- Be Water Wise is a public education campaign focused on informing residents about reducing water use through mindful landscaping practices (e.g. rain gardening and rain barrels) and home renovations (e.g. low-flow fixtures and appliances).
- The Storm Water Management Credit Program provides opportunities for multi-unit residential and non-residential property owners to lower storm water utility fees through implementation of onsite storm water management and/or water quality (e.g. oil and grit separators) best practices.
- In 2018, the division partnered with the Intact Centre for Climate Adaptation to provide a 50-point home inspection with customized recommendations for residents in flood prone areas to increase their flood resiliency. More than 100 residents took part in the program; free flood risk reduction resources continue to be available [online](#) on the City's website.

The **Emergency Management Organization** provides emergency coordination services and service continuity supports for internal and external partners. It manages notifynow and supports extreme heat and cold weather response strategies for vulnerable populations with external partner organizations as well as incident command and emergency management training for external partner organizations.

The **Saskatoon Fire Department** devotes resources annually to public education on fire, water, and life safety through presentations, programs, and fire hall tours for school-aged children and other targeted audiences.

**Community Development and Recreation** focuses on building quality of life in Saskatoon through support for community associations, non-profit organizations, community gardening, local sport, and special events, all of which are key drivers of strong communities. In turn, strong communities respond with more innovative and collaborative solutions to all types of challenges, and residents are more likely to check on and have relationships with their neighbours. All these factors contribute to climate resiliency, because they reduce the time it takes for a community to “bounce-back” after unexpected shocks (climate-related or otherwise).

**Sustainability** supports resiliency-focused public education through Healthy Yards, Student Action for a Sustainable Future, waste diversion campaigns, and Compost Coach programming.

**Saskatoon Transit** supports existing extreme heat (above 30°C) and cold (below -30°C) weather responses through a Safe Bus Program that sees buses open their doors to anyone needing a ride to a community cooling or warming station free of charge.

# Corporate Climate Adaptation Strategy

*Engagement Report*  
October 29, 2019





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## Engagement Summary

The engagement goals for the development of the Corporate Climate Adaptation Strategy (the Strategy) were to inform the identification and enhancement of options to increase the City of Saskatoon's corporate resiliency against projected changing climate conditions in a way that satisfies the FCM funding requirements for this initiative.

The engagement goals, activities offered (including dates), and the target stakeholder categories are provided in the table below.

Table 1: Engagement Summary

Engagement Goal	Engagement Activity	Date(s)	Stakeholder Categories
Identification of Actions	Internal Co-Design Workshop	May 29, 2019	Internal Key Stakeholder Groups
	1:1 or Small Group Discussions (in person, telephone, or email)	April 2019 to October 2019	Internal Key Stakeholder Groups
Identification of Additional Climate Risks to Civic Operations and Potential Adaptive Actions	Local Actions Workshop	June 26, 2019	External Key Stakeholder Groups
	1:1 or Small Group Discussions (in person, telephone, or email)	July 2019 to September 2019	External Key Stakeholder Groups

A summary of what we heard in engagement activities is summarized below in terms of the engagement goal it informs.

### Internal Engagement - Identification of Potential Resiliency Actions

The Strategy was created using the ICLEI Local Governments for Sustainability 5 Milestone Approach to Municipal Adaptation. The 5 Milestone Approach focuses on collaboration and iteration as it develops climate risk data and potential adaptation/resiliency actions through workshops and facilitated activities. Internal staff across the corporation (likely to have their services, programs, or infrastructure impacted by changing climate conditions) were invited to participate in small meetings and workshops held throughout August 2018-September 2019 to inform the development of the climate risk analysis and potential adaptation options.

Feedback from key stakeholders from several divisions across the corporation was used to directly inform the potential actions list which was later used as content for public engagement purposes. Data from these interactions was collected and immediately formed the basis of the corporate adaptation strategy, therefore a formal internal engagement report was not prepared.

## External Engagement – Enhancement of Identified Actions

External key stakeholder groups were invited to build on and help refine the Strategy content that was formed in collaboration with internal stakeholders. Several themes emerged from results of the external workshop, meetings and discussions, many of which related to risks that could prevent the successful implementation of the Strategy and actions or opportunities to minimize the risks. These are discussed below.

### Corporate Strategy, Community Impacts

Several external participants noted concerns with the separation of a corporate strategy from a community strategy. Because residents pay taxes and the corporate strategy has the potential to influence service levels or the way the City offers services, there is no way to avoid community level impacts as a result of this plan.

While some external participants acknowledged that the corporate strategy appears to be strictly internal with no immediate cost implications known, they question the potential for future cost implications that may result from implementation and encourage the City to be transparent on this topic. Some participants expressed concerns with any actions that may result in tax increase or additional fees for businesses.

Some external participants offered that by amending the initial project scope and positioning the Strategy as a holistic corporate and community strategy, it may also inspire people to take their own adaptive measures which may in turn help the City to achieve its adaptation goals.

### Uncertainty

Climate change modelling is completed in a way where no single projection provides a certain picture of the future. Best practice projection analysis requires consideration of a range of possible future projections. The adaptive or anticipatory governance model designed to respond to uncertainty is best suited to use multiple climate projections or scenarios in decision making. Participants felt that the City appeared to be planning for adaptation based on a single projection and if so it would reduce the success of the Strategy and may lead to mistrust in climate science if future climate conditions do not exactly align with the projection selected. Ensuring and communicating the consideration of a range of projections in all climate adaptation decisions would reduce this risk considerably.

## Public Perception

Public perception is seen by external participants as a considerable risk to the implementation of the corporate climate adaptation strategy. Participants identified climate change denial, misunderstanding of future climate projections and cost implications as potential deterrents to public acceptance of and support for the Strategy. To improve public acceptance of the initiative, participants suggested developing a strong marketing or education campaign designed to:

- create a culture shift;
- change attitudes and behavior;
- focus on the need and urgency of climate action;
- be transparent about climate science and uncertainty; and
- clarify “Wilder, Warmer, Wetter” as grouping criteria instead of projections. For example, while an overall increase in precipitation is projected, the seasonal variability of precipitation may mean that in certain seasons, there may be less precipitation. As such, the City will need to create resilience in both wet and drought conditions.

## Education and Communication

Several external participants identified project risks related to miscommunication and miseducation about the Strategy and climate change in general. Participants provided several suggestions to help mitigate this risk including:

- Use the language of money to communicate with residents and business.
- Answer questions like:
  - What is climate change?
  - How and when we will see effects of climate change?
  - What can residents do to prepare?
- Provide a list of services or programs the City currently offers to help residents build resilience in their home or businesses.
- Share clear and transparent expectations for impacts to residents and businesses to help people prepare for changes.
- Clearly communicate the difference between the Strategy and the Low Emissions Community initiative in a clear and simple way including justification for presenting these as two separate reports so that the public can understand.
- Do not tell people what to do, motivate them to be part of the solution moving forward.
- Be clear and transparent about how the Strategy will be funded as part of this budget cycle and into the future.
- Present the business community with information so they can understand what the Strategy is, why it is being explored, and what benefits or impacts it may create for Saskatoon.



## Leadership and Governance

External participants identified both risks and opportunities related to positioning the City as a leader in climate change adaptation planning through the creation and implementation of the Strategy.

Some participants explained that they felt that a successful strategy implementation requires City Council and Administration to not only mandate implementation of the strategy but to continue to champion and drive it through to completion. However other participants cautioned that use of the term “mandatory” is often not well received, especially in the business community. Leadership should also show their support in terms of funding for community initiatives that align with the corporate Strategy.

Participants provided the following tips or considerations when it comes to applying the Strategy within the administrative framework:

- Review all climate action initiatives to ensure they are resilient.
- Ensure that actions are connected and woven throughout administration instead of housed under one working group.
- Think about adaptation at the higher level and do not fall victim to reactionary response. The example provided was not immediately providing funding to flood victims when funding could be better focused on prevention of additional flood events.
- Include consideration of the “extreme” projections in adaptation planning. Think about using emergency management exercises to have these conversations in a safe and productive way.

## Sharing Resources

Participants referenced the benefits of creating and nurturing partnerships with community organizations and other levels of government to align messaging, reach vulnerable or marginalized groups in the city and share resources, effort and costs.

Several participants offered the opportunity to partner on implementation of the Strategy. Partnership models could include sharing resources, providing research funding, contracting services or developing cross-organization collaborative teams.

Partnership with the provincial (specifically Water Security Agency) and federal governments in terms of emergency management planning, resource sharing and funding was also noted as an opportunity.

### Engagement Considerations for Implementation

External and internal participants expressed concerns about the potential for disproportionate impacts to specific stakeholder groups and provided the following suggestions to help reach the groups most likely to be impacted by future implementation:

- How to reach marginalized groups who may be disproportionately impacted by changes to City services:
  - Work with local service providers and community members to access vulnerable or marginalized populations to build solutions together.
  - Create events that offer honorariums, child care and a meal to make it easier for marginalized groups to participate.
  - Use engagement to make sure cool down centers are located in areas where vulnerable populations have easy access.
- Engage flood victims or those at risk before developing flood related programming to determine willingness to relocate.
  - Think about asking people who have been flooded many times, once, or never flooded but are at risk, what it would take for them to move. Some people will refuse to evacuate or move.
- Think about the mobilization of actions through engagement at the group, corporate, business, organization and individual level.

### Consideration of results

Results from workshops, meetings and discussions with internal stakeholders directly informed the development of the civic climate risk inventory (presented in Local Actions Part 1) and opportunities to address these risks (presented in Local Actions Part 2).

Results from engagement with external stakeholders were considered to enhance the corporate adaptation strategy. Some examples of stakeholder-informed Strategy enhancements included:

- An option to expand the scope of the corporate adaptation strategy to include a community focus may be included for City Council's consideration as part of the implementation decision item;
- Presentation slides, other communication tools, and process documents that outline climate projections for Saskatoon have been updated to ensure it is clear the City follows climate risk management best practices and uses the full range of available projection data, through the development of high-medium-low change scenarios; and
- Partnerships with other levels of government and other (internal and external) organizations are prominently relied on throughout the Strategy goals and objectives.

The majority of the remaining feedback from external stakeholders focused largely on implementation risks and management options. This feedback will be revisited during implementation planning for specific actions as they are approved for future implementation.

## Background

The mandate for the City of Saskatoon's Climate Action Plan is founded in the 2018-2021 Corporate Strategic Plan through the Strategic Goal of Environmental Leadership, *"the effects of climate change on civic services are proactively addressed"*.

Consistent with the Strategic Goal of Environmental Leadership, the City signed an agreement with the Global Covenant of Mayors for Climate and Energy in November 2015. As a signatory, the City is required to be an active contributor to global climate change solutions by reducing emissions and building resiliency against projected and actual climate change impacts.

Cities and rural locations across Canada are impacted by progressively frequent and severe heat waves, sudden and powerful rain events, and unseasonable weather patterns causing social, economic and environmental devastation today.

The development of the corporate climate adaptation strategy was co-funded through a grant from the Federation of Canadian Municipalities (FCM) and civic capital.

The Strategy's key activities included:

- Researching projected climatic changes for Saskatoon and assessing the risk these pose to the City's programs, services, and infrastructure;
- Engaging internal stakeholders and key external groups in developing a list of impacts to guide preparedness planning and resiliency options creation;
- Developing a list of options and a proposed implementation plan to improve the City's resiliency against projected changing climate conditions; and
- Creating reports and presentations for City Council.

## Strategic Goals

Climate adaptation refers to activities that increase the ability of a location or organization to prepare for, withstand, and rebound from the impacts of changing climate conditions. Climate adaptation is an important component of municipal climate action. The creation of a corporate climate adaptation strategy for the City of Saskatoon directly supports the Strategic Goals of Environmental Leadership and Asset and Financial Sustainability. Specifically related to *"proactively addressing the effects of climate change"* and *"key civic infrastructure assets are maintained and funded to minimize total life cycle cost."*

## City Project Team

- Kristin Bruce – Project Manager
- Twyla Yobb – Project Supervisor
- Nasha Spence – Project Supervisor
- Leighland Hrapchak – Communications Consultant
- Katie Suek – Public Engagement Consultant
- Jeanna South – Director of Sustainability

## Spokesperson

- Jeanna South – Director of Sustainability

## Summary of Engagement Strategy

This engagement strategy summary includes discussion about engagement goals and stakeholder identification.

### Engagement Goals

The objective of engagement is to inform the identification, enhancement and advancement of options for actions to increase the City of Saskatoon's corporate resiliency against projected changing climate conditions. The engagement program includes engagement with both internal and key external stakeholder groups. The level of participation, objective, engagement goal and proposed engagement activity for each stakeholder is shared in the table below.

Table 2: Summary of Engagement Strategy

Stakeholder	Level of Participation	Objective	Engagement Goal	Engagement Activity/Component
Internal Stakeholders	Collaborate	Facilitate discussion to identify common ground for actions and solutions.	Identification of Resiliency/ Adaptation Actions	Co-Design Event
				Advice and Support;
				1:1 Meetings
Key External Stakeholder Groups	Consult	Obtain feedback and enhancements.	Identification of Additional Climate Risks to Civic Operations & Potential Adaptive Actions	Workshops
				1:1 Meetings

### Stakeholder Identification

Internal and external stakeholders were identified based on their potential to be disproportionately impacted by the projected effects of climate change or potential adaptive changes to City services, or because they have experience or specialized knowledge in climate adaptation planning.

To comply with grant requirements, engagement is required with the following external stakeholder groups:

- Insurance Groups
  - Information from this group was collected through Strategy specific conversations and a previous storm water management project.
- Indigenous Groups
  - Members of the Indigenous Technical Advisory Group were invited to participate in engagement activities.
- General Public
  - Additional public stakeholders who may have interest or valuable knowledge to offer in development of the Strategy include the following subject matter expert groups:
    - University working groups, staff, lectures, and/or professors
    - Climate related special interest groups or research organizations
    - Climate professionals from local businesses

## Meetings

Small Group and 1:1 discussions were organized with both internal and external key stakeholder groups. Internal meetings were coordinated exclusively by the project team and no meeting minutes were prepared. Relevant information received during meetings with internal stakeholders was assessed and where appropriate, immediately incorporated into project working documents.

A summary of the results from External Key Stakeholder Meetings is provided in this section.

### External Key Stakeholder Meetings

The goal of external key stakeholder meetings was to identify additional climate risks to civic operations and enhance potential adaptive actions.

The majority of small group and 1:1 discussions were focused on informing stakeholders about the intent of the Strategy and exploring available research and partnership opportunities. Where this was the primary focus of discussion, formal minutes were not recorded.

Formal minutes were prepared to detail discussion items from meetings where risk identification and adaptive actions were discussed. Meeting minutes were analysed from the following key stakeholder groups:

- Johnson Shoyama Graduate School of Public Policy;
- Department of Sociology and Social Studies, University of Regina;
- Saskatoon Greater Chamber of Commerce;
- Saskatchewan Regional Economic Development Authority;
- Saskatoon North Business Association; and
- Business Improvement Districts

### Intended Audience

Small group or 1:1 meetings took place with representatives from external key stakeholder groups. A complete list of stakeholders is provided in the Evaluation Section in Table 3.

### Marketing Techniques

Small Group or 1:1 discussions were organized by direct email or telephone invitations.

### Analysis

All comments from meeting minutes provided were analyzed for emergent themes across all respondents.

### Data Limitations

While the purpose of meetings with external key stakeholder groups was to identify additional risks and actions, the topics of partnerships opportunities and available data seemed to dominate most discussion. In discussions that were related to risks and actions, more feedback was received on community risks/actions than corporate risks/actions. While several organizations were engaged on the topic, only six organizations provided feedback that could be used to inform the engagement goal.



## What We Heard

Six themes emerged from analysis of all meeting minutes and discussion notes. These themes are described below with examples.

### *Governance*

Participants provided the following tips or considerations when it comes to applying the corporate strategy within the administrative framework.

- Review all climate action initiatives to ensure they are designed to be resilient.
- Ensure that actions are connected and woven throughout Administration instead of housed under one working group.
- Include consideration of both cold weather energy efficiency and warm/hot weather energy efficiency.
- Think about adaptation at the higher level and do not fall victim to reactionary response. The example provided was not immediately providing funding to flood victims when funding could be better focused on prevention of additional flood events.
- Must match water quality with proper uses.
- Include consideration of the “extreme” projections in adaptation planning. Think about using emergency management exercises to have these conversations in a safe and productive way.
- Must also consider that infill and lack of regular maintenance and infrastructure renewal are also causes of flooding in addition to climate change. Need to improve in these areas.

### *Corporate Strategy, Community Impacts*

Several participants noted concerns with the separation of a corporate strategy from a community strategy. Because residents pay taxes and the Strategy has the potential to change service levels or the way the City offers services, there is no way to avoid community level impacts as a result of this plan.

While some participants acknowledged that the corporate strategy appears to be strictly internal with no immediate cost implications known, they question the potential for future cost implications that may result from implementation and encourage the City to be transparent on this topic. Some participants expressed concerns with any actions that may result in tax increase or additional fees for businesses.

By positioning the Strategy as a community strategy, it may also inspire people to take their own adaptive measures which may in turn help the City to achieve its adaptation goals.

### *Land Use Planning*

Participants identified the following risks/opportunities related to land use planning:

- The City should be thinking about clay-based land development.
- Small changes like tree planting are preferred by the business community instead of disruptive changes.
- Infill is a problem in highpoints, as runoff impacts other areas.
- When thinking about pests, one needs to understand that more green space, which we need, may bring additional numbers and diversity in pests. Management planning and resources will be required to support the green infrastructure measures.

### *Sharing Resources*

Several participants offered the opportunity to partner on implementation of the Strategy. Partnership models could include sharing resources, providing research funding, contracting services or developing cross-organization collaborative teams.

Partnership with the provincial (specifically Water Security Agency) and federal governments in terms of emergency management planning, resource sharing and funding was also noted as an opportunity.

### *Education and Communication*

Several participants identified project risks related to miscommunication and miseducation about the Strategy and climate change in general. Participants provided several suggestions to help mitigate this risk including:

- Use the language of money (return on investment; payback periods and avoided costs, etc.) to communicate with residents and business.
- Be careful when communicating about mandating design standard and building code changes. The business community is very concerned about any mandatory change as well as changes that see the City of Saskatoon moving faster than national regulatory bodies.
- Answer questions like what is climate change, how and when we will see the effects and what can residents do to prepare?
- Provide a list of services or programs the City currently offers to help residents build resilience in their home or businesses.
- As the information comes available, share clear and transparent expectations for impacts to residents and businesses to help people prepare for changes.
- Clearly communicate the difference between the Strategy and the Low Emissions Community initiative in a clear and simple way including justification for presenting these as two separate reports so that the public can understand.
- Education should not tell people what to do but rather motivate them to be part of the solution moving forward.
- Be clear and transparent about how the Strategy will be funded as part of this budget cycle and into the future.
- Present the business community with information so they can understand what the Strategy is, why it is being explored, and what benefits or impacts it may create for Saskatoon.

*Engagement Consideration for Implementation:*

Participants expressed concerns about the potential for disproportionate impacts to specific stakeholder groups and provided the following suggestions to help reach the groups most impacted by future implementation:

- How to reach marginalized groups who may be disproportionately impacted:
  - There is a real need to work with local service providers and community members to access vulnerable or marginalized populations to build solutions together.
  - Create events that offer honorariums, child care and a meal to make it easier to participate.
  - If you create cool down centres for high heat days, make sure they are located in areas where vulnerable populations have easy access.
- Engage flood victims or those at risk before developing flood related programming to determine willingness to relocate.
  - Think about asking people who have been flooded many times, once, or never flooded but are at risk, what it would take for them to move.
  - It is also important to think about the way the program is designed. Like with an evacuation: “some people will always stay or say no unless it is mandatory.”
- Think about the mobilization of actions through engagement at the group, corporate, business, organization and individual level.

## Workshops

Two workshops were offered to seek feedback to inform development the Strategy including the Co-Design Workshop and Local Actions Workshop.

### Co-design

The Co-Design workshop event took place on May 29, 2019 and provided internal subject matter experts with opportunity to identify resiliency actions as part of the Strategy. The goal of the workshop was to develop a preliminary list of proposed actions to manage identified climate risks. A total of 26 participants from 16 different divisions attended the Co-design workshop.

### Intended Audience

The co-design event is limited to internal stakeholders as these are the groups who are most knowledgeable about the organizational structure, operations of their individuals businesses and work groups, as well as opportunities and barriers within the City administration.

### Marketing Techniques

Participants were invited by email.

### Analysis

Because the goal of the workshop was to develop a list of proposed actions, all data was recorded and considered by the project team in its original form. No additional analysis was required.

### What We Heard

The results of this workshop were used to directly populate a list of proposed resiliency actions.

### Local Actions Workshop

The Local Actions Workshop for key external stakeholder groups took place June 25, 2019 from 2:00 pm to 5:00 pm at Diefenbaker Centre.

The purpose of this workshop was to inform key stakeholder groups of the projected climate changes for Saskatoon and seek feedback on, and enhancements to, the “climate risk and civic operations inventory” and the “proposed local adaptive actions” based on participant knowledge, experience and understanding of current best practice and innovative approaches.

The workshop consisted of a combination of information sharing, table top activities and wall stations. Information was shared at the workshop to help prepare participants for each activity.

### Intended Audience

Representatives from 37 key stakeholder groups identified as having specialized knowledge on climate change adaptation planning or increased likelihood of facing climate change related impact were invited to the workshop to share their unique knowledge and concerns.

A total of 11 participants from 8 key stakeholder groups attended. The stakeholder groups represented included:

- Saskatchewan Research Council,
- Global Institute for Water Security,
- Global Water Futures,
- South Saskatchewan River Watershed Stewards,
- Walking Saskatoon,
- Saskatoon Food Council,
- Saskatoon Cycles, and
- Meewasin.

## Marketing Techniques

### *Email Invitations*

Participants from a variety of key stakeholder groups were invited by email to attend the workshop to share their unique knowledge on climate change adaptation and/or belong to fields likely to be impacted by climate change effects.

### *Referrals*

Some invitees suggested other potential participants for the workshop or 1:1 meetings who were then invited to participate.

## Analysis

Participants used sticky notes to provide comments on each of the wall activities. Open dialogue group discussions were recorded by facilitators and notes were provided for consideration. All data was analysed for emergent themes in response to each question posed. Thematic analysis was also conducted on comments in response to all activities or questions to identify any overarching themes for project team consideration.

## Data Limitations

### *Mitigation vs Adaptation*

Several comments provided by participants were clearly meant to inform climate change mitigation initiatives instead of climate change adaptation. While several of these comments were easily identifiable, it is possible that other comments were meant to address mitigation as well, but were not as easily identifiable. This is a consideration that the project team will keep in mind while reviewing the data.

### *Mistrust and Frustration*

A common theme throughout the workshop discussions and evident in some of the comments provided was a mistrust of how participant input would inform or influence the decision making process for this project. Participants expressed their frustrations with past engagement programs and their disappointment in previous City Council decisions on unrelated initiatives.

Participants indicated that, given their past experiences, they have little confidence that their input will have any influence on City Council's decision making process regarding the Strategy. These negative experiences were a recurring topic in group discussions throughout the workshop and may have impacted other participants' trust in the engagement process, reducing their willingness to



participate fully and meaningfully in the workshop activities. The project team will consider, in review of the results, that the limited number of comments and feedback received does not necessarily indicate support for the Strategy content in its current form.

#### *A Focus on Climate Change Experts for Engagement*

The invitees for the workshop and the 1:1 meetings were selected for their experience and expertise on matters of climate change, including climate adaptation. The intention of this approach was to tap into their depth of knowledge on the subject to help inform a climate adaptation strategy. The limitation to this focused approach is that it is not inclusive to the breadth of public perspectives regarding climate change.

### **What We Heard**

Several themes emerged from comments across several activities. These themes are discussed below.

#### *Uncertainty*

Climate change modelling is completed in a way where no single projection provides a certain picture of the future. Best practice projection analysis requires consideration of a range of possible future projections. The adaptive or anticipatory governance model designed to respond to uncertainty is best suited to use multiple climate projections or scenarios in decision making. Participants felt that the City appeared to be planning for adaptation based on a single projection and it would reduce the success of the Strategy and may lead to mistrust in climate science if future climate conditions do not exactly align with the projection selected. Ensuring and communicating the consideration of a range of projections in all climate adaptation decisions would reduce this risk considerably.

#### *Public Perception*

Public perception is seen by participants as a considerable risk to the implementation of the initiative. Participants identified climate change denial, misunderstanding the projections and cost implications as potential deterrents to public acceptance of the strategy. To improve public acceptance of the initiative, participants suggested developing a strong marketing or education campaign designed to:

- Create a culture shift.
- Change attitudes and behavior.
- Focus on the need and urgency of climate action.
- Be transparent about climate science and uncertainty.
- Clarify “Wilder, Warmer, Wetter” as grouping criteria instead of projections. For example, while an overall increase in precipitation is projected, the seasonal variability of precipitation may mean that in certain seasons, there may be less precipitation. As such, the City will need to create resilience in both wet and drought conditions.
- Set goals that no one can argue with like “The City will be sustainable”.
- Apply a cost or price to everything. Cost implications and benefits are often how we make decisions.
- Monitor citizen change in attitude before and after project implementation.

### *Leadership*

Participants explained the need for City Council and Administration to not only mandate implementation of the strategy but to continue to champion and drive it through to completion. Leadership should also show their support in terms of funding for community initiatives that align with the corporate Strategy.

Alternatively, participants also explained that we cannot just tell residents to do better, we need to offer them alternatives to existing solutions and then work to remove the barriers that supported the original behavior.

### *Sharing Resources*

Participants referenced the benefits of creating and nurturing partnerships with community organizations and other levels of government to align messaging and share resources, effort and costs.

## Evaluation

Evaluation of the engagement targets and measures of success and a discussion about opportunities for improvement are provided in this section.

### Evaluation of Engagement Targets

Our targets, measures for success and evaluation of success are provided below.

#### Target: 75% of stakeholders invited participate

*Events are well attended by target stakeholders with 75% or more of invited organizations, both internally and externally, represented in final engagement report. The project team will track the total number of internal and external stakeholder groups engaged throughout the project.*

#### Result

Sixty one target stakeholder groups were invited to participate in engagement activities. Of those invited, 69% participated in a workshop and/or 1:1 meeting. A breakdown of internal and external target stakeholder groups, how they were invited to engage and if and how they participated is provided in this section.

A total of 43 external key stakeholder groups were invited to participate in the Local Actions Workshop and/or a 1:1 or small group discussion. A total of 24 of these groups (56%) participated in either the Local Actions Workshop (8 stakeholder groups) and/or a 1:1 or small group discussion in person, by telephone or by email (19 stakeholder groups). The key stakeholder groups engaged, or invited to engage are provided in the table below.

Table 3: External Key Stakeholder Groups

Target Key Stakeholder Groups External Organizations	Local Actions Workshop		Group or 1:1 Meeting	
	Invited	Attended	Invited	Attended
Saskatchewan Research Council	●	●	●	●
Saskatchewan Health Authority	●		●	●
Saskatchewan Ministry of Environment	●			
Saskatchewan Water Security Agency	●			
University of Saskatchewan:				
• Department of Geography and Planning	●		●	●
• School of Environment and Sustainability	●		●	●
• College of Law	●			
• Department of Political Studies	●			
• Global Water Futures	●	●	●	●
• Global Institute of Water Security	●	●	●	●
• Johnson Shoyama Graduate School of Public Policy	●		●	●
• College of Education	●			
• School of Public Health	●			
• College of Agriculture and Bio-resources	●			
Meewasin	●	●		
Saskatchewan Environmental Society	●			
Saskatoon Food Council	●	●		

Target Key Stakeholder Groups External Organizations	Local Actions Workshop		Group or 1:1 Meeting	
	Invited	Attended	Invited	Attended
Climate Justice	●			
Saskatchewan Watershed Authority	●			
Partners for the South Saskatchewan River Basin	●			
South Saskatchewan River Watershed Stewards	●	●		
Saskatoon Council on Aging	●			
Saskatoon Cycles	●	●		
Walking Saskatoon	●	●		
Saskatchewan Chamber of Commerce	●			
Saskatoon Greater Chamber of Commerce			●	●
North Saskatoon Business Association			●	●
Riversdale Business Improvement District	●		●	●
Broadway Business Improvement District	●		●	●
Sutherland Business Improvement District	●		●	●
33 <sup>rd</sup> Street Business Improvement District	●		●	●
Downtown Business Improvement District	●		●	●
Saskatchewan Regional Economic Development Authority			●	●
SaskPower			●	●
H2Adapt	●			
CanNorth Environmental Services	●			
Environmental Dynamics Inc.	●			
X-terra Environmental Consulting Ltd.	●			
Western Heritage	●			
City of Regina	●		●	●
Bedford Road Collegiate			●	●
Indigenous Technical Advisory Group	●		●	
University of Regina				
• Department of Sociology and Social Studies			●	●
Total	37	8	20	19

A total of 18 internal stakeholder groups (divisions) were targeted for engagement. All divisions invited participated in either the co-design workshop (16 groups) and/or 1:1 or small group discussions either in person, by telephone, over email or a combination of methods (14 groups).

The divisions who were invited to participate in engagement activities and a summary of the activities they in which they partook are provided in the table below.

Table 4: Internal Key Stakeholder Groups

Target Key Stakeholder Groups Internal Divisions	Co-design Workshop		1:1 or Small Group Meeting	
	Invited	Attended	Invited	Attended
Sustainability	●	●	●	●
Saskatoon Water	●	●		
Saskatoon Fire	●	●	●	●
Organizational Strategy Execution	●	●		
Recreation and Community Development	●	●	●	●
Parks	●	●	●	●
Roadways, Fleet and Support	●	●	●	●
Facilities Management	●	●		
Major Projects and Preservation			●	●
Saskatoon Light and Power	●	●	●	●
City Solicitors	●	●	●	●
Building Standards	●	●	●	●
Construction and Design			●	●
Finance	●	●		
Transportation	●	●	●	●
Planning and Development	●	●	●	●
Human Resources	●	●	●	●
Water and Waste Operations	●	●	●	●
Total	16	16	14	14

### Target: 75% of participants felt engagement was meaningful

More than 75% of formal participant feedback forms from the internal and external engagement opportunities states that the events were “a meaningful opportunity to contribute to the City’s corporate climate adaptation strategy” and “a good use of their time”.

#### Result:

A total of 9 participants from the Local Actions Workshop and 22 participants from the Internal Co-design Workshop submitted feedback forms.

Respondents selected from a scale of emoticons reflecting happy, somewhat happy, neutral, somewhat unhappy and unhappy faces in response to the statements shown below to describe their engagement experience. The percentage of participants who responded happy or somewhat happy is provided.



Table 5: Workshop Evaluation Results

Statement	% of Participants Happier than Neutral	
	Local Actions Workshop 9 Participants	Co-design Workshop 22 Participants
Overall How Was Your Experience?	100%	100%
This was a valuable use of my time and energy.	56%	95%
It was easy for me to participate in the process	89%	86%
The information was clear and understandable	100%	86%
I understood what was expected of me as a participant.	100%	91%
The facilitator kept us engaged and focused	100%	95%
All participants were given the opportunity to contribute	100%	95%
I believe that my voice mattered in this conversation	78%	95%
I understand how my input will be used.	78%	91%

More than 75% participants from both workshops reported a positive engagement experience in response to all evaluation form statements with the exception of “This was a valuable use of my time and energy”. Only 56% of external key stakeholder workshop participants agreed that the workshop was a valuable use of their time and energy.

When asked to describe what did not work participants from the **Local Actions** workshop mentioned that the group size was too small for the activities designed and that open discussion may have been a better use of the time. Participants also noted that there was too much content to cover in the time allotted and that at times the activities felt rushed. They also noted that it was obvious that there were left over concerns from other events and while the concerns seemed legitimate, they wondered if the intent of the workshop “got a little lost.”

When asked how the City could improve in these areas, some participants expressed frustration with civic planning that consists of “endless consultations that generate reports that have no impact”. They shared that they no longer see the value in attending engagement events.

Other participants requested more information and time to process the content in advance of the workshop so they could participate more fully. They also felt that it would have been helpful to have conversations with participants at the other table to help generate new ideas.

Participants noted difficulties understanding how various City initiatives interact and felt it would be helpful to have a clear map or visual of all plans.

**Co-design** participants identified time constraints, unfamiliar content and lack of ability to prepare in advance as areas that did not work well. They also expressed some confusion regarding the risk management activity.

When asked how the Project Team could improve in these areas, participants suggested providing more time and clarity around the activities and sharing the content and activities with participants ahead of the workshop so they could better prepare.

### *Opportunities for Improvement*

In the future, we will consider providing content in advance so participants can prepare for meaningful participation. Future engagement activities will be planned with more time allocated to each activity.

We will consider sharing a graphic that illustrates how the City's sustainability initiatives connect and interact with the Climate Action Plan.

We will take steps to clearly explain the how participant input can inform Administration's decision making process. A complete engagement report with participant input from all engagement activities will be shared with City Council as an attachment to the Strategy document and Council Report.

### **Target: Total visits to project webpages are tracked**

*The engagement and communications consultants, with support as needed from the digital content consultant, will track the total number of visits to the Local Actions and Local Actions Engage webpages during the project's duration from April 1, 2019 – October 31, 2019.*

#### *Result:*

Between April 1, 2019 and October 7, 2019, the Local Actions project webpage received 362 visits. A Local Actions Engage Page was not created, therefore no visitor information is available.

### **Target: Positive facilitator feedback**

*During engagement sessions facilitators report that participants are:*

- *interested in the topic and actively contributing to discussions*
- *able to understand the materials presented*
- *contributing both supportive feedback and ideas to further enhance the City's list of adaptive capacity and resiliency options*

#### *Result:*

Facilitators met following each of the events to discuss what went well and where there was room for improvement. While the feedback from facilitators was mostly positive, it was noted that some participants were very vocal about their frustrations regarding negative past engagement experiences and unrelated decision outcomes and that this unsupportive feedback may have influenced the willingness of attendees to participate meaningfully. Facilitators also mentioned that given the small turn out at the workshop and that several participants from the same organization sat together, it might have inspired more diverse and meaningful discussion to either have a group discussion or to shuffle the tables around.

### *Opportunities for Improvement:*

In addition to applying more focus and discussion around setting expectations for how participant comments can influence each decision, we will also provide "check-ins" for participants during events to see if there is anything facilitators could do to improve their engagement experience which could include things like shifting to an open floor discussion or shuffling table participants.

## Next Steps

The *Corporate Climate Adaptation Strategy* is expected to be submitted to City Council in December 2019.

Implementation options for the strategy may be presented to Council at the same meeting, or may be deferred to a future meeting.

If City Council approves implementation of any initiatives presented in the Strategy, it is recommended that this Engagement Report is reviewed as part of project charter or planning processes for each initiative. Any implementation of actions with potential to impact the public will require additional public engagement.



## **STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES**

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### **Additional Information for Curbside Residential Recycling for 2020 Beyond**

#### **Recommendation of the Committee**

That the information be received.

#### **History**

At the December 2, 2019 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the General Manager, Utilities & Environment dated December 2, 2019 was considered.

Your Committee resolved that the matter be forwarded to City Council for information, and within its delegated authority, also referred this matter to the Saskatoon Environmental Advisory Committee for information.

#### **Attachment**

December 2, 2019 report of the General Manager, Utilities & Environment.

## **Additional Information for Curbside Residential Recycling for 2020 and Beyond**

### **ISSUE**

The current curbside recycling contract expires December 31, 2019, and a new agreement has been executed for 2020 and beyond. City Council has requested updated information on the 2020 Curbside Recycling Program, including:

- Structure of the program and rationale for any changes;
- An overview of the Education and Communications Plan; and
- Measures of success.

### **BACKGROUND**

City Council at its meeting held on February 11, 2019, considered a report outlining the procurement process and terms of reference for a Request for Proposal (RFP) for the curbside residential recycling contract and resolved:

“That the report Curbside Residential Recycling Services for 2020 and Beyond [CK. 7830-5] of the A/General Manager, Utilities and Environment Department, dated February 11, 2019, be forwarded to City Council for information.”

City Council, at its Regular Business Meeting held on September 9, 2019, considered the following item and resolved as noted.

- “1. That Option 1: Core Acceptable Materials be approved for the curbside residential recycling program; and
2. That the continuation of the Glass Recycling Partnership with SARCAN Recycle be approved; and
3. That the Administration report back to the appropriate Committee with information on the structure of the new program, rationale of any changes to the program, communications plan, and a summary of how the program’s success will be measured.”

### **CURRENT STATUS**

The City of Saskatoon (City) and Loraas Recycle (Loraas) are in the last year of a seven-year curbside recycling agreement. The contract expires on December 31, 2019, and a new contract is required to be in place prior to January 1, 2020, to ensure there is no gap in curbside recycling services. A public RFP was issued earlier in 2019, and the City has successfully completed negotiations with the top ranked proponent. A new service agreement for curbside recycling collections, processing, and marketing has been awarded to Loraas for 2020 and beyond.



## **DISCUSSION/ANALYSIS**

### **Structure of the New Program and Rationale for Changes**

The City and Loraas have signed an eight-year agreement for Curbside Recycling Services for 2020 through 2027, with the option to extend for two additional one-year periods. The program will continue to have bi-weekly collection year-round and have the same collection routes and days in 2020. The cart used for the program will remain blue and be the 365L (96 gallon) size. There are currently just over 70,000 carts that are in service and they will remain assigned to the same address to ensure no gaps in collection service.

#### Customer Service

Customer service for the program will largely remain the same. Loraas will continue to be the primary contact for customer service calls regarding missed collection, missing or damaged carts, and general questions about the program. The City will continue to address new service requests and all billing inquiries.

#### Acceptable Material

In response to changing recycling markets, the City will be removing black plastic and polycoat (i.e. beverage cups) from the list of acceptable items for all residential recycling programs in 2020 (including the Multi-Unit Residential Recycling program and the Recycling Depots). Black plastic has always been a lower value material and is difficult to recycle because of its pigment. With higher quality standards for cardboard and mixed paper, polycoat is frequently being viewed as a contaminant in bails of material. Both of these previously acceptable items are being removed to help mitigate the risk of not being able to market the remaining recyclable materials. All polycoat deposit beverage containers will continue to be accepted in the program, as this material can be recycled through SARCAN who works in contract with the Government of Saskatchewan to recycle deposit beverage containers.

Glass will continue to be an acceptable item in the program, although residents also have the option to take household glass to SARCAN to ensure it does not break during collection and processing. The updated list of acceptable materials is below:

- Aluminum and tin cans, aluminum foil and pie plates;
- Corrugated cardboard, mixed paper, newspaper, fine paper and magazines, boxboard;
- Plastic containers #1 through #7 excluding (i) black plastic and (ii) Plastic #6 (Expanded Polystyrene) that have contained non-hazardous products; and
- All provincial legislated beverage containers, milk cartons, aseptic containers and jugs and glass food and beverage containers.

#### Monthly Utility Charge

The proposed monthly utility charge for the curbside recycling program that was presented in the 2020/2021 Preliminary Multi-Year Business Plan and Budget in November 2019 was \$7.38 per household per month for 2020, and \$7.47 per household per month in 2021. In addition to contract costs for collections and processing

recyclables, curbside residential recycling program fees include City administrative, bylaw compliance, and education and communications costs.

The variable processing cost for the curbside program will be impacted by the contamination rate in the program. A contamination rate adjustment is included in the new agreement and will mean that if the contamination rate increases or decreases over the current contamination rate, the variable processing costs will be adjusted up or down respectively. Changes in the contamination rate may have an impact on the proposed utility fees for 2022 and beyond. Public education efforts will endeavour to communicate to residents how they can participate in the program and do their part to help keep costs lower for everyone.

#### Education and Communications Plan

Changes to the 2020 program, including acceptable materials and new utility rates will be communicated to residents starting in late 2019. Additional information on the education and communications plan is included in Appendix 1.

#### Measuring Success

Program success can be measured in various ways, including tonnage, capture rate, contamination rate, participation rate, material knowledge, and resident satisfaction. Additional information on measuring success is included in Appendix 2.

### **IMPLICATIONS**

#### Financial

The Curbside Recycling program is funded through a utility rate structure. Financial impacts to the program are reflected in the annual utility rate for the program.

#### Environmental

In 2018, approximately 8,500 tonnes of recyclable material were diverted from the landfill through the curbside recycling program. This contributed 6.9% toward the City's waste diversion rate of 22.8%.

### **NEXT STEPS**

Updates on the Curbside Recycling Program will be included in the Integrated Waste Management Annual report in 2020.

### **APPENDICES**

1. Communications Plan
2. Measuring Success

### **REPORT APPROVAL**

Written by:	Daniel Mireault, Environmental Coordinator, Water & Waste Operations
Reviewed by:	Jeanna South, Director of Sustainability Russ Munro, Director of Water & Waste Operations
Approved by:	Angela Gardiner, General Manager, Utilities & Environment



# CHANGES TO CURBSIDE RECYCLING

Communications Plan



## STRATEGIC GOAL

Educating residents on methods to properly manage their recycling material is an important step toward achieving Environmental Leadership, one of the key goals in the City of Saskatoon 2018-2021 Strategic Plan to optimize solid waste diversion, and the City's objective of diverting waste from the Saskatoon landfill. Effectively promoting and facilitating correct disposal of recycling material will reduce the rate and volume of recyclable waste sent to the landfill.

## PROJECT TEAM

Recycling Education Coordinator, Sustainability  
Section Manager, Sustainability  
Recycling Project Manager, Water & Waste Operations  
Marketing Consultant, Communications  
Marketing Coordinator, Communications  
Graphic Designer, Communications  
Service Provider Representatives – from each recycling service provider

## SPOKESPERSON

Director, Water & Waste Operations

## COMMUNICATION OBJECTIVES:

- Educate residents on changes to Residential Recycling Programs (curbside, multi-unit, recycling depots) including materials that are no longer acceptable, materials that are still accepted, and monthly utility charges.
- Build awareness and understanding of why the program has changed including the impacts on our local program from global markets, and why some materials are difficult to recycle.
- Continue to build awareness around effective recycling and waste diversion.
- Provide alternative methods to promote the reduction and diversion of materials that are difficult to recycle.
- Build awareness about the success of recycling programs.

## AUDIENCES:

- Saskatoon Curbside (single-family household) Residents
- Saskatoon Multi-Unit Residents
- Community Associations

- Partner organizations (Saskatchewan Waste Reduction Council)
- City of Saskatoon Employees
- Mayor and City Councillors
- Saskatoon Media



## CAMPAIGN THEMES:

The visual theme will remain consistent with the creative platform used for existing education material (examples below). Significant attention will be given to the messaging to ensure the program changes are communicated clearly and effectively.

### Recycling

**Plastic Containers**  
♻️ ♻️

**Beverage Containers**  
milk and drink cartons

**Cardboard**

**Mixed Paper**

**Aluminum Foil and Tin Cans**

**Household Glass**

**NOT ACCEPTED**

- ⊗ Hazardous Waste
- ⊗ Electronics
- ⊗ Batteries
- ⊗ Electrical Cords
- ⊗ Styrofoam
- ⊗ Plastic Bags
- ⊗ Food Waste
- ⊗ Needles

**THINGS TO REMEMBER**

- Empty, rinse, and flatten all containers.
- Do not bag items; toss them loosely into your Blue Cart or Bin.
- Remove caps and lids and throw them away, or take them to SARCAN.
- Place shredded paper in a clear, tied plastic bag.
- Anything smaller than a credit card is too small to be sorted into recycling.

**CUSTOMER SERVICE**

☎ Loraas Recycle	306 242 2300
☎ Cosmopolitan Industries	306 955 9100
☎ City of Saskatoon	306 975 2486

➤ For more information visit [saskatoon.ca/recycling](http://saskatoon.ca/recycling)

### Recycling Depot Tips

Help us minimize contamination, run an efficient and successful recycling program, and ensure the safety of all the people that handle these materials.

1. Only place **accepted** material in the bins.
2. Flatten all cardboard, rinse all containers and place loosely into the bin. Please do not use bags.
3. Place recyclables **fully** in the bin. Do not leave items outside or on top of bins.
4. For your safety, **never** climb into recycling bins or remove materials from bins.
5. Depots are for **residential** use only.

**We're here to help!**  
If you have any questions please contact the 24/7 Customer Care Centre:  
☎ 306-975-2486  
✉ [garbage@saskatoon.ca](mailto:garbage@saskatoon.ca)

*Illegal dumping of unaccepted items or misuse of the recycling depots can result in fines of up to \$1,000 under the Waste Bylaw #8310. Please report these offenses at [saskatoon.ca/illegaldumping](http://saskatoon.ca/illegaldumping).*

## Don't know where it goes?

Ask the Wizard!

Visit [saskatoon.ca/wastewizard](http://saskatoon.ca/wastewizard) to search an item for recycling and disposal information.

## Put Waste in the Right Place

Please keep these items out of your Blue Cart or Bin:

- ⊗ Hazardous Waste  
Batteries, needles, propane tanks, aerosol cans, light bulbs motor oil containers
- ⊗ Electronics and Cords
- ⊗ Plastic Film  
Shrinky wrap, plastic wrap, sandwich bags
- ⊗ Plastic Toys and Containers  
Or other plastics without a ♻️ symbol
- ⊗ Food-contaminated Paper or Cardboard
- ⊗ Soiled Kleenex, Napkins, or Paper Towels
- ⊗ Waxed or Plasticized Paper
- ⊗ Pyrex or Dishware Glass
- ⊗ Styrofoam
- ⊗ Food Waste
- ⊗ Diapers
- ⊗ Outdoor Lawn Furniture
- ⊗ Windows or Mirrors
- ⊗ Ceramics or Porcelain

Don't know where it goes? Ask the wizard at [saskatoon.ca/wastewizard](http://saskatoon.ca/wastewizard)

## KEY MESSAGING

### *What are the changes?*

1. Black plastics and polycoat (i.e. plastic lined cardboard containers such as take-out coffee cups) are **no longer accepted** in the recycling programs.
2. The proposed residential recycling programs will still include the following materials;
  - Aluminum and tin cans
  - Aluminum foil and pie plates
  - Corrugated cardboard
  - Mixed paper, newspaper, fine paper and magazines
  - Boxboard
  - Recycle plastic containers #1 through #7 except for black plastic and Plastic #6 (Expanded Polystyrene) that have contained non-hazardous products
  - All provincial legislated beverage containers, milk cartons, aseptic containers and jugs and glass food and beverage containers

Residents can use the Waste Wizard to find out what materials are accepted and not accepted.

3. Utility Costs are increasing:
  - Curbside residential recycling rates are proposed to be increased to \$7.38 in 2020. Residents pay for recycling services through their City of Saskatoon utility bill.

### *Why is the program changing?*

1. Increasing Standards: In 2018 China established much more strict standards for the amount of contamination they would allow in the recyclables they purchase. In response, Canadian municipalities have attempted to greatly reduce the amount of contamination in their recycling through changes to processing, by reducing the amount of contamination entering the recycling stream by residents, and by looking for new markets. Municipalities use public education campaigns to reduce the amount of contamination in recycling streams. While education can be an effective means of changing recycling behaviours, this change is not immediate.
2. Increasing Material Recovery Facility Processing Costs: The costs of recycling collection has remained relatively stable. Processing costs however have increased as a result of changes to the global recycling market. A demand for

higher quality material and a decrease in commodity values means recycling programs are not benefitting as much from the sale of their materials, leaving less to cover processing costs.

#### *What are some alternative methods of waste diversion?*

1. Waste Reduction: Offering residents tips for how to reduce household waste. Bring awareness to their buying and consumption habits and help identify ways that they can minimize the amount of material ending up in the waste stream.
  - E.g. Reusable travel mugs and containers – A reusable travel mug would eliminate the need for polycarbonate or 'take-out' cups, and thereby reducing the amount of waste they would potentially create. Similarly, using reusable bags and containers when packing and transporting food would eliminate the need for black plastic containers.
  - Reduce non-recyclable plastic bags and food packaging by bringing reusable bags for groceries, using mesh bags for produce, buying in bulk where possible, and considering how a product is packaged when making purchasing decisions.
2. Sarcan Glass Recycling Program: Saskatoon residents can take their household glass (e.g. jam jars, pickle jars, condiments bottles) along with their beverage containers to Sarcan Depots as an additional recycling option and to ensure the glass containers can be recycled into beneficial end use products, and not broken through the collection process.

#### *Success of Recycling*

- Approximately 12,800 tonnes of material was diverted from the City's landfill in 2018 through recycling programs (including curbside, multi-unit, depots). This equates to 45% of the 28,400 tonnes of total material diverted overall.
- In 2018, the Curbside Residential Recycling (blue cart) program was responsible for diverting approximately 8,500 tonnes of recyclables from the City's landfill. The blue cart program contributes 6.9% towards the City's waste diversion rate of 22.8%.
- The curbside and multi-unit recycling programs make recycling accessible and convenient for all residents compared to a depot program only. The curbside and multi-unit programs collected approximately 10,400 tonnes of recyclable material in 2018. In comparison the four recycling depots collected approximately 1,700 tonnes of recyclable material.
- The Curbside Recycling Program has collected and diverted over 63,000 tonnes of recycling material since 2013.

## COMMUNICATION TOOLS, TACTICS & IMPLEMENTATION TIMELINES:

<b>Deliverable</b>	<b>Details</b>	<b>Audience(s)</b>	<b>Timeline</b>
<b>News Release &amp; Media Scrum</b>	<i>Inform media and residents of changes to recycling program.</i>	<i>Media and residents</i>	<i>Nov 27 or 28</i>
<b>Fact Sheet</b>	<i>Outline changes to program, answers to key questions, and the state of the recycling market.</i>	<i>Media and residents</i>	<i>Nov 27 or 28</i>
	<i>Post-scrum video of spokesperson speaking to the program changes.</i>	<i>Residents</i>	<i>Nov 27 or 28</i>
<b>Website</b>	<i>Updates to website</i>	<i>All</i>	<i>December 20<sup>th</sup></i>
<b>Waste Wizard</b>	<i>Updates to Waste Wizard</i>	<i>All</i>	<i>December 30<sup>th</sup></i>
<b>ReCollect</b>	<i>Update to ReCollect messaging and app</i>	<i>All</i>	<i>December 30<sup>th</sup> 4 week duration</i>
<b>PSA</b>	<i>Notice of coming program changes and rate increases</i>	<i>Media, All</i>	<i>December 30<sup>th</sup></i>
<b>Social Campaign</b>	<i>Education posts across all social media platforms</i>	<i>All</i>	<i>January 13<sup>th</sup> 4 week duration</i>
<b>Waste Guide</b>	<i>Mailed waste guide for all single-family households</i>	<i>All</i>	<i>January 13<sup>th</sup></i>
<b>Posters</b>	<i>Develop and print posters for all civic facilities</i>	<i>All</i>	<i>January 13<sup>th</sup></i>
<b>Email notification</b>	<i>Email to Mayor and Council, and all staff</i>	<i>Internal employees</i>	<i>December 30<sup>th</sup></i>
<b>Email notification</b>	<i>Community Consultants</i>	<i>Community Associations</i>	<i>December 30<sup>th</sup></i>

<b><i>My City</i></b>	<i>Notification to all City employees</i>	<i>Internal employees</i>	<i>December 30<sup>th</sup></i>
<b><i>City page ad</i></b>	<i>Develop content for City page ad release</i>	<i>City page ad audience</i>	<i>January 13<sup>th</sup></i>

## TARGETS AND MEASURES OF SUCCESS:

- Reduce contamination in the recycling stream
  - Divert harmful, contaminated, and unmarketable materials
  - Divert materials that are valuable in other streams (e.g. glass)
- Increase traffic to website and usage of the online Waste Wizard tool
- Increased awareness and knowledge of program details (to be measured in 2021 Waste & Recycling Survey)



## Measuring Success

Recycling performance can be measured through a number of indicators that are currently measured by the City of Saskatoon (City) and its recycling contractor, and reported through the Environmental Dashboard, the National Solid Waste Benchmarking Initiative, and the Integrated Waste Management Annual Report. Indicators have been grouped into Participation, Material Knowledge, and Satisfaction.

### Program Success Measures:

- Tonnage of recyclables – the annual tonnes of recyclables is weighed and reported by the service provider. The tonnes of recycling have been decreasing since the program started, likely due to a shifting composition of materials (i.e. reduction in newsprint) and lightweighting of materials (i.e. thinner plastics). Decreasing tonnages may also indicate changing consumption habits (buying less) which is positive.
- Capture rates are determined by calculating the amount of each divertible material captured within the recycling stream compared to the overall amount of that specific material generated and disposed. This metric is preferable to tonnage because it shows the amount of recyclables still being thrown in the garbage. Higher capture rates mean more of the recyclable material is going to the right place. Capture rates can only be determined through a city-wide audit. Capture rates for each material can be measured to help focus education initiatives.
- Contamination rate refers to the percentage of material collected through the Recycling Program that is not the material included in the Recycling Program Acceptable Materials. It is desirable to have a low contamination rate as it makes processing more efficient, keeps costs down, and reduces the potential for safety hazards since contamination is often comprised of hazardous materials. A high contamination rate can be an indicator that residents are confused about what materials are accepted, are placing an item in their blue cart because they do not want it to be landfilled (i.e. wishcycling), or are apathetic about recycling. A low contamination percentage is an indicator that residents know how to properly participate in the Recycling Program. Types of contamination are further explored through the recycling cart blitz program where staff visually inspect thousands of carts each summer to engage with and inform residents of their recycling behaviour. The cart blitz aligns with specific goals set for the Recycling Program to increase the amount of recyclables captured and to reduce contamination.

Table 1: Recycling Program Indicators

Success Measure	Current Status	Goal (5-year)
Tonnage of Recyclables Collected Annually <sup>1</sup>	8,500 tonnes	>8,500 tonnes
Capture Rate - proportion of recyclable material captured within the recycling stream compared to the overall amount of recyclables generated <sup>2</sup>	60%	90%
Contamination rate - proportion of materials placed in the recycling cart that are not accepted in the program <sup>3</sup>	10%	7%

<sup>1</sup> Service Provider Recycling Reports (2018)

<sup>2</sup> Waste Characterization Study (2019)

<sup>3</sup> Service Provider Quarterly Audits (2018)

## Participation

Participation indicators help the City understand the number of residents participating in the recycling program. Indicators include:

- Participation rates are measured during a Waste Characterization Study (completed every 2 to 3 years) and measure the percent of residents that are using the recycling program by placing their cart out for collection over a timeframe of three collection periods. Participation rate is different than set-out rate, which refers to the number households placing their cart out for collection on any given collection day. Set-out rates are not generally used as participation indicators since households may not place their cart out for collection each time (i.e. if their cart is not full or if they are away), but they still participate in the program overall.
- Proportion that say they recycle – a biannual survey on recycling behaviours includes a question on how much a resident recycles. A resident who says they recycle all or mostly all of the materials is considered to be participating fully in the program.

Table 2: Participation Indicators

Success Measure	Current Status	Goal (5-year)
Participation rate - % of residents that are using the recycling program over 3 collection periods <sup>1</sup>	75%	90%
Proportion that say they recycle all or mostly all of their recyclable items <sup>2</sup>	75%	90%

<sup>1</sup> Waste Characterization Study (2019)

<sup>2</sup> Waste & Recycling Survey (2019)

## Material Knowledge

Program success is dependent on residents' knowledge about which materials are accepted and not accepted. Understanding knowledge gaps helps the City identify where to focus education efforts. Key indicators include:

- Resident knowledge of what materials are accepted/not-accepted in the recycling program is measured through a biannual survey where residents are asked how to properly dispose of items. Foils, plastic film, and plastics continue to be areas where residents display poor knowledge, while paper and beverage containers are continually high. Residents were asked the following, "To the best of your knowledge, can the following items be put in your individual blue cart that is rolled out to the curb on collection day";
  - Plastic containers such as shampoo bottles, laundry detergent jugs
  - Plastic bags
  - Aluminum foil, foil containers or roasting pans
  - Paper products such as newspapers, flyers, mail
  - Cardboard such as shipping boxes
  - Beverage containers such as juice boxes, milk jugs, and aluminum cans
- Capture Rate for specific materials – through audits, the City can identify the proportion of specific materials that are being properly recycled, compared to the total that are disposed of through all streams. As shown below, the amount of foil being captured is very low, and the City will use this information for communication purposes.

Table 3: Material Knowledge Indicators

Success Measure	Current Status
Plastics - % of respondents aware that Plastic containers such as shampoo bottles, laundry detergent jugs are recyclable <sup>1</sup>	86%
Plastic bags - % of respondents aware that plastic bags are <b>NOT</b> recyclable <sup>1</sup>	78%
Foil - % of respondents aware that aluminum foil, foil containers or roasting pans are recyclable <sup>1</sup>	49%
Paper - % of respondents are aware that paper products such as newspapers, flyers, mail are recyclable <sup>1</sup>	99%
Cardboard - % of respondents are aware that cardboard such as shipping boxes are recyclable <sup>1</sup>	99%
Beverage containers - % of respondents are aware that beverage containers such as juice boxes, milk jugs, and aluminum cans are recyclable <sup>1</sup>	92%
Aluminum foil – aluminum foil, foil containers or roasting pans <sup>2</sup>	3.5%
#1 Plastic bottles - beverage bottles such as water and soda <sup>2</sup>	39%
Glass - beverage containers, bottles and jars <sup>2</sup>	61%
Cardboard - cardboard shipping boxes <sup>2</sup>	83%
Newsprint - newspapers, flyers or mail <sup>2</sup>	92%

<sup>1</sup> Waste and Recycling Survey (2019)<sup>2</sup> Waste Characterization Study (2019)

### Resident Satisfaction

Satisfaction indicators help the City understand if residents' recycling needs are met and if they support the recycling program. Satisfaction is measured through a biannual survey on recycling behaviours with the most recent survey being completed in 2019, the Waste and Recycling Awareness Survey.

Table 4: Resident Satisfaction Indicators

Success Measure	Current Status	Goal (5-year)
Overall Satisfaction – proportion that say they are somewhat or very satisfied with the recycling program <sup>1</sup>	88%	90%
Capacity - proportion that say they are somewhat or very satisfied with the amount of available space in their blue cart <sup>1</sup>	91%	90%
Communications - proportion that say they are somewhat or very satisfied with being informed about what can and cannot be put in their blue cart <sup>1</sup>	71%	90%

<sup>1</sup> Waste and Recycling Awareness Survey (2019)



## STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

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### Landfill Infrastructure Replacement and Recovery Park Site Design Options

#### **Recommendation of the Committee**

That Option 3: Additional Recovery, Scaled and Non-Scaled, be approved for the Recovery Park site design, and that Capital Project #2050 be adjusted to reflect the estimated cost of \$31.1M.

#### **History**

At the December 2, 2019 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the General Manager, Utilities & Environment dated December 2, 2019 was considered.

Your Committee received a PowerPoint from the Administration containing options of various designs. In addition to putting forward Option 3 for Council's consideration, your Committee also requested that additional information regarding the cost of not pursuing the landfill cell expansion be provided at the time this matter is before Council.

The Administration has provided additional details on the cost of not proceeding with any of the options for Recovery Park Site Design including financial and environmental implications as laid out in the attached report entitled: *Landfill Infrastructure Replacement and Recovery Park Site Design Options – Additional Information on the Cost of Inaction*.

#### **Attachment**

December 2, 2019 report of the General Manager, Utilities & Environment.  
December 6, 2019 Additional Information on the Cost of Inaction.

# Landfill Infrastructure Replacement and Recovery Park Site Design Options

## ISSUE

Administration, with the help of the Owner's Engineer, Stantec Consulting Ltd. (Stantec), has updated the concept plan for Recovery Park since it was last presented to City Council. The updated concept plan now considers traffic impacts due to the anticipated increase of customers, improved waste storage to meet industry standards, and the facilities necessary for the east landfill cell expansion, which is estimated to be required by 2023.

The current budget allocates \$16M for the planned construction of landfill-related facilities and \$7.4M in costs associated with waste diversion, for a total of \$23.4M. The four options provided in this report range from the minimum required site components, with estimated costs within the allocated project budget, to the fully envisioned master plan of Recovery Park, with estimated costs higher than the available funding.

## BACKGROUND

### 2.1 History

On May 25, 2015, City Council considered the Vision for Recovery Park report. This report described the intention of Recovery Park to be a "one-stop" facility that functions to provide clear, easy, efficient, flexible, and cost effective waste diversion and landfill transfer, as part of the Saskatoon Regional Waste Management Centre. At this meeting, City Council resolved:

- "1. That a consultant be hired to develop a business case and options for delivery models for Recovery Park; and
2. That Capital Projects #2187 – US Composting Facility, #2050 – C&D Waste Management Centre, and #1482 – SW Recycling Depots each contribute \$50,000 to fund the business case development for a total cost of \$150,000".

Appendix 1 – Council Resolutions and Background, provides further history of Recovery Park budget and design.

### 2.2 Current Status

The design of Recovery Park is underway, with a decision from this report required to begin procurement for construction early 2020. The site is required to be operational by late 2022 so that the Landfill cell expansion can occur in 2023.

### 2.3 Public Engagement

Administration has not yet performed public engagement specific to Recovery Park; however, results of The City of Saskatoon's (City) 2019 waste-related studies provide some understanding of current behaviour and potential attitudes towards planned services. Appendix 2 – Recent Preliminary Waste Characterization and Public Survey Results provides a summary of findings.



### 2.4 City of Saskatoon's Current Approach

After further design and review of cost estimates from Stantec, Administration is providing four concept options ranging from the minimum required site components, with estimated costs within the allocated project budget, to the fully envisioned Master Plan of Recovery Park, with estimated costs higher than the available funding. Options were created through extension of traffic impacts, operational optimization, user experience, and right-of-way requirements.

### 2.5 Approaches in Other Jurisdictions

Appendix 3 – Municipal Benchmarking, provides a summary of what other municipalities are offering for haulers to drop off recoverable materials as a means to divert waste from the landfill. In brief, it is common for major municipalities to provide year-round acceptance of Household Hazardous Waste, gently used items, construction materials, etc. It is also common for accepted items to be charged at a reduced tipping rate, a per item fee, or at no fee at all.

## OPTIONS

The below brief descriptions of presented options include Class D (4) estimates for their capital costs, which have an expected variance of -30% to +50%. Please see Table 1 and Table 2, as well as Appendix 4 - Summary of Options, and Appendix 5 - Concept Design Plans, for further detail on inclusions, exclusions and considered impacts of each option.

### **Option 1: Minimum Required Build (\$23.1 M)**

This option de-scopes Recovery Park's design and consequential estimated construction cost to within the currently allocated budget, while including components required for the landfill cell expansion and maintaining current level-of-service. Option 1 provides some improvements to handling, but does not provide space for handling new material streams that could increase diversion. Household hazardous waste and yard waste drop-off would continue to occur at external sites. No provision for additional equipment is included, with leasing included under the operating budget.

### **Option 2: Additional Recovery Scaled (\$26.0M)**

This option includes the required components for landfill cell expansion indicated in Option 1, with the addition of three roll-off bin locations and a bulk surface storage area for diverting prioritized materials. A separate unscaled diversion/recovery area is not included; all users drive through the scales, with space for diversion after the scales. Household hazardous waste and yard waste drop-off would continue to occur at external sites.

### **Option 3: Additional Recovery - Scaled and Non-scaled (\$31.1M)**

This option includes the required components for landfill cell expansion indicated in Option 1, with the addition of a flexible non-scaled diversion area, eleven more roll-off bin locations, a bulk surface storage area for diverting prioritized materials, added bins for mixed recycling to allow for relocation of the Meadowgreen depot, and a paved surface to host Household Hazardous Waste Days. Yard waste drop-off would continue to occur at external sites.

### Option 4: Recovery Park Master Plan (~\$40.8M)

This option includes all envisioned Recovery Park components needed to become a one-stop facility: a scaled area, a flexible non-scaled area, 30 roll-off bin locations, a bulk surface storage area, a household hazardous waste facility, bins for mixed recycling to allow for relocation of the Meadowgreen depot, a covered storage building with loading docks, and an area for yard waste drop-off. All components have been fully built to service a city population of 500,000 residents.

Table 1: Option Considerations

Option	Class D Capital Cost Estimate	Annual Operational Cost (above BAU)*	Annual Maintenance Cost (above BAU)	Annual Contracted Recycling Costs (above BAU)	Possible Annual Revenue Loss in Tip Fees	Tonnes Diverted (above BAU)	Diversion Rate Impact (% above BAU)	GHG Reductions (T CO <sub>2</sub> E above BAU)	Landfill Life Extension (years beyond BAU)
1	\$23.1M	\$0.2M	\$0.40M - \$0.47M	-	-	-	-	-	-
2	\$26.0M	\$0.3M	\$0.43M - \$0.56M	\$0.2M - \$1.8M	\$1.4M	2,000 T - 14,000 T	1% - 10%	7,700 T	0.4 - 2.7 yrs
3	\$31.1M	\$0.7M	\$0.52M - \$0.75M	\$0.5M - \$2.4M	\$1.6M	5,000 T - 17,000 T	4% - 13%	8,400 T	0.9 - 3.3 yrs
4	\$40.8M	\$1.5M	\$0.61M - \$0.99M	\$1.2M - \$4.6M	\$2.3M	5,000 T - 26,000 T	4% - 19%	12,800 T	0.9 - 5.4 yrs

\*BAU: Business as usual

### Triple Bottom Line Analysis

Table 2 compares success measures in the Triple Bottom Line Tool that differs between options. The overall scores in each category may be higher or lower when considering all criteria, but the relative change between the options would be the same.

Table 2: Option Triple Bottom Line Comparisons

Option	Environmental Health & Integrity	Social Equity & Cultural Wellbeing	Economic Prosperity & Fiscal Responsibility	Good Governance
1	Needs Improvement (0-20%)	On Track (20-40%)	Needs Improvement (0-20%)	Needs Improvement (0-20%)
2	On Track (20-40%)	On Track (20-40%)	On Track (20-40%)	On Track (20-40%)
3	On Track (20-40%)	Exceeding Expectations (60-80%)	On Track (20-40%)	Exceeding Expectations (60-80%)
4	Meeting Expectations (40-60%)	Exceeding Expectations (60-80%)	Meeting Expectations (40-60%)	Leading the Way (80-100%)

## RECOMMENDATION

That the Standing Policy Committee on Environment, Utilities and Corporate Services recommend to City Council that Option 3: Additional Recovery, Scaled and Non-Scaled, be approved for the Recovery Park site design, and that Capital Project #2050 be adjusted to reflect the estimated cost of \$31.1M.

## RATIONALE

Option 3 provides the most flexibility for material recovery, through increased material storage and a non-scaled entrance, without developing additional infrastructure for programs with many unknowns (namely, the Household Hazardous Waste facility and the leaf and yard waste depot). The design is flexible to expand the facility to the full service Recovery Park at a future date when required. As well, the estimated incremental capital costs from Option 1 to Option 3 (\$8M) are largely dedicated to material recovery infrastructure, which most closely represents the original intent and budget of \$7.4M for Recovery Park. The additional service levels with Option 3 have the potential to improve the City's diversion rate, service levels, and other criteria as identified using the Triple Bottom Line tool.

## ADDITIONAL IMPLICATIONS/CONSIDERATIONS

### *Financial Implications*

Currently the budget for this project is \$23.4M, as approved by Council in August 2018. The estimated costs for Option 1 conforms to the existing funding plan. If costs for the other Options come in as estimated, the shortfall will need to be made up with debt, which would be phased in starting in 2022 as seen in the following table:

Table 3: Capital Financing Costs

	Existing Funding Plan \$23.4M	Option 2 - \$26.0M	Option 3 – \$31.1M	Option 4 - \$40.8M
Total Debt	\$10.575M	\$13.175M	\$18.275M	\$28.818M
Estimated Debt Term	15 years @ 4.00%	15 years @ 4.00%	15 years @ 4.00%	30 years @ 3.50% *
Annual Debt Payment	\$951,100	\$1,185,000	\$1,644,000	\$1,566,900
2019 Mill Rate Phase-in	\$865,000	\$865,000	\$865,000	\$865,000
2022 Mill Rate Phase-in	\$86,100	\$320,000	\$779,000	\$701,900
2022 approx. Mill Rate Increase due to capital costs	0.03%	0.13%	0.32%	0.28%

\*Option 4 includes a borrowing term of 30 years compared to 15 years in the other options to keep the 2022 phase-in comparable.

The estimated increase to operational costs, maintenance costs, revenue loss and recycling costs are shown in Table 1.

The funding source for the landfill cell expansion cost is the Landfill Replacement Reserve. In 2018, the Landfill Replacement Reserve balance was almost \$1.3M, a positive number for the first time in seven years. If a new cell isn't constructed in 2023, options would include landfilling on top of Landfill Gas System, which would sacrifice a portion of the \$15M investment in that facility, or incurring tipping fees at another landfill, which would cost internal city collections approximately \$6.5M/year in tipping fees, as well as a \$4M/year revenue loss for the landfill.

### ***Materials Acceptance Prioritization***

Administration has produced a ranking of materials considering available information on current service levels, local alternatives, operational efficiencies, diversion potential, partnership and/or funding opportunities, and potential Greenhouse Gas emissions reduced.

Appendix 6 – Material Acceptance Prioritization outlines ranking once a site design is chosen. Business cases for material acceptances can be performed considering optimal use of available storage.

### ***Integrated Waste Projects***

Recovery Park is alongside many programs and initiatives related to the reduction, recycling, and responsible disposal of waste that Administration is undergoing.

Appendix 7 – Integrated Waste Project Summary provides a summary of related current and upcoming reports.

## **COMMUNICATION ACTIVITIES**

Once the design and level of service is determined, site construction and recycling procurement can begin. Closer to construction occurring, communication updates will be provided prior to the work happening and throughout the duration of the project. As construction nears completion, recycling contracts are in place, and an opening date is confirmed, further communication updates will be provided. Highlights will include the types of materials that will be accepted at Recovery Park and the convenience of accepting numerous materials at one location. Communications will also be needed to educate users of existing programs that may transition over to Recovery Park, such as the Household Hazardous Waste Days.

## **APPENDICES**

1. Council Resolutions and Background
2. Recent Preliminary Waste Characterization and Public Survey Results
3. Municipal Benchmarking
4. Summary of Options
5. Concept Design Plans
6. Material Acceptance Prioritization
7. Integrated Waste Project Summary

**REPORT APPROVAL**

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Rob Frank, Interim Director of Major Projects  
Jeanna South, Director of Sustainability  
Approved by: Angela Gardiner, General Manager, Utilities & Environment

Admin Report - Landfill Infrastructure Replacement and Recovery Park Site Design Options.docx



## Council Resolutions and Background

At its meeting on May 25, 2015, City Council considered the Vision for Recovery Park report. This report described the intention of Recovery Park to be a “one-stop” facility that functions to provide clear, easy, efficient, flexible, and cost effective waste diversion and landfill transfer, as part of the Saskatoon Regional Waste Management Centre. At this meeting, City Council resolved:

- “1. That a consultant be hired to develop a business case and options for delivery models for Recovery Park; and
2. That Capital Projects #2187 – US Composting Facility, #2050 – C&D Waste Management Centre, and #1482 – SW Recycling Depots each contribute \$50,000 to fund the business case development for a total cost of \$150,000”.

November 30, 2016, when considering the Recovery Park Next Steps Report, City Council consolidated \$7M of capital funding for construction. The report and presentation included a conceptual layout of Recovery Park. The project was estimated to cost \$14M.

May 8, 2017, City Council considered the Recovery Park Update Report that included a revised concept design of Recovery Park. City Council resolved:

“That the Administration prepare and release a Request for Proposal(s) for the design and construction of Phases 1 and 2 of Recovery Park”.

August 15, 2017 City Council resolved:

“That a Request for Proposals be issued for specialized design services for the scale house and occupied buildings associated with Recovery Park”.

The returns from the call were later deemed unacceptable by Administration, and as such all proposals were rejected.

November 6, 2017, City Council considered the Integrating the Recovery Park Project with Required Saskatoon Regional Waste Management Centre Projects Report. Landfill-related facilities were proposed to be relocated to Recovery Park to make available the final footprint for the Landfill as defined in the 2011 Landfill Management Plan. Costs for the integrated project were estimated at \$23.4M which included \$7.4M for recovery, and \$16M for Landfill-related facilities. City Council resolved:

“That the Administration continue with preparation and planning for the Recovery Park project and defer procurement until a comprehensive funding plan is in place for the Landfill Capital Investments as outlined...”

February 26, 2018, City Council considered the Recovery Park and Saskatoon Regional Waste Management Centre Project Comprehensive Funding Plan Report. The funding plan identified numerous funding sources including several reserves, Federal Green Infrastructure, and borrowing. City Council resolved:

- “1. That the comprehensive funding plan for the integration of Recovery Park with the Saskatoon Regional Waste Management Centre as outlined in the report of the Acting General Manager Corporate Performance, dated February 13, 2018, be approved; and
2. That the budget for Capital Project No. 2050 be adjusted to reflect the additional \$16.4M included in the plan.”

May 28, 2018, City Council considered the Landfill Airspace Value Report. The report identified a maximum of 8.7 million cubic metres of airspace remaining if all planned capital investments and operating targets are achieved, which translates to 40 to 50 years of remaining landfill life. City Council approved the following recommendations:

- “1. That the landfill airspace valuation be used in the development of future waste rates and funding plans;

June 25, 2018, when considering the Owner’s Engineering Services Award for Saskatoon Regional Waste Management Centre Recovery Park Project Report, City Council resolved:

“That the proposal submitted by Stantec Consulting Ltd. for Owner’s Engineering Services for the Saskatoon Regional Waste Management Centre Recovery Park Project, at a maximum upset fee of \$885,024.50 (plus applicable PST), be approved”.

August 27, 2018, City Council considered the Recovery Park and Saskatoon Regional Waste Management Centre Project Revised Funding Plan. The plan recommended removing Federal Green Infrastructure funding (not available) and borrowing the remainder to ensure the project could continue without delay. City Council approved:

“That the Recovery Park and Saskatoon Regional Waste Management Centre Project (Capital Project No. 2050) be adjusted to reflect the funding plan in the report of the CFO/General Manager, Asset and Financial Management Department dated August 13, 2018.”

Since July 2018, Administration has worked with the Owner’s Engineer to revise the concept plans. The Owner’s Engineer has also performed a detailed site utility investigation, a Class D (or 4) Project Cost Estimate, and is currently drafting technical requirements for construction procurement.

## Recent Preliminary Waste Characterization and Public Survey Results

The following information is preliminary. The surveys are completed, but their final reports are upcoming. The contracted waste characterization study for the upcoming Waste Reduction and Diversion report is currently underway, with results of its first of four studies available. These results are fairly comparable to the 2016 waste characterization study<sup>1</sup>, which has been used for planning purposes in the interim.

### *Waste Composition Study: Spring 2019*

In a sampling of 100 single family residential curbside households, of the average 17.25 kg of generated waste disposed in the garbage cart per household per week, 10.11 kg, or 58.60%, was material that could be diverted and/or recovered through identified potential services offered at Recovery Park. Specifically:

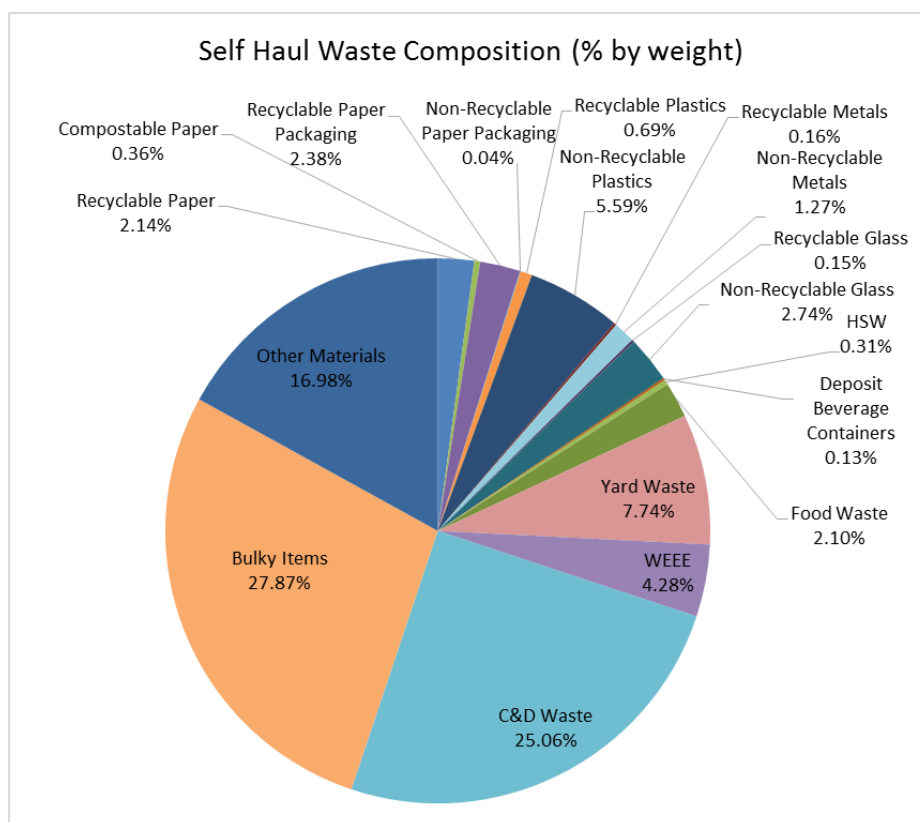
- Yard waste: 7.30 kg, 42.34%
- Recyclables: 1.12 kg, 6.46%
- Mixed/Rigid Plastics: 0.88 kg, 5.09%
- Construction & Demolition waste: 0.49 kg, 2.86%
- Waste Electrical & Electronic Equipment: 0.15 kg, 0.86%
- Mixed metals: 0.09 kg, 0.51%
- Household Special Waste: 0.08 kg, 0.43%

It should be noted that while less than 1% of what was disposed was identified as Household Special Waste, such as paints, oil, fertilizers, batteries, aerosols, the hazardous nature of the material requires a specialized form of disposal that cannot be accomplished through landfilling.

In a sampling of 22 inbound Self Haul loads disposed in the landfill's waste bins, of the average 136.80 kg per load disposed, 110.69 kg, or 81%, was material that could be diverted and/or recovered through identified potential services offered at Recovery Park. The material identified included bulky material (mattresses, furniture), construction and demolition waste, yard waste, mixed/rigid plastics, recyclables, waste electrical and electronic equipment, mixed metals, and household special waste, with its portion of the total waste visualized in Figure 1:

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<sup>1</sup> [https://www.saskatoon.ca/sites/default/files/documents/corporate-performance/environmental-corporate-initiatives/waste-minimization/waste\\_diversion\\_opportunities\\_report\\_-\\_final.pdf](https://www.saskatoon.ca/sites/default/files/documents/corporate-performance/environmental-corporate-initiatives/waste-minimization/waste_diversion_opportunities_report_-_final.pdf)



*Figure 1: Self-Haul Waste Composition*

The self-haul waste characterization is more indicative of possible users of Recovery Park, since these haulers have already made the effort to bring the waste to the Landfill, and have paid the tipping fees for materials that could be accepted at a discounted or no rate at Recovery Park.

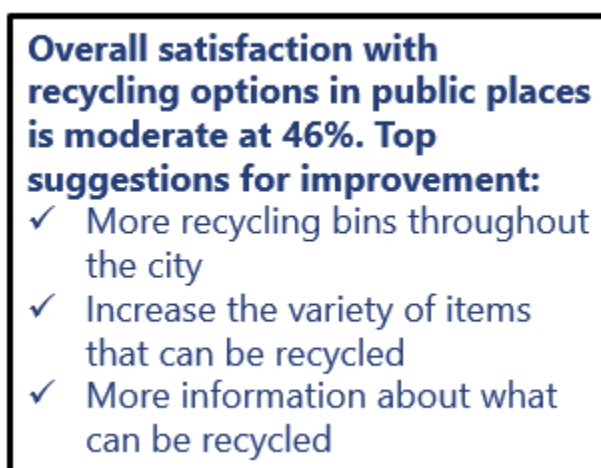
In a sampling of garbage from 12 Industrial, Commercial and Institutional (ICI) locations, of the average 65.82 kg per load disposed, 19.23 kg, or 29%, was material that could be diverted and/or recovered through identified potential services offered at Recovery Park. Specifically:

- Bulky material (mattresses, furniture): 1.24 kg, 1.88%
- Construction & Demolition waste: 4.93 kg, 7.49%
- Yard waste: 5.19 kg, 7.88%
- Mixed/Rigid Plastics: 1.90 kg, or 2.89%
- Recyclables: 5.29 kg, 8.04%
- Waste Electrical & Electronic Equipment: 0.048 kg, 0.072%
- Mixed metals: 0.16 kg, 0.24%
- Household Special Waste: 0.47 kg, 0.71 %

### *Waste & Recycling Awareness Study: Summer 2019*

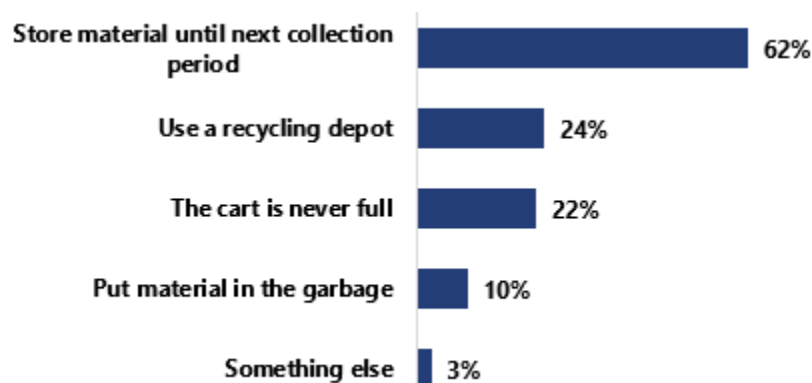
A statistically representative sampling of 1005 residents were surveyed by a contractor for the Waste & Recycling Awareness Study in the summer of 2019. The following responses are for questions related to Recovery Park and identified potential materials to accept for recovery.

Included in the key findings was overall satisfaction with recycling options in public places, as shown in Figure 2.



*Figure 2: Key Finding*

When asked “What do you do with recyclable material if your recycling cart/bin is full?” 24% of single-family respondents who have had full recycling bins/carts stated they use a recycling depot, as shown in Figure 3.



*Figure 3: Responses for when Recycling Cart is full*

When asked whether items listed be put in the recycling cart/bin, 45% of respondents were either not sure or in agreement that plastic toys could be in their cart/bin, which is not the case, but has been identified as a possible stream at Recovery Park.

Figure 4 shows what respondents did with yard and garden waste; large branches and tree stumps; and elm wood. The preferred method of disposal is highlighted in brighter green. As the figure shows, about a quarter to a half of the respondents that have these items to dispose of will haul it to either the compost depots or the landfill. All three



categories are materials that have been identified as a possible stream at Recovery Park.

	Yard and Garden Waste	Large Branches and Tree Stumps	Elm Wood
Put in my Green Cart (*subscribers only)	17%	2%	0%
Put them in the garbage	36%	11%	5%
Put in my blue cart/communal bin	1%	0%	0%
Compost them at home/in my backyard	20%	4%	1%
Compost in my community	2%	0%	1%
Feed them to pets/animals	0%	0%	0%
Haul to City of Saskatoon Compost Depots	17%	25%	2%
Haul to landfill	4%	11%	5%
Hire a private company/contractor to haul away	1%	5%	2%
Another way not listed above	4%	8%	2%
I never have this kind of waste	23%	45%	84%

Figure 4: Disposal of Organic Items

When asked “What do you do with organic material (such as food and yard waste) if your Green Cart is full?” 16% of respondents subscribed to the green cart program stated they haul to the City of Saskatoon (City) Compost Depots, as shown in Figure 5.

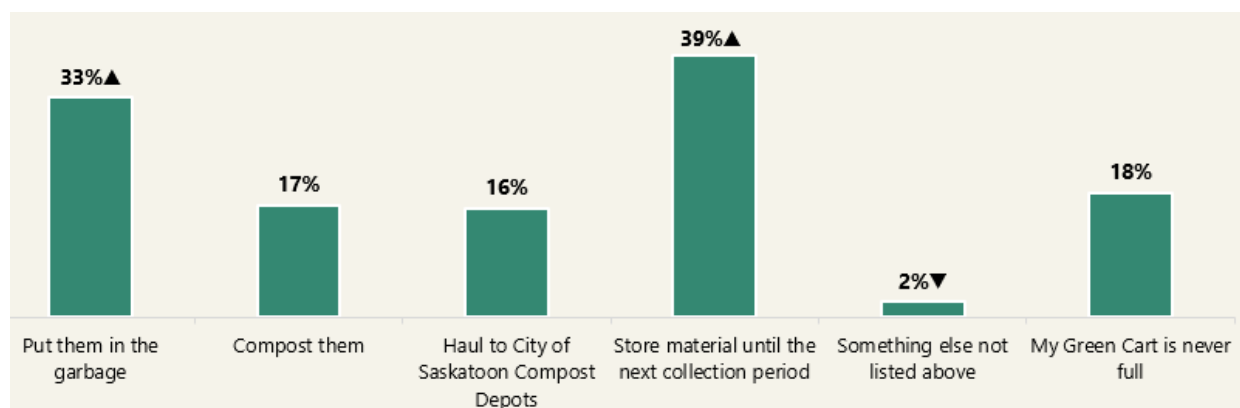


Figure 5: Disposal of Organics When Green Cart is Full

Figure 6 shows what respondents have done with fabric such as worn out clothing, quilts, rags, etc.

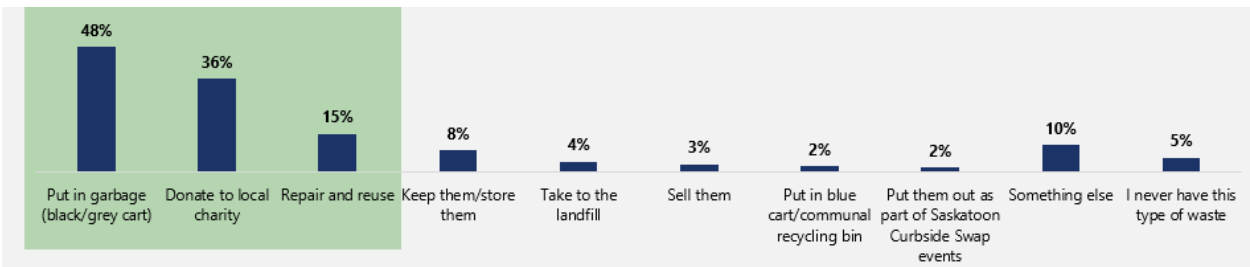


Figure 6: Disposal of Fabric (Worn-Out Clothing, Quilts, Rags, etc.)

Figure 7 shows what respondents have done with home renovation or construction waste.

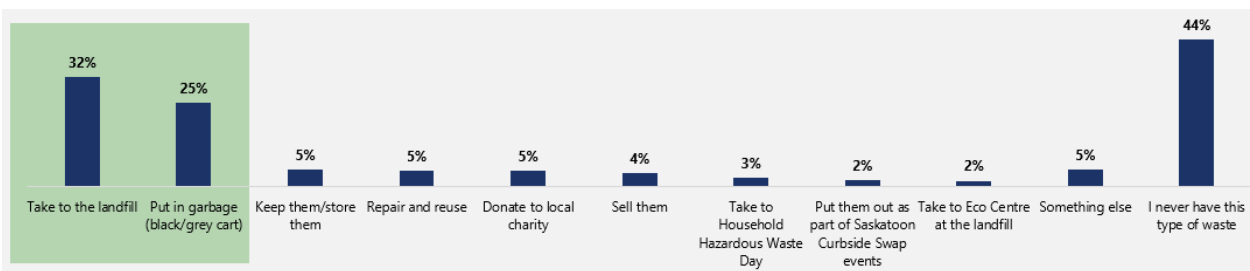


Figure 7: Disposal of Renovation or Construction Waste

Figure 8 shows what respondents have done with broken appliances.

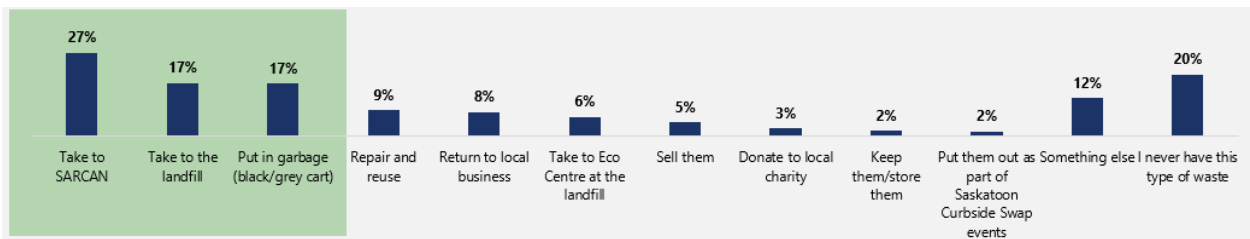


Figure 8: Disposal of Broken Appliances

Figure 9 shows what respondents have done with broken furniture.

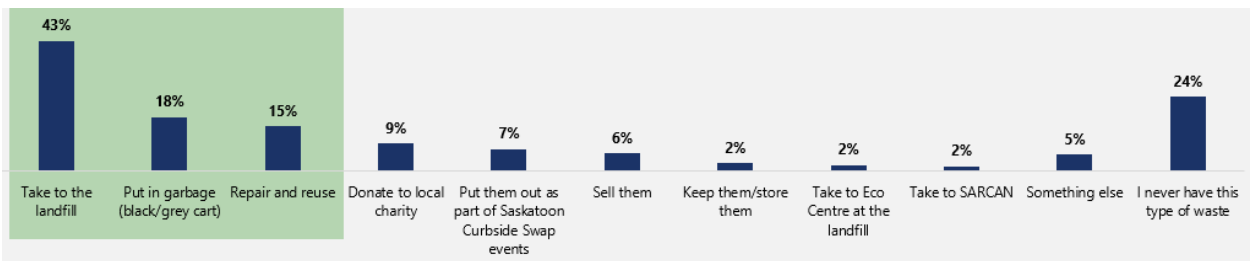


Figure 9: Disposal of Broken Furniture

Figure 10 shows what respondents have done with paint.

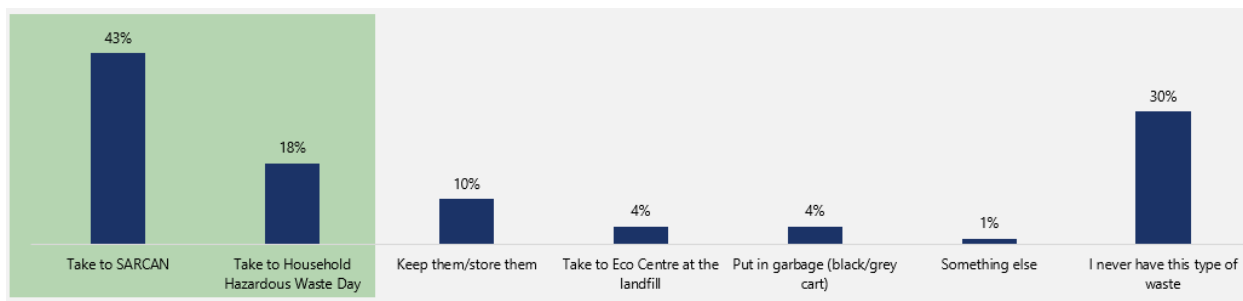


Figure 10: Disposal of Paint

Figure 11 shows what respondents have done with used oil, antifreeze, and oil filters.

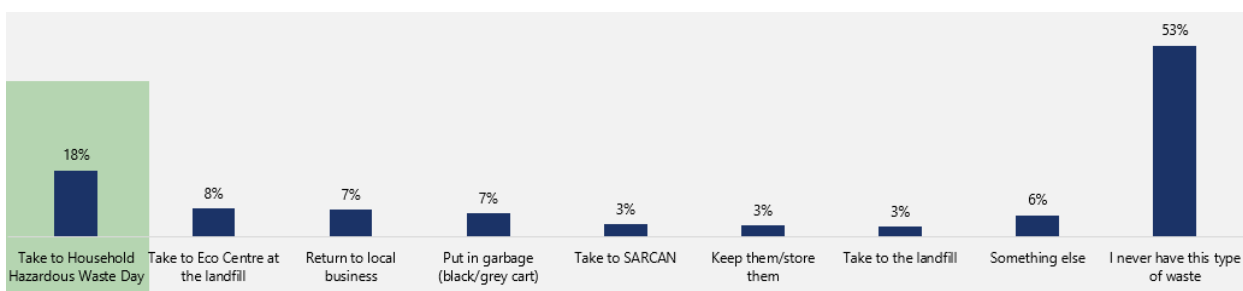


Figure 11: Disposal of Used Oil, Antifreeze and Oil Filters

Figure 12 shows what respondents have done with household hazardous waste.

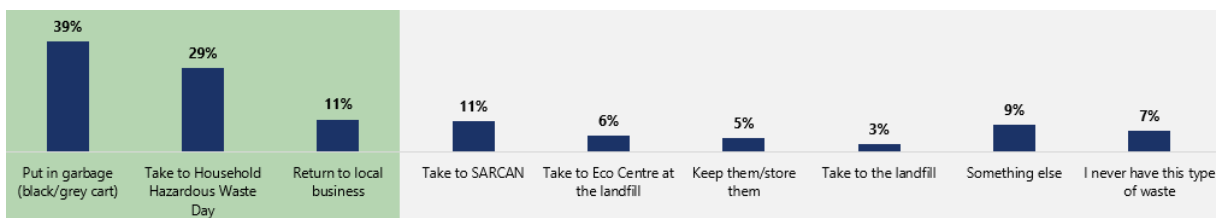


Figure 12: Disposal of Household Hazardous Waste

Figure 13 shows what respondents have done with broken electronics.

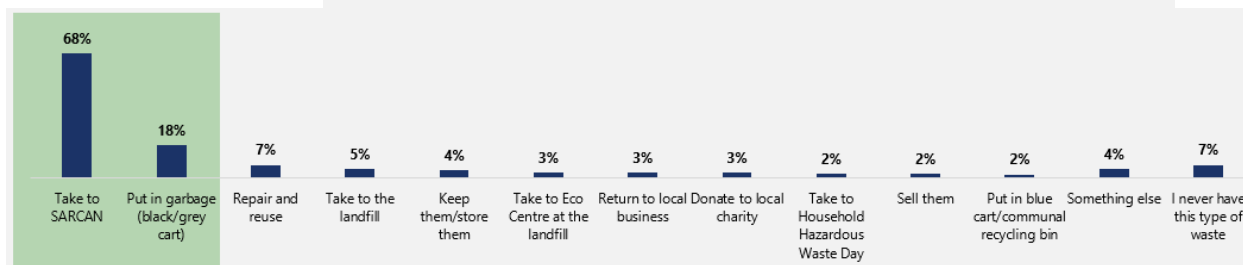


Figure 13: Disposal of Broken Electronics

Figure 14 shows the frequency of use of the City’s Recycling Depots by respondents.

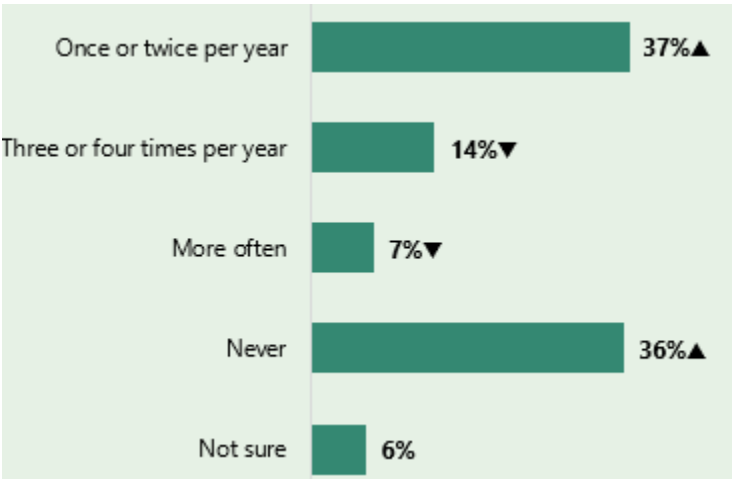


Figure 14: Frequency of Use of City of Saskatoon Recycling Depots

When asked “The City is considering an expansion to waste diversion at the landfill where residents can drop off a variety of materials such as those listed below to be recycled or repurposed by a third party. What materials would you like to see accepted at the landfill drop off depot to be recycled or repurposed?” The following materials in Figure 15 received the highest level of support.

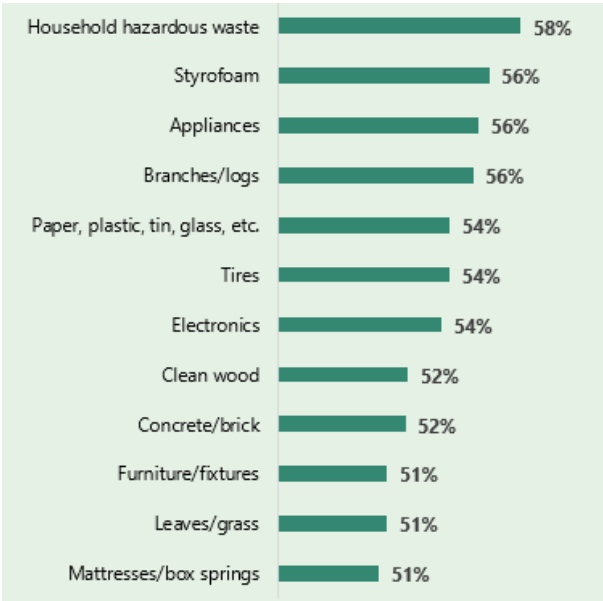
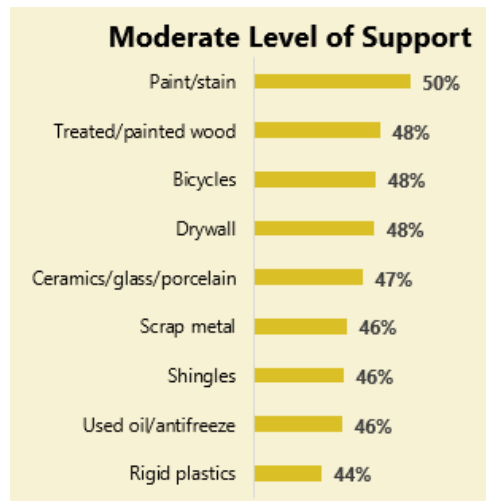


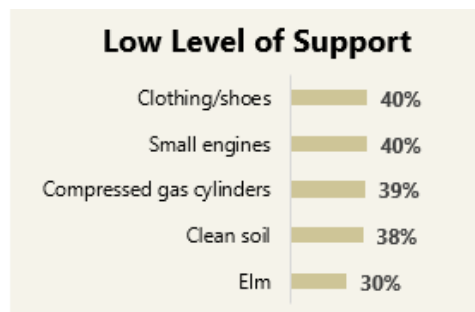
Figure 15: High level of Support

The following materials in Figure 16 received a moderate level of support to be accepted at the landfill drop off depot to be recycled or repurposed.



*Figure 16: Moderate Level of Support*

The following materials in Figure 17 received a low level of support to be accepted at the landfill drop off depot to be recycled or repurposed.

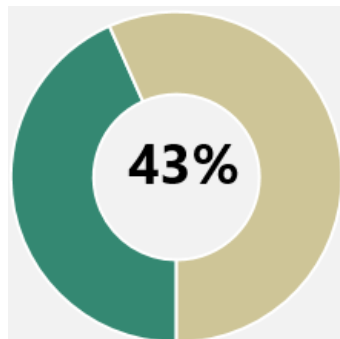


*Figure 17: Low Level of Support*

10% of respondents would not want to see any of the listed material accepted at the landfill to be recycled or repurposed.



43% of respondents were willing to pay a separate fee at the landfill for recycling or repurposing construction and demolition waste. This question did not clarify that the materials would be charged if disposed in the landfill, which may alter the response.



*Figure 18: Willing to Pay a Separate Fee for Recycling and Repurposing Construction/Demolition Waste*

#### *ICI Study: Summer 2019*

A statistically representative sampling of 150 ICI organizations were surveyed by a contractor for the ICI Study in the summer of 2019. The following responses are for questions related to Recovery Park and identified potential materials to accept for recovery. Figure 19 provides the study's key findings:



*Figure 19: ICI Study Key Findings*

When asked "What do you do with recyclables, such as paper, cardboard, plastics #1 to 7, household glass, aluminium foil and cans?" 27% of respondents that have this type of waste stated they put them in their garbage or landfill, and 91% stated they recycled them.

When asked "What do you do with organics, such as yard waste, inedible food waste, and food soiled paper?" 87% of respondents that have this type of waste stated they put them in their garbage or landfill, and 6% stated they composted them.

When asked how their organization disposes of its compostable items, the following results in Figure 20 were found:

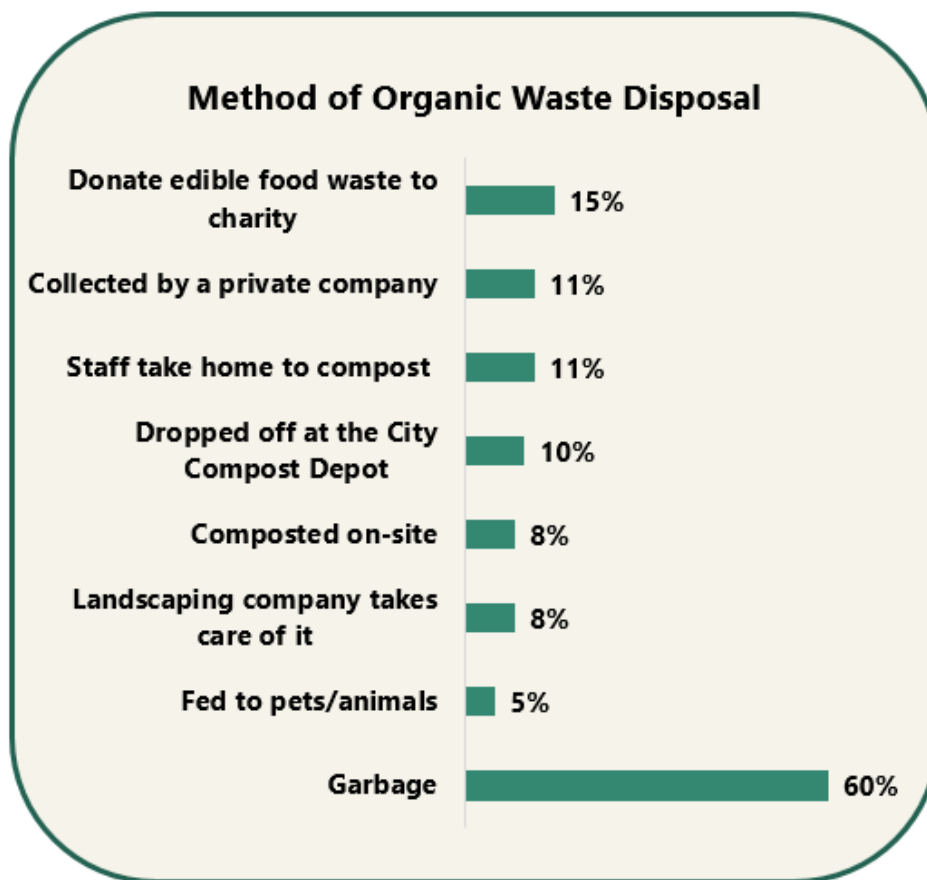


Figure 20: ICI Method of Organic Waste Disposal

When asked “What do you do with construction and demolition waste, such as lumber, drywall, shingles, concrete, bricks?” 73% of respondents that have this type of waste stated they put them in their garbage or landfill, and 29% stated they recycled them.

When asked “What proportion of your organization’s recyclable waste is recycled or otherwise diverted from the landfill?” yielded the below responses in Figure 21:

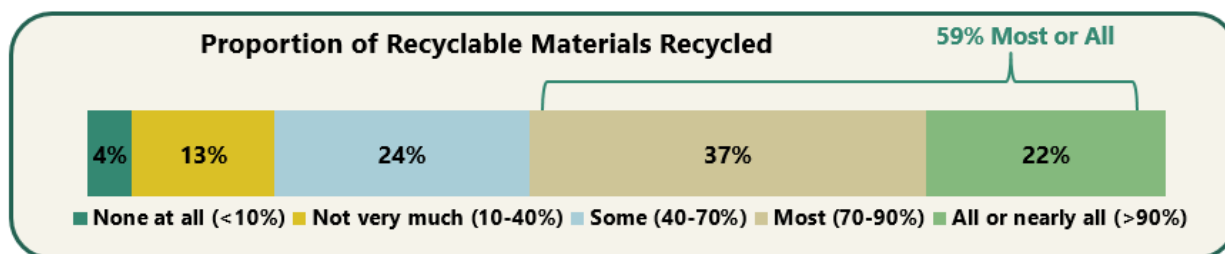


Figure 21: Proportion of Recyclable Materials Recycled

When asked how their organization recycles its recyclable items, 60% of respondents dropped them off at SARCAN, and 17% respondents dropped them off at one of the City's recycling depots.

When asked "What construction and demolition materials do you recycle or divert?" the following materials had the corresponding percentages of participants in Figure 22:

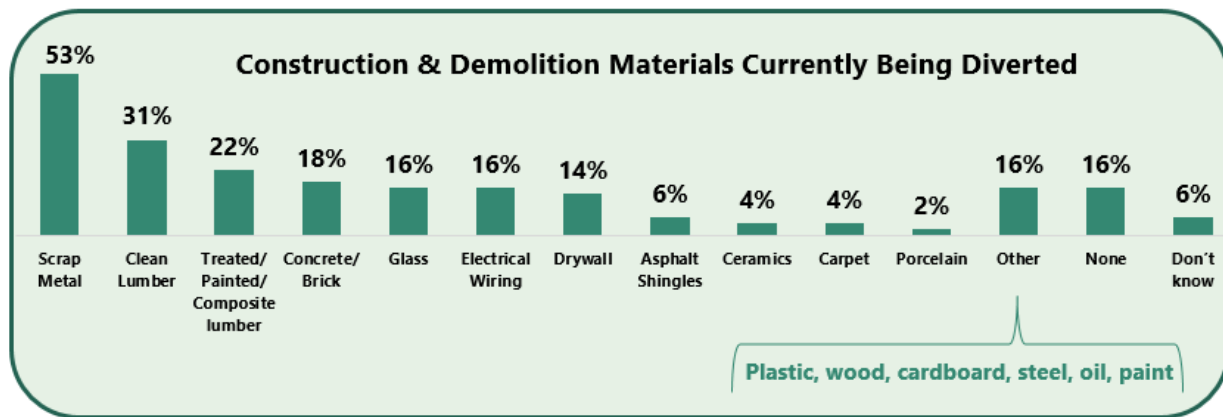


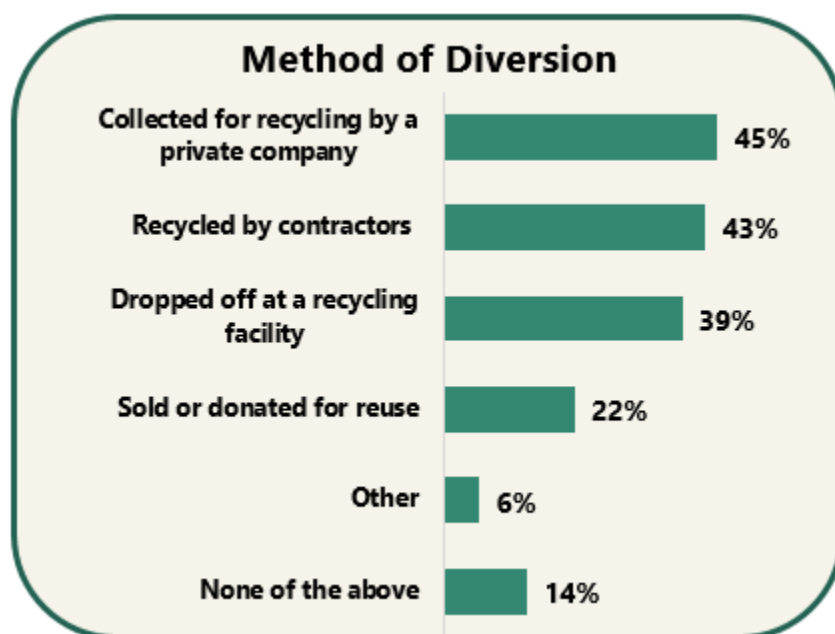
Figure 22: Construction and Demolition Materials Currently Being Diverted

Of the 34% respondents that dealt with construction and demolition waste, when asked "How often does your organization carry out construction or demolition activities?", the below responses in Figure 23 were:

Frequency of Construction/Demolition Activities	
Day-to-day operations	16%
Monthly/quarterly	10%
Annually	4%▼
Intermittent	59%▲

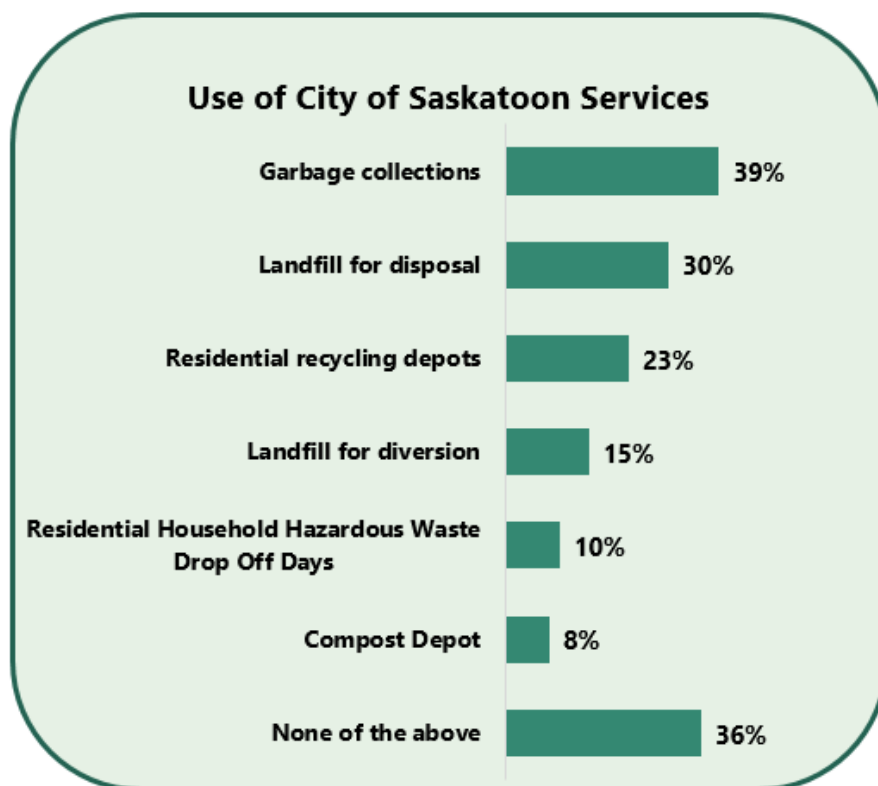
Figure 23: Frequency of Construction/Demolition Activities

Of these same respondents, their method of diversion is illustrated below in Figure 24:



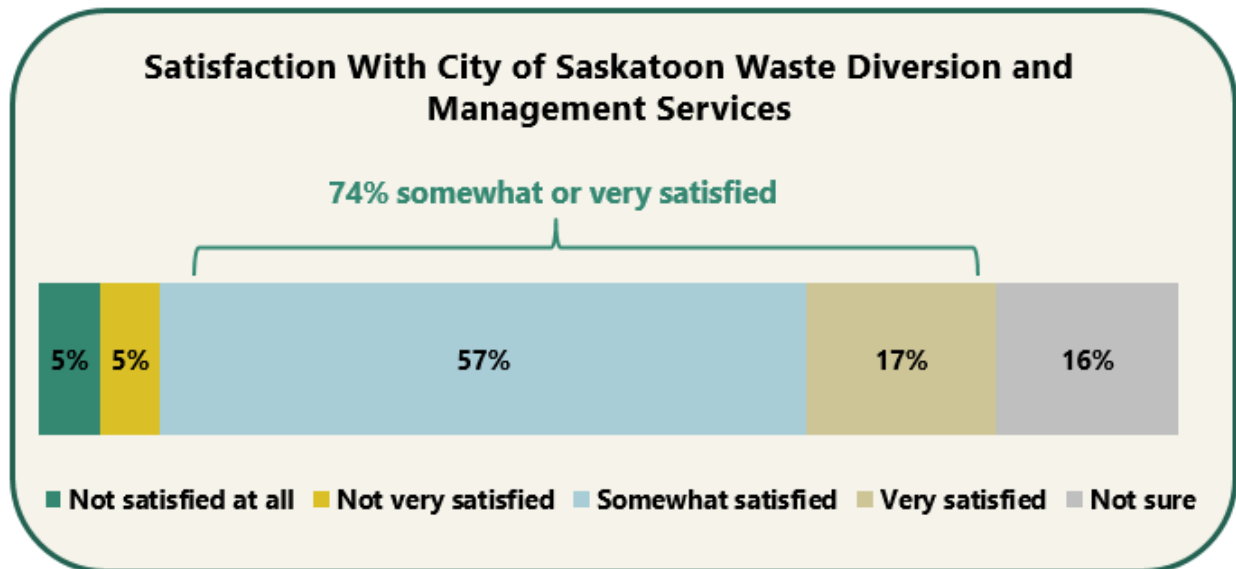
*Figure 24: Method of Diversion*

When asked “Does your organization use any of the following City services?” the following responses were provided in Figure 25:



*Figure 25: Use of City of Saskatoon Services*

When asked “How satisfied are you with waste diversion and management services provided by the City?” the following responses were provided in Figure 26.



*Figure 26: Satisfaction with City of Saskatoon Waste Diversion and Management Services*



## Municipal Benchmarking

Table 1 outlines the level of service available at the depots, landfills, and transfer stations, including materials accepted, based on publicly available data online.

Table 1: Municipal Examples of Material Recovery Facilities

Municipality	Population	Facility Types	Tipping Fees	Hours of Operation
<b>Metro Vancouver</b>	2,651,155	Landfills (2) & Transfer Stations (2)	Residential Waste: \$142/T Mattresses \$15/item New drywall: \$150/T Used drywall: \$200/T Green waste \$95/T	9-12.5 hrs/day, 7 days/wk
<b>Edmonton</b>	932,546	Landfill (1) & Eco-Stations (5)	Residential Waste: \$67/T Mattresses, large Furniture: \$16/item Small Gently used: \$8/item CFC Appliances[iii]: \$16/item	7.5-9.5 hrs/day 5-6 days/wk
<b>Calgary</b>	1,246,337	Landfill + Throw N' Go depots (3) HHW Depots (fire stations, 6)	Residential Waste: \$113/T Industrial Waste: \$170/T Mixed readily-recyclable materials: \$180/Tonne (disposal surcharge) CFC Appliances (+\$17/item) Scrap Metal: \$113/T Drywall, Recyclable wood: \$90/T Yard Waste: \$50/T	9-10 hrs/day, 6-7 days/wk
<b>Lethbridge</b>	98,198	Landfill (1) & Transfer Stations (3)	Residential Waste: \$105/T Waste Soil: \$50/T Freon surcharge \$35/item Asphalt/gravel/sand \$10/T Concrete: \$25/T Leaf & Yard waste: \$25/T Green Wood: \$35/T Drywall: \$50/T Asphalt shingles: \$55/T White wood: \$60/T	8-12 hrs/day, 6 days/wk
<b>Medicine Hat</b>	63,260	Waste Management Facility (1)	Residential Waste: \$80/T Asbestos: \$160/T Clean C&D: \$35/T Metal: \$25/T Commercial Yard Waste: \$25/T Appliances: \$20/item Bulky items: \$15/T	9-10 hrs/day, 6-7 days/wk
<b>Regina</b>	225,678	Landfill (1)	Residential Waste: \$85/T Clean fill: No charge Special handling (asbestos, animal carcass): \$50-350/load	10.5-12 hrs/day, 6-7 days/wk
<b>Winnipeg</b>	749,500	Landfill (1), 4R Depots (3)	Residential Waste: \$65/T Asbestos disposal: \$173/T Dead Animal Disposal: \$79/T	8-12 hrs/day, 6-7 days/wk
<b>Barrie</b>	147,000	Landfill (1)	Residential Waste: \$150/T Mixed loads containing recycling: \$285/T Mattresses: \$20/item	7 hrs/day, 5 days/wk
<b>St. John's</b>	108,860	Landfill + Depot (1)	Residential Waste: \$68/T	4-8 hrs/day, 6 days/wk
<b>Saskatoon</b>	272,010	Landfill (1), Yard Waste Depot (2)	Residential Waste: \$105/T	9-10 hrs/day, 7 days/wk

\*self-haul facility operations

For the above municipalities, Table 2 outlines the level of service available at the city-run depots, landfills, and transfer stations, including materials accepted. The final four columns show what the different options for Recovery Park (as a stand-alone drop off site) could offer.

*Table 2 Depot Level of Service*

Municipality	Metro Vancouver	Edmonton	Calgary	Lethbridge	Medicine Hat	Regina	Winnipeg	Barrie	St. John's	Saskatoon (current)	Opt 1	Opt 2	Opt 3	Opt 4
Separate entrance from landfill for recovery items	✖	✓	✖	✖	✖	✖	✓		✖	✖	✖	✖	✓	✓
Diverted Materials Accepted for Recovery	HHW	✓	✓	✓	✓	HHW Days	✓	Facility (1/wk)	✓	HHW Days			✓	✓
	Electronics		✓	✓	✓		✓	✓	✓					✓
	Batteries	✓	✓	✓	✓		✓				✓	✓	✓	✓
	Recyclables	✓	✓		✓	Depots	✓		✓	Depots	✓	✓	✓	✓
	Leaf & Yard	✓	✓	✓	✓	Depots (seasonal)	✓	✓		Depots (seasonal)				✓
	Construction & Demolition	✓	✓	✓	✓		✓					✓	✓	✓
	Bicycles	✓			✓		✓			✓	✓	✓	✓	✓
	Metal	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Tires	✓	✓	✓	✓	HHW Days	✓	✓	✓				✓	✓
	Used Oil	✓	✓	✓	✓		✓	Facility (1/wk)		✓	✓	✓	✓	✓
	Paint		✓	✓	✓	HHW Days	✓	Facility (1/wk)		HHW Days			✓	✓
	Gently Used Items		✓				✓							✓
	Mattresses	✓	✓				✓	✓						✓

✓: explicitly included in diversion program

✖: explicitly excluded from diversion program

Blanks spaces: likely excluded from diversion program

## Summary of Options

### OPTION 1: MINIMUM REQUIRED BUILD

The goal of Option 1 was to de-scope Recovery Park's design and consequential estimated construction cost to within the currently allocated budget, while including components required for landfill cell expansion and to maintain current level-of-service. Option 1 provides some improvements to handling, but does not provide options for handling new material streams that could increase diversion. Household hazardous waste and yard waste drop-off would continue to occur at external sites. No provision for additional equipment is included, with leasing included under the operating budget.

Essential features have been built to future capacity while material handling areas have been sized to accommodate population growth to 400,000 under the assumption that future build-out to fulfill the master plan is required to provide increased diversion and garbage transfer. Handling areas have been designed to be easily expandable. A separate unscaled diversion/recovery area is not included; all users pass through the scales with space for diversion behind the scales (like the current landfill). Conceptual designs of Options 1-4 are presented in **Appendix 5**.

### Capital components

- Paved public right-of-way from Valley Road to Dundonald Avenue (built to 500K capacity). Remainder of site roads and developed areas are gravel;
- Four-lane scale and scale house (built to 500K capacity);
- Nine z-wall bin locations with larger capacity roll-off bins for garbage transfer and scrap metal;
- Surface storage space for material diversion;
- Concrete pads for eco-center (to be relocated) and clean fill bin;
- Two staff warm-up kiosks;
- Office building (built to LEED standards with space to expand in future) and staff parking to replace current landfill facilities (both built to 500K capacity);
- Equipment shed to replace two of three current landfill facilities (built to 500K capacity), with space to expand in future;
- One low-hour rubber tire loader rental;
- Fuel island;
- Lined storm water retention pond and lift station for managing run-off from the landfill and Recovery Park (built to future capacity);
- Utility servicing;
- Fencing, lighting, and surveillance; and
- Landscaping and public art.

### **Current landfill staffing**

- Two public weigh scale attendants per shift;
- One attendant per shift to monitor roll-off bins;
- One to two attendants per shift to operate roll-off trucks;
- One attendant per shift to supervise drop-off at the eco-center and appliance area;
- One attendant per shift to supervise drop-off at the landfill face;
- One equipment operator per shift for dozing and packing landfilled material;
- One equipment operator per shift for site maintenance and landfill support;
- One attendant per shift to cover breaks and perform general duties;
- Two seasonal labourers per shift for maintenance;
- One senior supervisor per shift; and
- One junior supervisor for the drop-off area.

### **New staffing (in addition to current landfill)**

- One attendant per shift to monitor roll-off bins (2 FTE);
- One junior supervisor for landfill face activities (1 FTE);
- One half-time labourer per shift for added site maintenance (1 FTE); and
- Two custodians per shift for building maintenance (4 FTE).

### **Other considerations**

- Does not achieve the full Master Plan vision for Recovery Park;
- Customers required to re-scale if hauling mixed loads of fee items (e.g. used oil) and chargeable items (inconvenient and ties up scales);
- Less diversion means a greater need for landfilling (greater landfill-related costs, environmental costs, and lower landfill life expectancy); and
- Greater anticipated construction costs by phasing development than proceeding with full build-out.

### **OPTION 2: ADDITIONAL RECOVERY, SCALED**

This option includes the required components for landfill cell expansion in Option 1, with the addition of three roll-off bin locations and a bulk surface storage area for diverting prioritized materials. A separate unscaled diversion/recovery area is not included; all users drive through the scales, with space for diversion after the scales. Household hazardous waste and yard waste drop-off would continue to occur at external sites.

As with Option 1, essential features have been built to future capacity while material handling areas have been sized to accommodate population growth to 400,000. Future build-out to fulfill the master plan is required to provide increased diversion. Because relatively few roll-off bin spaces will be available for diversion, use of the bulk surface storage area by manual unloaders may be required depending upon the number of materials accepted for drop-off. It is estimated that seven out of twelve bin spaces will

be required for garbage transfer initially, with eight to nine bins being needed at 400K depending upon the amount of actual diversion achieved.

### **Capital components (in addition to Option 1)**

- Paved scaled entrance road continuing past the scales to the lane merger;
- Paved staff/office area;
- Canopy for scale house;
- LEED certification for the office building (requires additional resourcing apart from construction);
- Three more z-wall bin locations (total of 12) for material diversion;
- Extra bin storage area (built to 500K capacity);
- Four-bin concrete pad for storing full roll-off bins with materials leaving site;
- Bulk surface storage area for material diversion;
- Two more staff warm-up kiosks (total of four); and
- One rubber tire loader for site maintenance and housekeeping/removal of diverted materials from the surface storage area.

### **Staffing (in addition to Option 1)**

- Contract manager for added recycling contracts and hauling (0.25 FTE);
- Attendants for supervising drop-off at bulk surface area (1.5 FTE); and
- One half-time labourer for added site maintenance (1 FTE).

### **Other considerations**

- Allows some of the vision for Recovery Park to be achieved;
- Customers required to re-scale if hauling mixed loads of fee items (e.g. used oil) and chargeable items (inconvenient and ties up scales);
- Provides no covered storage to allow for diversion of materials that require protection from the weather (e.g. mattresses, gently used items, or electronics);
- Provides minimal diversion material storage separate from tipping vehicles (a potential safety risk);
- Greater anticipated construction costs by phasing development than proceeding with full build-out; and
- Diversion of landfilled tonnes could result in a loss of landfill tipping fee revenues if diverted materials are charged a reduced fee, or no fee at all. A lower fee for diversion is considered a requirement to incentivize the public to participate, since the concept relies on user separation of materials.

### **OPTION 3: ADDITIONAL RECOVERY, SCALED AND NON-SCALED**

This option includes the required components for landfill cell expansion in Option 1, with the addition of a flexible non-scaled diversion area, eleven more roll-off bin locations, a bulk surface storage area for diverting prioritized materials, added bins for mixed recycling to allow for relocation of Meadowgreen depot, and a paved surface to host



Household Hazardous Waste (HHW) Days. Yard waste drop-off would continue to occur at external sites.

The scaled diversion area has been built to future capacity, with only the non-scaled and yard waste diversion areas requiring future build-out to provide for diversion of additional materials and service level improvements. A moveable barrier separates the scaled and non-scaled diversion areas that provides the ability to adjust the relative size of each area and number of roll-off bin spaces as needed.

Service level increases will be required to Household Hazardous Waste (HHW) Days prior to the City reaching 500,000 residents to accommodate traffic associated with eight events per year. These could include hosting more events, offering a second drop-off location, or building a permanent facility.

#### **Capital components (in addition to Option 2)**

- Non-scaled diversion area with separate entrance/exit and moveable barrier;
- Gate attendant building (for non-scaled entrance);
- All site roads paved;
- Paved customer side of diversion areas. Operations areas used for load-out of materials is gravel;
- Paved area for hosting HHW day events;
- Sufficient space and bins to allow for relocation of mixed recycling drop-off from Meadowgreen to Recovery Park;
- Eight more z-wall bin locations (total of 20) for material diversion;
- Ten-bin concrete pad for storing full roll-off bins with materials leaving site;
- Expanded bulk surface storage (built to 500K capacity) with relocation of current landfill item diversion to the non-scaled area;
- Two more staff warm-up kiosks (total of six);
- One forklift for loading of materials stored on pallets to transport truck;
- One skid steer for site maintenance and housekeeping/removal of diverted materials;
- One hotsy unit and one floor scrubber for equipment shed maintenance; and
- Increased landscaping.

#### **Staffing (in addition to Option 2)**

- Contract manager for added recycling contracts and hauling (0.25 FTE);
- One attendant per shift for greeting and directing customers to the non-scaled area and performing any associated financial transactions (2 FTE);
- One and one half-time attendants per shift for monitoring additional roll-off bins (3 FTE); and
- One half-time labourer per shift for added site maintenance and material removal (1 FTE).

### **Other considerations**

- Allows the majority of the vision for Recovery Park to be achieved;
- Provides no covered storage to allow for diversion of materials that require protection from the weather (e.g. mattresses, gently used items, or electronics);
- Future construction phasing to fully build-out the non-scaled area or add the yard waste area would be relatively straightforward; and
- Diversion of landfilled tonnes could result in a loss of landfill tipping fee revenues if diverted materials are charged a reduced fee, or no fee at all. A lower fee for diversion is considered a requirement to incentivize the public to participate, since the concept relies on user separation of materials.

### **OPTION 4: RECOVERY PARK MASTER PLAN**

This option includes all envisioned Recovery Park components needed to become a one-stop facility: a scaled area, a flexible non-scaled area, 30 roll-off bin locations, a bulk surface storage area, a Household Hazardous Waste (HHW) facility, bins for mixed recycling to allow for relocation of Meadowgreen depot, a covered storage building with loading docks, and an area for yard waste drop-off. All components have been fully built to service a city population of 500,000 residents.

### **Capital components (in addition to Option 3)**

- Paved “back-of-house” operations area behind material storage areas;
- Paved yard waste transfer area capable of accepting unscaled resident loads from both current depots (East and West side) and accommodating grinding of wood waste with processing or composting occurring at an external site;
- Ten more z-wall bin locations (total of 30) for material diversion;
- Ten-bin concrete pad for storing full roll-off bins with materials leaving site;
- Larger concrete pad for clean fill bins (capable of holding two);
- Permanent HHW receiving facility capable of offering 7-day per week drop-off and replacing the current eco-centre and HHW Days once operational;
- Covered storage building with integrated loading docks for receiving and storing materials that require protection from the weather;
- Addition of multipurpose/flex room to office building;
- Public washroom with attached staff warm-up kiosk (total of seven);
- Pallet jack for loading pallets of recoverable items onto haul trucks;
- One more rubber tire loader (total of two) for site maintenance and housekeeping/removal of diverted materials and yard waste; and
- Increased landscaping.

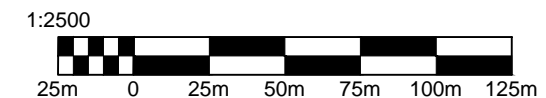
### **Staffing (in addition to Option 3)**

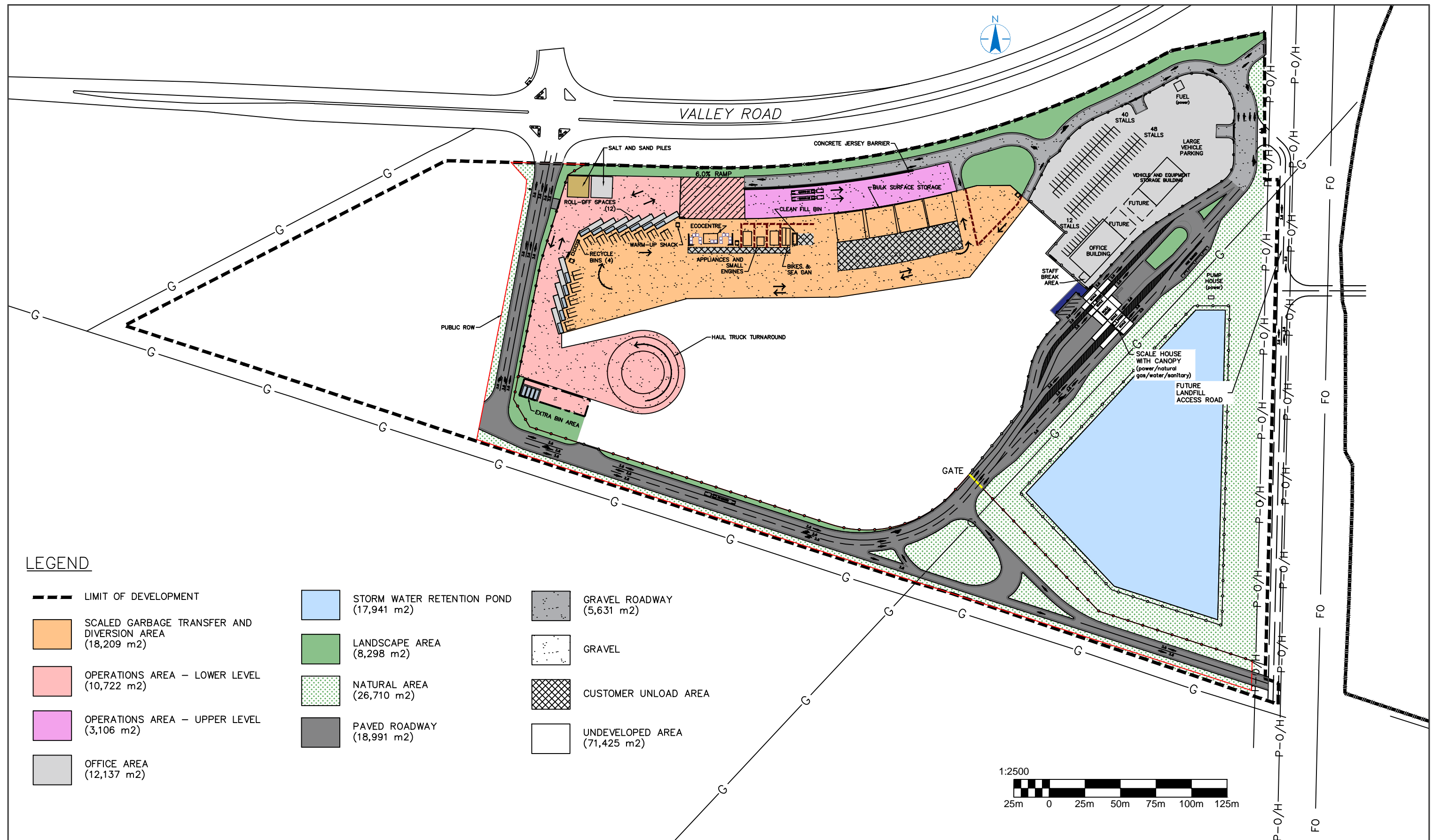
- Contract Manager for added recycling contracts and hauling (0.5 FTE);
- One Seasonal attendant per shift for greeting customers to the yard waste area (1 FTE);


- One seasonal equipment operator per shift for yard waste area maintenance, housekeeping, and load-out (0.5 FTE);
- One and one half-time attendant for directing traffic and receiving waste (1.5 FTE)
- Two attendants per shift for monitoring additional roll-off bins (4 FTE); and
- One attendant per shift for supervising covered storage area drop-off (2 FTE).

**Other considerations**

Diversion of landfilled tonnes could result in a loss of landfill tipping fee revenues if diverted materials are charged a reduced fee, or no fee at all. A lower fee for diversion is considered a requirement to incentivize the public to participate, since the concept relies on user separation of materials.

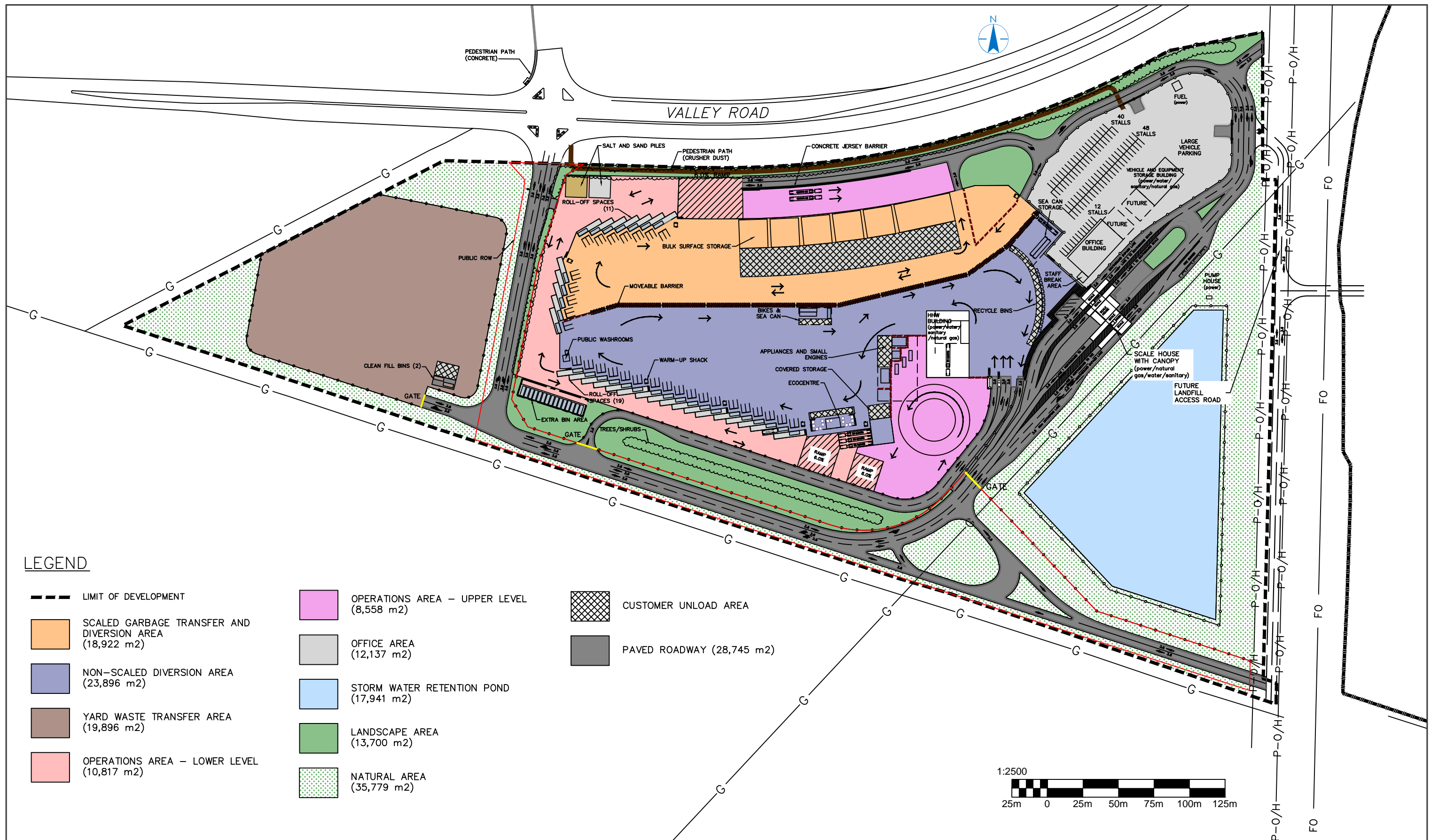




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## Material Acceptance Prioritization

Table 1 provides a summary of the materials accepted through current landfill services and therefore required to be included in Recovery Park's minimum Design-Build scope. These materials would continue to be accepted on-site with any option chosen.

*Table 1: Required materials for acceptance at Recovery Park*

Material	Material Type	Proposed Storage Area
Garbage transfer	Garbage	Z-Wall
Appliances/white goods	Recycling	At grade
Small engines	Recycling	At grade
Compressed gas cylinders	Recycling	Eco-Centre
Lead acid batteries	Recycling	Eco-Centre
Used oil/antifreeze	EPR <sup>1</sup>	Eco-Centre
Bicycles	Recycling	At grade
Single-stream mixed recycling	Recycling	At grade bin
Clean fill	Landfill cover	At grade bin
Scrap metal	Recycling	Z-Wall

In Option 2, the materials that Recovery Park could accept are ranked by priority in Table 2 below and are considered in addition to the materials listed in Table 1.

*Table 2: Material rankings for prioritization in Option 2*

Material	Type	Proposed Storage Area	Comments
Clean lumber	C&D <sup>2</sup>	Surface storage	High diversion potential/air space savings, recycling/reuse options exist, potential inclusion in organics processing, supports future C&D regulation.
Drywall	C&D	Surface storage	High diversion potential/air space savings, recycling options exist and supports future C&D regulation, potential FCM funding.
Elm wood	Yard waste (managed with C&D)	Surface storage	High diversion potential/air space savings, no current recycling option (due to regulatory limitations – W&WO <sup>3</sup> planning to apply for approval for an elm composting pilot in 2020; potential inclusion in organics processing, potential FCM funding (no current recycling in SK, innovative).
Asphalt shingles	C&D	Surface storage	Dependent on City amending its construction specification to allow inclusion, recycling options exist locally, supports future C&D regulation, and may choose to include space for if including other C&D materials.

<sup>1</sup> Extended Producer Responsibility

<sup>2</sup> Construction and Demolition

<sup>3</sup> Water & Waste Operations



Treated, painted, composite lumber	C&D	Surface storage	High diversion potential/air space savings, no current recycling option locally (however potential for a start-up if the City were to create a business case and partly subsidize through deferred landfill airspace savings), recycling technology and cost dependent, potential FCM <sup>4</sup> funding, may want to include space for if including other C&D materials.
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Materials that Option 3 could accept are ranked by priority in Table 3 below and are considered in addition to materials listed in Tables 1 and 2.

*Table 3: Material rankings for prioritization in Option 3*

Material	Type	Proposed Storage Area	Comments
Clean lumber	C&D	Z-wall and surface storage	High diversion potential/air space savings, recycling/reuse options exist, potential inclusion in organics processing, supports future C&D regulation, commonly suggested for expanded recycling during resident engagement.
Drywall	C&D	Z-wall and surface storage	High diversion potential/air space savings, recycling options exist, and potential FCM funding, commonly suggested for expanded recycling during resident engagement.
Elm wood	Yard waste (managed with C&D)	Z-wall and surface storage	High diversion potential/air space savings, no current recycling option (due to regulatory limitations - W&WO planning to apply for approval for an elm composting pilot in 2020; potential inclusion in organics processing, potential FCM funding (with no current recycling in SK, this would be innovative).
Concrete, brick	C&D	Z-wall and surface storage	Low expected volumes, low cost from capital and operating perspective, should offer if offering other C&D streams, recycling options exist locally (use as aggregate), and opportunity for re-use on Civic construction projects.
Asphalt shingles	C&D	Z-wall and surface storage	Dependent on City amending its construction specification to allow inclusion, recycling options exist locally, commonly suggested for expanded recycling during resident engagement, and may want to include space for if including other C&D materials.
Treated, painted, composite lumber	C&D	Z-wall and surface storage	High diversion potential/air space savings, no current recycling option locally (however potential for a start-up, if the City were to create a business case and partly subsidize through deferred landfill airspace savings), recycling technology and cost dependent, potential FCM funding, may want to include space for if including other C&D materials.
Tires	EPR	Z-Wall	Even though banned from landfill currently, W&WO does recycle what is retrieved from garbage stream;

<sup>4</sup> Federation of Canadian Municipalities

			low cost to offer (capital + operating), potential EPR funding for operating.
Rigid plastics	Recycling	Z-Wall	Few current recycling options, deemed important from a resident need perspective, likely item for a specific reduction and recycling strategy within next 5-10 years (pending provincial/federal action), recycling options exist (other jurisdictions), potential FCM funding.
Ceramics, glass, porcelain	C&D	Z-Wall	No current recycling options in SK, low expected volumes, low cost from capital and operating perspective, could offer if offering other C&D streams, recycling options exist (as aggregate), resident suggestion for expanded recycling, potential FCM funding, could also offer as a one-off recycling program to complement a future City water-use reduction program (e.g. toilet rebates), opportunity for addition to Civic re-use policy (as aggregate).
HHW	HHW (future EPR)	HHW Area	Pending provincial EPR program (details forthcoming and to be finalized in 2020, therefore City decision should wait; other recyclers may offer drop-offs), resident suggestion for convenient disposal, Council priority (in current strategic plan), potential for future EPR funding, some operational cost savings (would replace current eco-centre).
Paints, stains	EPR	HHW Area	Should only offer if offering HHW, other public drop-offs exist.

Option 4 represents the full Master Plan, materials are ranked by priority in Table 4 and are considered in addition to materials listed in Tables 1, 2, and 3.

*Table 4: Material rankings for prioritization in Option 4*

<b>Material</b>	<b>Type</b>	<b>Proposed Storage Area</b>	<b>Comments</b>
Mattresses, box springs	Recycling	Covered Storage	High diversion potential/air space savings, recycling options exist (but none locally), potential FCM funding (with no current recycling in SK, this would be innovative). Very low capital cost/space required/operating cost, likely item for a specific reduction and recycling strategy within next 2-5 years, commonly suggested for expanded recycling during resident engagement, partnership opportunity with local charities.
Clothing, shoes	Gently used	At-grade bin	Low priority but high diversion potential/air space savings, may want to include if planning to construct covered building for mattresses, partnership opportunity with local charities/social enterprise for reuse/deconstruct + recycle, low anticipated operating cost, potential FCM funding.
Furniture, fixtures	Gently used	Covered Storage	Low priority, potential for elimination from waste stream pending Federal action to ban single-use plastics, supports future single-use item reduction, resident suggestion for expanded recycling, potential FCM funding and recycling solutions exist.
Styrofoam	Recycling	Styrofoam area	



Electronics	EPR	Covered Storage	Low priority (other public drop-offs already exist), easy to offer (EPR program in place), low anticipated operating cost, operating funding from EPR program, may want to include if planning to construct covered building for mattresses (or reduce building size).
Leaves, grass, branches, logs	Yard waste	Yard Waste area	City already operates two drop-off depots. Recovery Park site should serve as a future drop-off in the event either of these sites close.

### Additional Comments and Considerations

Public engagement<sup>5</sup> with residents has shown construction and demolition waste is a commonly suggested material for expanding recycling to include. Its inclusion as a priority material for Recovery Park supports C&D diversion and future commercial sector regulation, which could include landfill bans. Further considerations include:

- Elm is likely to be an item for a specific reduction and recycling strategy within the next 2-5 years (Water & Waste Operations are planning to launch a 2020 elm pilot). Elm is currently landfilled due to Dutch Elm Disease Regulations (requires a permit to divert);
- Ceramics diversion supports recycling of inefficient toilets as part of a future water conservation program rather than seeing them end up in the landfill;
- Old asphalt shingles can contain asbestos, which is a potential health concern (can be mitigated with testing);
- Landfilled treated lumber has the potential to negatively impact leachate quality and thus the environment (diversion could lower the impact); and
- Railway ties (part of treated lumber) are currently banned from landfill.

Recyclable items were also identified for their potential income from sale and/or potential reuse, and others were flagged for their current support of partnerships. Notable further considerations discussed included:

- Public engagement<sup>6</sup> with residents showed appliances/white goods, scrap metal, and Styrofoam were commonly suggested items for maintaining recycling services for or expanding recycling to include;
- Public engagement further demonstrated a high level of support for maintaining or expanding recycling depots;
- Rigid plastics were identified by administration as a likely item for a specific reduction and recycling strategy within the next 5-10 years, pending provincial/federal policy development; and
- Mixed recycling inclusion supports future policy/program development that could include landfill bans and is consistent with current services offered at Civic recycling depots (one-stop shop concept).

Further considerations pertaining to extended producer responsibility items, household hazardous waste, and gently used items included:

<sup>5</sup> Waste & Recycling Awareness Study: Summer 2019

- A resident survey<sup>6</sup> found gently used clothing, shoes, and furniture were commonly suggested items for expanding recycling to include (also potential for reuse);
- Gently used clothing/shoes and furniture were identified by administration as likely items for targeted reduction and recycling strategies within the next 4-9 years;
- Current partnership opportunities exist with local charities to support gently used clothing and shoe diversion;
- Social enterprise opportunities that promote reuse, deconstruct and recycle, or even some material processing, are possible for gently used items;
- Public engagement demonstrated some interest for more convenient disposal for household hazardous waste;
- On June 26, 2019 the Government of Saskatchewan enacted The Household Hazardous Waste Product Stewardship Regulations. First sellers have until December 24, 2019 to submit a program proposal for review. Details of the program and funding are expected to be made available by mid-2020. The intent of the program is to fund collection, processing, and recycling/disposal through product levies. The Administration expects to have an opportunity to negotiate with the successful steward, however the steward may choose to partner with another collector entirely; and
- There is a landfill ban on battery-containing electronics due to their potential to negatively impact landfill leachate quality and thus the environment.

Finally, considerations for leaf and yard waste material included:

- Public engagement found it was commonly suggested to maintain or expand compost depots for diverting yard waste; and
- Yard waste diversion accessible to all sectors supports future policy/program development that could include landfill bans.

## Integrated Waste Project Summary

The following table is a summary of upcoming waste initiative reports from Administration.

Initiative	Description	Resolution	Division	Report Date
Curbside Recycling Contract	This report will provide information on the structure of the new Curbside Recycling program, rationale of any changes to the program, communications plan, and a summary of how the program's success will be measured.	Information	W&WO	Q4 2019-Q1 2020
Industrial, Commercial and Institutional (ICI) Waste Diversion Strategy	This report will recommend policy for mandatory recycling and organics for the ICI sector and a roadmap for additional initiatives that administration could bring forward in future multi-year budgets.	Decision	Sust.	January 2020
Leading by Example Strategy	This report will recommend a two year action plan to address how the City will divert and reduce waste in our own facilities/operations and a roadmap for additional initiatives that administration could bring forward through future multi-year budgets.	Decision	Sust.	January 2020
Curbside Organics	A Request for Proposals (RFP) for processing organics material in the Curbside Organics Program was developed to provide an opportunity to negotiate the service level (materials accepted) and associated costs. The purpose of this report is to obtain direction on the service levels in order to finalize an agreement and ensure program development for the Curbside Organics program can be in place for its 2023 start date.	Decision (TBD)	W&WO	Q1 2020 - Q2 2020

Multi-unit Waste Diversion Strategy	The main deliverable will be a recommended organics program for the multi-unit residential sector. To inform the recommendation, an assessment of current waste services the City provides to the sector, potential alignments with either curbside residential or ICI organics will be assessed, and opportunities for continuous improvement or new multi-unit specific initiatives will be included.	Decision (TBD)	Sust.	Q1 2020- Q2 2020
HHW Stewardship Program	Saskatchewan's Provincial Government approved new stewardship regulations <sup>i</sup> in June 2019 that require first sellers to propose and fund a program for collection, reuse, recycling, safe disposal, and reduction of household hazardous products. This report will provide clarity on who the stewards and collectors will be, what products will be included, and what type of capital and/or operational funding may be available for these programs, as is anticipated to be determined by January 2020. The City anticipates the program launching in early 2021.	Information	W&WO/ Sust.	Q2 2020 - Q3 2020
Integrated Waste Management Annual Report	Operational summary and data from 2018 Emerging industry trends	Information	Sust.	Q2 2020 - Q3 2020

<sup>i</sup> <http://publications.saskatchewan.ca/#/products/101719>

IN CAMERA  
THIRD PARTY INFORMATION  
*[Section 18 1 (b) of LAFOIPP]*

Re: 7.3.1 Landfill Infrastructure Replacement and Recovery Park Site Design Options

The Administration provided *In Camera* information regarding operational costs per capita. The information will remain *In Camera* pursuant to Section 18 of *LAFOIPP*.



## **Landfill Infrastructure Replacement and Recovery Park Site Design Options - Additional Information on the Cost of Inaction**

### **ISSUE**

At its meeting on December 2, 2019, the Standing Policy Committee on Environment, Utilities and Corporate Services requested additional details on the cost of not proceeding with any of the options for Recovery Park Site Design as laid out in the report.

### **BACKGROUND**

The scope of the Recovery Park project has changed since its original inception to integrate with landfill operations and accommodating residents to a population of 500,000. The three main scope changes are:

- enhanced storm water retention pond requirements;
- inclusion of access to Dundonald Avenue, and
- increased queuing capacity.

The change in requirements for the storm water retention pond came from the Ministry of Environment requiring that the Recovery Park site be treated as part of the landfill site, and that all site storm water must be treated through the sanitary system to meet this regulatory requirement. Valley Road also has no regular storm system for drainage, instead relying on overland drainage. Due to this overland drainage in the region around the Recovery Park site, additional infrastructure is required to prevent offsite overland drainage from mixing with onsite storm water.

The original site concepts did not include access to Dundonald Avenue, however, as part of the closure of the Avenue H and Spadina Crescent intersection, access to Dundonald Avenue had to be maintained so SaskPower could access the Queen Elizabeth Power Station.

With the development of the Civic Operations Centre, the enhancements to Valley Road and the Circle Drive South expansion, a constraint was developed for the Recovery Park site that did not allow queuing of vehicles on Valley Road at a Saskatoon population of 500,000. This constraint was not in the original concept designs.

The three primary scope changes impact Recovery Park both as a location for diverting material, and as a transfer station for solid waste. It would be difficult to separate the impact of landfill vs. diversion components, as combined, they are more cost effective for both. For example: If the sites were designed and built separately, each would need a storm pond with a lift station that pumps to sanitary sewer, this would likely cost more than double the current cost for storm water management.

### **IMPLICATIONS**

#### Financial

Option Three, for the Recovery Park site design, is the current recommended option. This option has an estimated \$1.64M in annual debt payment for capital (\$779,000 above business

as usual), and an operating impact of \$1.45M (high estimate) for a total of \$3.09M annually (\$2.23 above business as usual). This number excludes recycling contracts' fees and lost tipping fee revenue as City Council has not decided if there will be a fee or not for divertible materials.

The Recovery Park site construction is required to complete the east expansion of the current landfill. This expansion will expand the current volume available at the landfill by 3.4M cubic meters. Without this expansion that airspace would be lost, shortening the landfill life and changing the current airspace value. With the reduced landfill life the airspace value would increase by approximately \$20 per tonne, based on current city growth, diversion rates and the ability to get 80% or more of the available air space on the existing site.

In order to maintain the same services, all fees at the landfill would need to increase at least \$20 per tonne. This would increase the pro-rata waste charge to be the highest in the region, which may result in revenue impacts and would also result in needing to re-calculate the phase-in mill rate funding for the Curbside Organics Program. Provided that tonnages brought to the landfill remain the same, this results in an increased cost of \$2M annually starting in 2020.

As outlined in the report, the increased operating costs of Recovery Park is \$2.23M annually (excluding recycling contracts and possible revenue from diverted materials). However, this cost will not be realized until 2023 with phase-in for capital payments of \$779,000 in 2022.

The total costs of Option Three over the next five and ten years are estimated at \$5.24M and \$16.39M respectively. The total cost of doing nothing over the next five and ten years are estimated at \$10M and \$20M respectively. It is difficult to compare these scenarios beyond ten years as the landfill end of life would be closer, and the accuracy of the remaining life has a significant impact on the airspace value.

### Environmental

The capture of all surface water from the landfill is a requirement in the landfill's permit to operate, issued under the provincial Municipal Refuse Management Regulations. No surface/storm water is allowed to leave the site without meeting criteria set out in the Saskatchewan Environmental Quality Guidelines. Currently, the Saskatoon Regional Waste Management Facility is not in compliance with these regulations. The Ministry of Environment has accepted the City of Saskatoon's (City) integrated landfill management plan which includes the storm water retention pond for Recovery Park and timelines for compliance. Without the Landfill Infrastructure Replacement and Recovery Park project meeting the time lines in the integrated landfill management plan, the City may face an order to remedy, requiring the construction of the storm pond regardless of the decision to proceed.



## **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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### **Incentives for Wheelchair Accessible Taxis**

#### **Recommendation of the Committee**

That Option 2 to provide incentives to wheelchair accessible vehicle owners, as outlined in the report of the General Manager, Community Services Department dated July 23, 2019, be adopted.

#### **History**

At the December 2, 2019 Standing Policy Committee on Transportation meeting, a report of the General Manager, Community Services dated July 23, 2019 was considered.

Your Committee, at its meeting held on August 6, 2019, considered the above-noted report and resolved, in part, that the decision with regard to the incentive program be deferred until December 2019, at which time more substantive data would be available. The Administration has provided Appendix 3 in response to the request for additional data.

#### **Attachment**

July 23, 2019 report of the General Manager, Community Services.

# Incentives for Wheelchair Accessible Taxis

## ISSUE

Bylaw No. 9548, the Transportation Network Company Bylaw, 2018, requires Transportation Network Companies (TNCs) to remit \$0.07 to the City of Saskatoon (City) on every rideshare trip they conduct. The purpose of this surcharge is to develop a fund to support the wheelchair accessible taxi industry by off-setting some of the capital and operating costs of providing wheelchair accessible taxi service. This report provides options for how the funds raised through the surcharge could be used to incentivize the wheelchair accessible taxi industry and also recommends a reduced annual license fee for wheelchair accessible taxis.

Currently, only TNCs pay the \$0.07 per trip surcharge. While all current licensed taxi brokerages provide wheelchair accessible taxi service, this report outlines provisions for how the surcharge could be expanded to include taxi brokerages in the event they do not provide wheelchair accessible taxi service in the future.

## BACKGROUND

### History

At its meeting on September 24, 2018, City Council resolved to include a \$0.07 per trip surcharge in the draft of the Transportation Network Company Bylaw.

At its meeting on November 6, 2018, the Standing Policy Committee on Transportation resolved:

“That the letter be referred to the Administration with regard to providing an opportunity for the Saskatoon Accessibility Advisory Committee to have input regarding the use of levy funds and the future sufficiency of those funds.”

At its meeting on December 17, 2018, City Council resolved:

“That Administration pursue further analysis with respect to addressing the gaps in service for accessibility rides, including appropriate compensation for accessibility drivers.”

### Current Status

At its meeting on December 17, 2018, City Council received a report from the Administration providing analysis of taxi trip data. In consultation with the taxi industry, the Administration set an internal wait time target of 10 minutes or less for non-wheelchair accessible taxi service. Within the study period, 81% achieved this target. Due to additional time needed to secure a passenger before the taxi meter can be turned on, the wait time target for wheelchair accessible taxi service was set at 15 minutes or less. Only 57% of wheelchair accessible taxi trips achieved this target.

## **Incentives for Wheelchair Accessible Taxis**

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Wheelchair accessible taxis have additional capital costs in the form of a higher vehicle purchase price to add wheelchair accessible lifts, and in operating costs, through additional unpaid time securing passengers.

Wheelchair accessible taxis and non-wheelchair accessible taxis are currently required to pay the same annual licensing fee of \$525.

### **Public Engagement**

The Administration conducted consultation with various stakeholders in the taxi industry, on a variety of issues related to wheelchair accessible taxi service. The Administration met separately with representatives of Comfort Cabs, United Cabs and Riide taxi brokerages, the United Steel Workers, and taxi drivers and license owners.

The taxi brokerages advised their preference is that incentives be provided to vehicle owners, while the United Steel Workers preferred the incentives be provided to drivers.

On April 25, 2019, the Administration held a come-and-go open house for taxi drivers and license owners. Nine people attended the open house and completed a survey. Four people said they preferred a combination of incentives to both drivers and vehicle owners, two said incentives should go to drivers only, two said incentives should go to vehicle owners only and one stated none of the above.

### **City of Saskatoon's Current Approach**

The Administration has been collecting \$0.07 on every TNC trip since February 2019, when the first company was in operation, and has kept these surcharges in an accessible taxi fund reserve. Incentives for the wheelchair accessible taxi industry will be distributed upon approval of a preferred approach for allocation of this reserve.

The value of the fund reserve that may be distributed annually will depend on the number of TNC trips completed each year. As an example, if 350,000 TNC trips are completed annually, then \$24,500 in surcharge revenue will be generated to support wheelchair accessible taxi service.

Of the taxi industry stakeholders consulted, only two drivers were in support of applying the \$0.07 surcharge on all taxi trips for the purpose of increasing the fund amount and providing larger incentives. The consultation did not include discussion of an option to only charge the \$0.07 per trip to taxi brokerages that do not provide a minimum 5% wheelchair accessible service. Currently all taxi brokerages offer accessible service.

### **Approaches in Other Jurisdictions**

The majority of municipalities in Canada do not collect a surcharge on TNC trips, or provide incentives for wheelchair accessible taxi trips. A municipal scan is shown in Appendix 1.

## Incentives for Wheelchair Accessible Taxis

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### OPTIONS

The Administration is recommending that the annual licensing fee for a wheelchair accessible taxi be reduced from \$525 to \$25. The cost of developing policy, licensing and regulating taxis and TNCs is not subsidized by the mill rate. All expenditures are funded through the collection of licensing fees. Fees in excess of expenses are held in a stabilization reserve. The proposed fee reduction would result in a decline in revenues of \$13,000, which will be off-set by licensing fees from TNCs and a lower transfer to the stabilization reserve. The fee reduction is recommended by the Administration to enhance the incentives outlined in Option 1 and Option 2 below.

The Administration is also recommending the draft of the Vehicles for Hire Bylaw include a requirement that taxi brokerages whose fleet of affiliated taxis have fewer than 5% wheelchair accessible taxis, be required to remit \$0.07 per taxi trip to support the wheelchair accessible taxi industry and that trips completed by a wheelchair accessible taxi or rideshare vehicle be exempt from paying the \$0.07 levy. In order to allow the taxi industry time to adjust to the fees, the Administration is recommending the surcharge come into effect on January 1, 2020.

### Option 1 - Provide Incentives to Wheelchair Accessible Taxi Drivers

This option would provide financial incentives to wheelchair accessible taxi drivers, based on an equal distribution of the reserve fund for each accessible trip provided. It is estimated that the projected reserve at the beginning of January 2020 will be sufficient to provide \$1.60 per wheelchair accessible taxi trip completed. The per-trip incentive will fluctuate based on the number of TNC trips and the number of wheelchair accessible taxi trips. These incentives would partially compensate for the additional time spent by drivers securing passengers that use a wheelchair. If this option is chosen, incentives would be provided bi-annually to taxi drivers, based on the number of wheelchair accessible taxi trips completed.

### Advantages

- This option provides a direct incentive for wheelchair accessible taxi trips and may encourage drivers to prioritize wheelchair accessible trips, thereby further reducing wait time.

### Disadvantages

- When considered on a per trip basis, the incentive amount may be insignificant to encourage drivers to prioritize wheelchair accessible trips.
- More time consuming to administer, a bi-annual payment would need to be made to any driver that completed a wheelchair accessible trip.
- The Vehicles for Hire Bylaw would need to include additional wheelchair accessible trip data reporting requirements to include the taxi driver ID number.



## Incentives for Wheelchair Accessible Taxis

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### Option 2 - Provide Incentives to Wheelchair Accessible Taxi Owners

This option provides financial incentives to each owner of the 26 wheelchair accessible taxis, estimated to be approximately \$940 per vehicle (based on projected funds in the Reserve), to compensate for the cost of converting the vehicle to provide wheelchair accessible taxi service. The incentive value will not be known until the end of the year, as the funds available in the reserve will depend on the number of TNC trips completed.

#### Advantages

- Compensates vehicle owners for a portion of the costs of converting a vehicle to provide wheelchair accessible service by providing annual payment.
- Straight forward to administer, as the 26 vehicle owners will receive a flat incentive once per year.

#### Disadvantages

- Does not directly impact driver behaviour or reward drivers and owners who actively respond to calls for accessible service. Relies on drivers to comply with bylaw obligations to prioritize wheelchair accessible taxi trips.

#### RECOMMENDATION

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

1. The City Solicitor be requested to include an annual fee for a wheelchair accessible taxi of \$25 (a reduction from the current fee of \$525) in the draft of the Vehicles for Hire Bylaw;
2. The City Solicitor be requested to include a provision in the draft of the Vehicles for Hire Bylaw to require taxi brokers whose taxi fleet has fewer than 5% wheelchair accessible taxis to remit \$0.07 on every non-wheelchair accessible taxi trip; and
3. Option 2 to provide incentives to wheelchair accessible vehicle owners, as outlined in this report, be adopted.

#### RATIONALE

At its meeting on June 24, 2019, City Council resolved to request the City Solicitor to prepare amendments to the Taxi Bylaw, which would award the licenses directly to the vehicle owners rather than the taxi brokers. Of the 26 wheelchair accessible taxis, 21 are temporary licenses that are owned by the City. When considered in conjunction with the Administration's recommended reduction in taxi license fees for wheelchair accessible taxis, it is estimated that the vehicle owners will receive a total of approximately \$1,440 in annual incentives.

## Incentives for Wheelchair Accessible Taxis

---

Providing incentives to vehicle owners is less complex, time consuming and costly to administer and does not rely on trip data from taxi brokerages. At the end of the license year, the Administration would only need to divide the amount generated through surcharge revenue amongst the 26 wheelchair accessible taxi license holders. As the majority of wheelchair accessible taxis are owned by the drivers, many taxi drivers will benefit. This would be a more efficient program compared to providing bi-annual payments (as outlined in Option 1) to many different individual drivers based on calculations of the number of wheelchair accessible taxi trips provided by each of those individual drivers.

### APPENDICES

1. Municipal Scan of Wheelchair Accessible Taxi Incentives
2. Letter from Saskatoon Accessibility Advisory Committee

#### Report Approval

Written by: Mark Wilson, Licensing and Permitting Manager  
Reviewed by: Jo-Anne Richter, Director of Community Standards  
Approved by: Lynne Lacroix, General Manager, Community Services Department

SP/2019/CS/Trans – Incentives for Wheelchair Accessible Taxes/ac

## Municipal Scan of Wheelchair Accessible Taxi Incentives

City	Surcharges for Wheelchair Accessible Taxi Fund	Subsidies	License Fee Incentives
<b>Saskatoon (Existing)</b>	\$0.07 per trip on all TNC trips	TBD	TBD
<b>Saskatoon (Proposed)</b>	<p>\$0.07 per trip on all TNC trips (existing).</p> <p>\$0.07 per trip on all taxi trips completed by a brokerage whose taxi fleet is less than 5% wheelchair accessible.</p>	<p>Option 1) Approximately \$1.60 per accessible taxi trip</p> <p>Option 2) Approximately \$942 annually per wheelchair accessible taxi</p>	License fee reduction from \$525 to \$25
<b>Calgary</b>	\$0.30 per trip all taxi/TNC One-time funding request of \$350K in 2019 and \$350K in 2020 to support a two-year Centralized Dispatch pilot project	\$5000 year in annual grants and incentives (to a max of \$40,000) over 8 years	
<b>Edmonton</b>	\$50 per year, per taxi and TNC vehicle	TBD	None
<b>Hamilton</b>	None	\$5.00 per wheelchair accessible taxi trip	None
<b>Montreal</b>	None	\$15,000 provincial vehicle conversion subsidy	None
<b>Ottawa</b>	\$0.07 per TNC trip through agreement with Uber	TBD	No annual license fee
<b>Regina</b>	\$0.07 per TNC trip	TBD	None
<b>Toronto</b>	None	None	No annual license fee
<b>Winnipeg</b>	<p>\$0.07 per TNC trip</p> <p>An accessibility surcharge will be charged on every taxi trip (accessible and non-accessible trips) during the month when less than 10% of all registered vehicles for hire of a dispatcher were accessible vehicles for hire demonstrated to have provided transportation services during the month</p>	TBD	Annual license fee reduction from \$600 to \$200



Office of the City Clerk  
222 3rd Avenue North  
Saskatoon SK S7K 0J5

www.saskatoon.ca  
tel (306) 975.3240  
fax (306) 975.2784

July 24, 2019

Secretary, Standing Policy Committee on Transportation

Dear Secretary:

**Re: Saskatoon Accessibility Advisory Committee – Incentives of Wheelchair Accessible Taxis [File No. CK. 307-4]**

The Saskatoon Accessibility Advisory Committee, at its meeting held on July 23, 2019, considered a report of the General Manager, Community Services Department dated July 23, 2019, on the incentives for wheelchair accessible taxis and supports the following recommendation of the Community Services Department.

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

1. The City Solicitor be requested to include an annual fee for a wheelchair accessible taxi of \$25 (a reduction from the current fee of \$525) in the draft of the Vehicles for Hire Bylaw;
2. The City Solicitor be requested to include a provision in the draft of the Vehicles for Hire Bylaw to require taxi brokers whose taxi fleet has fewer than 5% wheelchair accessible taxis to remit \$0.07 on every non-wheelchair accessible taxi trip; and
3. Option 2 to provide incentives to wheelchair accessible vehicle owners, as outlined in this report, be adopted.

The Advisory Committee agreed that option 2 was a better choice as it assists the owners in the conversion and maintenance of the wheelchair accessible taxis. The Committee also suggests that the Standing Policy Committee on Transportation request for a follow up statistical reporting on the success of the incentive.

The Saskatoon Accessibility Advisory Committee thanks the Standing Policy Committee on the Transportation and Administration for the opportunity to provide feedback on this matter.

Yours truly,

**JD McNabb, Chair**  
Saskatoon Accessibility Advisory Committee

JM:ht

cc: General Manager, Community Services Department  
Director, Community Standards, Community Services Department

## Appendix 3

## Estimated First Year Transportation Network Company Trips

Regulations to allow for the operation of transportation network companies (TNC) were approved by City Council on December 17, 2018, with the first TNC beginning operations in February 2019. As of November 2019, four TNC's are licensed in the City of Saskatoon, operating a variety of fleet sizes.

TNCs are required to report trip data to the City on a monthly basis. Reported trip data indicates that approximately 260,000 trips were completed between February and September 2019. Using trending analysis to estimate trip volumes through to the end of December 2019, it is expected that a total of 408,000 trips will be completed in 2019.

### Accessibility Levy Fee Projection

With an estimated 408,000 TNC trips, the \$0.07 per trip accessibility fee will generate a total of \$28,560 in 2019 with this funding available for application towards the incentive program for provision of wheelchair accessible service. This is a slight increase from the initial estimate of 350,000 trips generating \$24,500 in accessibility fees.

### Annual Accessible Taxi Trips

Between 2013 and 2018, an average of 14,000 wheelchair accessible trips were completed each year.

### Options for Disbursement of Accessibility Fee

Two options for disbursement of the accessibility incentives are outlined:

1. Provide a per trip incentive to drivers, with specified subsidy paid for each wheelchair accessible trip provided. Payments would be issued quarterly.
2. Provide an annual incentive payment to each owner of a wheelchair accessible vehicle.

Based on the above noted trip estimates, the following chart provides an overview of the resulting distribution of revenue for the year for the two options proposed.

### Comparison of Options

Option 1: Per Trip Incentive paid to Drivers		Option 2: Annual Incentive paid to Vehicle Owners	
Total Surcharge Collected (\$0.07 per trip)	\$28,560	Total Surcharge Collected (\$0.07 per trip)	\$ 28,560
Average annual # of wheelchair accessible trips provided	14,000	# of licensed Wheelchair Accessible Taxis	26
Estimated Incentive per Wheelchair Accessible Trip (rounded)	\$ 2.00	Annual Estimated Incentive per Vehicle (rounded)	\$ 1,100

### Scenario Comparison

The actual incentive amounts will vary annually, depending on the number of TNC trips completed during that year. The below scenarios illustrate the resulting payments for each option if the total number of TNC trips are greater or less than what is estimated.

TNC Trips Completed	Fees Collected (\$0.07/trip)	Option 1: Per Trip Incentives for Drivers	Option 2: Annual Incentives for Vehicle Owners
350,000 (Below estimate)	\$24,500	\$1.75	\$ 940
408,000 (Estimate)	\$28,560	\$2.04	\$1,100
450,000 (Above estimate)	\$31,500	\$2.25	\$1,200

## Bryant, Shellie

---

**From:** Mark Gill <mark@captain.taxi>  
**Sent:** December 15, 2019 9:13 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Sunday, December 15, 2019 - 21:13

Submitted by anonymous user: 70.64.122.123

Submitted values are:

Date Sunday, December 15, 2019

To His Worship the Mayor and Members of City Council

First Name Mark

Last Name Gill

Email mark@captain.taxi

Address 901-1st Ave North

City Saskatoon

Province Saskatchewan

Postal Code S7K 1Y4

Name of the organization or agency you are representing (if applicable) Captain TAXi Ltd

Subject 8.4.1 Accessible

Meeting (if known)

Comments

We would like to attend the meeting which starts 1.00pm. I would like to put me my name forward on speaker list, thank you.

Kind Regards

Mark Gill

Owner/Managing Director

Captain Taxi Ltd

Tel: 306 242 0000

Cell: 306 881 0862

Email: mark @captain.taxi

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/353404>





# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## 9th Street Directional Closure Trial Project Follow-Up

### Recommendation of the Committee

That the Administration prepare a report to permanently close the right-turn lane from 9th Street to the freeway, and that the pilot project remain in place until the public hearing takes place.

### History

At the December 2, 2019 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation and Construction dated December 2, 2019 was considered.

Your Committee also received presentations from Robert Clipperton, Bruce Stone, and Darren Inglis-McQuay with regard to the matter, as well as letters submitting comments which are attached.

### Attachments

1. December 2, 2019 report of the General Manager, Transportation and Construction.
2. November 30, 2019 letter from Darren Inglis-McQuay
3. November 29, 2019 letter from Kearney Healy.
4. November 30, 2019 letter from Peter Brown.
5. November 30, 2019 letter from Bernie McLane.
6. November 30, 2019 letter from Shaun Murphy.
7. December 1, 2019 letter from Paul Buffel.
8. December 1, 2019 letter from Franny Rawlyk.
9. December 1, 2019 letter from Lucinda Presse.

# Admin Report - 9th Street Directional Closure Trial Project Follow-up.docx

## ISSUE

Residents of the 100 block of 9<sup>th</sup> Street East expressed concerns related to speeding and short-cutting. The Administration completed a trial project of a directional closure at 9<sup>th</sup> Street East and Idylwyld Drive.

## BACKGROUND

At its Regular Business Meeting held on July 23, 2018, City Council considered the Traffic Volume and Speed – 100 Block of 9<sup>th</sup> Street East report and resolved, in part:

- “1. That the westbound right turns be restricted at the intersection of 9<sup>th</sup> Street East and Idylwyld Drive on a trial basis once the Traffic Bridge is opened; and
2. That the Administration report back with an assessment of the trial project one year after implementation.”

## CURRENT STATUS

A temporary directional closure to restrict westbound right turns was installed at 9<sup>th</sup> Street East and Idylwyld Drive in fall 2018 to assess its effectiveness on reducing short-cutting.

## DISCUSSION/ANALYSIS

To assess the impacts the directional closure would have on 9<sup>th</sup> Street East and adjacent streets in the neighbourhood, traffic counts were completed during the following periods:

- September 2018 before the Traffic Bridge was open;
- October 2018 after the Traffic Bridge was open; and
- May 2019 and the last week of October 2019 after the directional closure was installed.

Phase One of the construction on Sid Buckwold Bridge project began in April 2019 and was re-opened to traffic on October 25, 2019.

The traffic information is provided on page 2 of this report, and was also provided to residents via information flyers delivered the week of November 18, 2019 (refer to Appendix 1).

Street	Segment	Traffic Volumes (vehicles per day)			85 <sup>th</sup> Percentile Speeds (kilometres per hour)
		Sept 2018	Oct 2018	2019	
		➤ Traffic Bridge Closed ➤ 9 <sup>th</sup> Street Open	➤ Traffic Bridge Open ➤ 9 <sup>th</sup> Street Open	➤ Traffic Bridge Open ➤ 9 <sup>th</sup> Street Partially Closed at Idylwyld Drive	
9 <sup>th</sup> Street	Idylwyld Drive to McPherson Avenue	700	580	174 *	37 *
9 <sup>th</sup> Street	McPherson Avenue to Melrose Avenue	580	470	350	45
McPherson Avenue	8 <sup>th</sup> Street to 9 <sup>th</sup> Street	1,340	1,080	1,015 *	39 *
McPherson Avenue	9 <sup>th</sup> Street to Main Street	1,510	1,160	1,200	44
Melrose Avenue	8 <sup>th</sup> Street to 9 <sup>th</sup> Street	320	320	460	38

\* Count data for these locations was completed after the re-opening of Sid Buckwold Bridge.

A review of the traffic information yields the following:

- Traffic volumes on adjacent streets typically lowered providing a benefit to the general area;
- Operating speeds are below the posted speed limit; and
- Both traffic volumes and operating speeds are consistent with the typical characteristics of a local street.

Some residents expressed concern with illegal right turns during the pilot project. This behaviour was confirmed by the traffic data collected, although the number of vehicles completing this manoeuvre was low (six vehicles made a westbound right turn during the six peak hours counted).

## IMPLICATIONS

Making the westbound right-turn restriction permanent will provide a benefit to the larger area. Removing the turning restriction will result in drivers short-cutting on the 100 block of 9<sup>th</sup> Street East.

Removal of the pilot project is expected to cost approximately \$500.

There are no legal, or environmental implications identified.

## NEXT STEPS

The Administration has closed the trial project and pending further direction from City Council, the temporary directional closure will be removed by the end of 2019.

## APPENDICES

1. Information Flyer and Delivery Area

**Report Approval**

Written by: Justine Marcoux, Transportation Engineer  
Nathalie Baudais, Senior Transportation Engineer  
Reviewed by: David LeBoutillier, Engineering Manager, Transportation  
Jay Magus, Director of Transportation  
Approved by: Terry Schmidt, General Manager, Transportation & Construction  
Department

Admin Report - Admin Report - 9th Street Directional Closure Trial Project Follow-up.docx.docx

November 2019

## 9<sup>th</sup> Street Directional Closure Pilot Project

A temporary directional closure where 9<sup>th</sup> Street East intersects Idylwyld Drive was installed in September 2018.

Follow up traffic data was collected to quantify the change in traffic volumes that the directional closure had on the surrounding street network. The results are summarized below.

Street	Segment	Traffic Volumes vpd*			85 <sup>th</sup> Percentile Speeds kph
		September 2018 ➤ Traffic Bridge Closed ➤ 9 <sup>th</sup> Street Open	October 2018 ➤ Traffic Bridge Open ➤ 9 <sup>th</sup> Street Open	2019 ➤ Traffic Bridge Open ➤ 9 <sup>th</sup> Street Closed	2019 ➤ Traffic Bridge Open ➤ 9 <sup>th</sup> Street Closed
9 <sup>th</sup> Street	Idylwyld Drive to McPherson Avenue	700	580	174**	37**
9 <sup>th</sup> Street	McPherson Avenue to Melrose Avenue	580	470	350	45
McPherson Avenue	8 <sup>th</sup> Street to 9 <sup>th</sup> Street	1,340	1,080	1,015**	39**
McPherson Avenue	9 <sup>th</sup> Street to Main Street	1,510	1,160	1,200	44
Melrose Avenue	8 <sup>th</sup> Street to 9 <sup>th</sup> Street	320	320	460	38

\*vpd = vehicles per day

\*\*Count data for these locations was completed after the re-opening of Sid Buckwold Bridge

### Next Steps

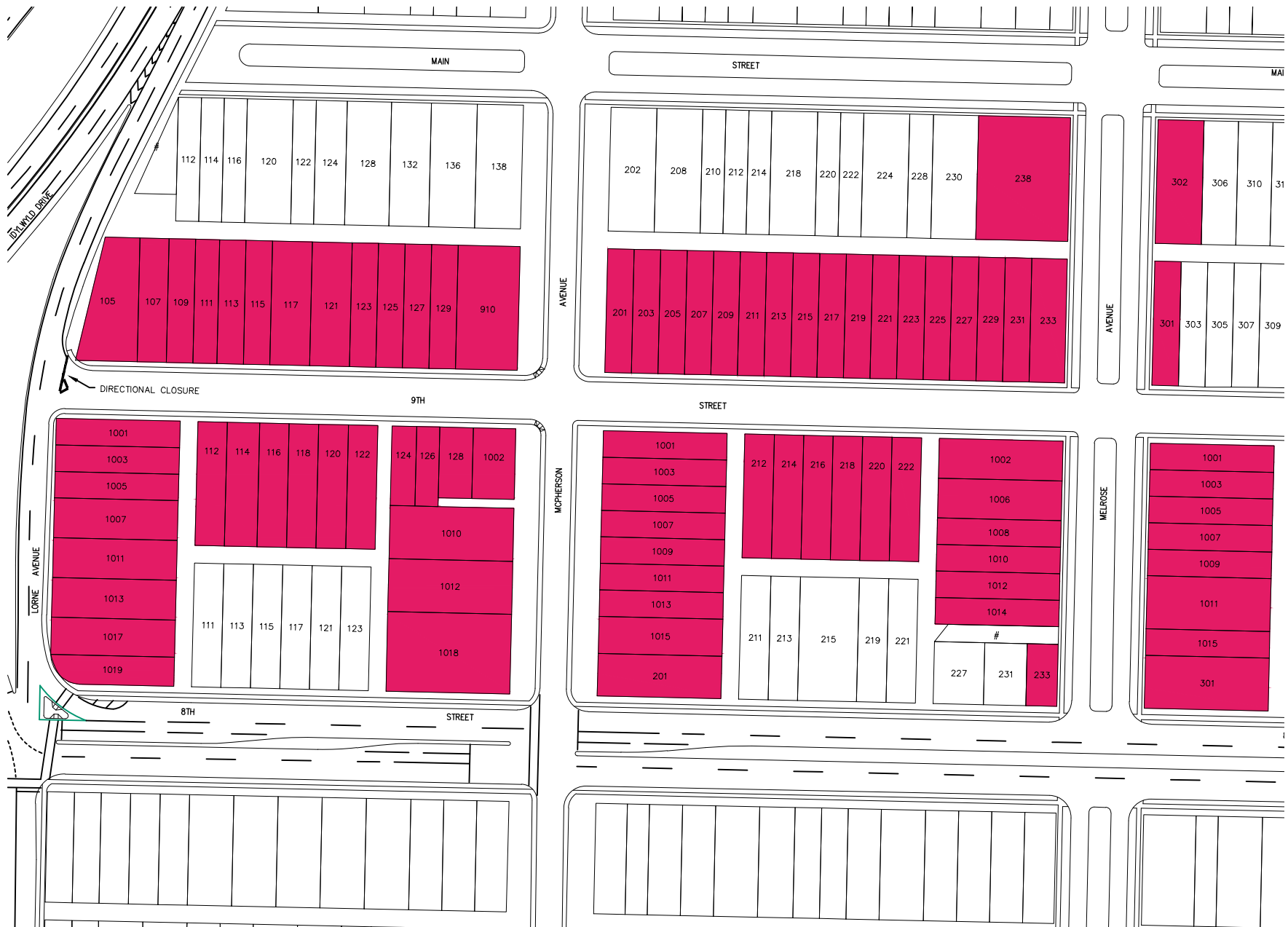
An information report outlining these results is planned for presentation to the Standing Policy Committee on Transportation on December 2, 2019.

### Transportation & Construction Department

Transportation Division

Customer Care Centre: 306-975-2476

transportation@saskatoon.ca





**From:** Darren Inglis-McQuay <[REDACTED]>  
**Sent:** Saturday, November 30, 2019 6:45 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Saturday, November 30, 2019 - 06:44

Submitted by anonymous user: 71.17.234.237

Submitted values are:

Date Saturday, November 30, 2019  
 To His Worship the Mayor and Members of City Council  
 First Name Darren  
 Last Name Inglis-McQuay  
 Email [REDACTED]  
 Address [REDACTED] 9th Street East  
 City Saskatoon  
 Province Saskatchewan  
 Postal Code S7N [REDACTED]  
 Name of the organization or agency you are representing (if applicable)  
 Subject 9th Street On-Ramp Closure  
 Meeting (if known) Committee on Transportation (December 2)  
 Comments  
 Please note: I would like to speak to Committee on this issue

I am writing to you to recommend permanent directional closure of the on-ramp from 9th Street to Idylwyld on the basis of:

- 1) The data collected diligently by the city administration over four times, clearly demonstrates that the measure has significantly improved the 100 block and 200 block of 9th street east, with no negative impact on the immediate surrounding streets.
- 2) In particular, the data shows that the concerns raised about potential increase of traffic on McPherson between 8th and 9th street are unfounded. In fact, there has been a reduction of traffic on that portion of McPherson since the closure of the on-ramp
- 3) Permanent closure of the on-ramp would address City administration's past recommendation that an on-ramp to a highway should not be connected to a residential street.

The City fairly proposed a temporary directional closure to ensure that such a measure would not have an undue negative impact on broader neighbourhood safety. I am pleased to see that, after one year, the measure has improved these aspects in the neighbourhood and therefore, I am recommending this directional closure to become permanent. Thank you for taking the time to read this.

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/351286>

**From:** Kearney Healy <[REDACTED]>  
**Sent:** Friday, November 29, 2019 4:35 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Friday, November 29, 2019 - 16:34

Submitted by anonymous user: 142.165.171.160

Submitted values are:

Date Friday, November 29, 2019

To His Worship the Mayor and Members of City Council

First Name Kearney

Last Name Healy

Email [REDACTED]

Address [REDACTED] 9th Street East

City Saskatoon

Province Saskatchewan

Postal Code S7N [REDACTED]

Name of the organization or agency you are representing (if applicable)

Subject 9 th Street closure

Meeting (if known) Transportation

Comments

We live on the 200 block of 9th Street. For years we have noticed many vehicles turning onto 9th st. from Melrose, Victoria, Eastlake and Broadway and driving as quickly as possible to the freeway via the 100 block of 9th st. It is at times dangerous and is always unnecessary. The report we received dated November 2019 clearly shows that the closure at the end of 9th st. reduced that unnecessary traffic, referred to above, by over 400 cars. per day, and we are now closer to neighbourhood traffic. However I often see that there are still many vehicles that are not used to 9th st. being a quick way to get to the freeway. They get to where they expect to get on the freeway and either try to get around the barrier ( but that is both time consuming and dangerous) or turn around to find another way. I am confident that as time passes there will be fewer drivers who will leave 8th st. in order to use 9th st. as a fast route. The fastest speeds are still on the 200 block of 9th st.( 45km/hr). May I suggest that the CLOSURE BE MADE PERMANENT. Might you also consider a 4 way Stop at 9th and Melrose, 9th and McPherson, and McPherson and Main( the speed on that block is almost as high as on the 200 block of 9th st). The corner of 9th and Melrose is dangerous.

Thank you

Kearney

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/351249>

**From:** Peter Brown <[REDACTED]>  
**Sent:** Saturday, November 30, 2019 1:27 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Saturday, November 30, 2019 - 13:27

Submitted by anonymous user: 142.165.218.204

Submitted values are:

Date Saturday, November 30, 2019

To His Worship the Mayor and Members of City Council

First Name Peter

Last Name Brown

Email [REDACTED]

Address [REDACTED] 2nd Avenue South

City Saskatoon

Province Saskatchewan

Postal Code S7K [REDACTED]

Name of the organization or agency you are representing (if applicable)

Subject 9th Street

Meeting (if known) Transportation

Comments

Transportation Committee,

The trail period and the data collected from the temporary 9th Street closure substantiate that the closure calms traffic in the surrounding neighbourhood. As such I ask the Committee to recommend to Council that the closure become permanent.

Yours in improving community through calming traffic in neighbourhoods,

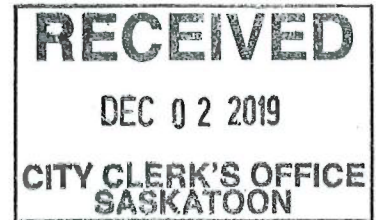
Peter Brown

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/351314>

**From:** Bernie McLane <[REDACTED]> on behalf of Bernie McLane [REDACTED]  
**Sent:** Saturday, November 30, 2019 2:34 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Saturday, November 30, 2019 - 14:34

Submitted by anonymous user: 216.197.221.234

Submitted values are:

Date Saturday, November 30, 2019

To His Worship the Mayor and Members of City Council

First Name Bernie

Last Name McLane

Email [REDACTED]

Address [REDACTED] 9Th St E

City Saskatoon

Province Saskatchewan

Postal Code S7N [REDACTED]

Name of the organization or agency you are representing (if applicable) Self

Subject 9Th St Closure

Meeting (if known)

Comments

Dear city Council

I am not requesting to speak to council , I would just like my concern known to council.

With the latest data collected on the temporary closure of ninth at ramp onto freeway, I would suggest to council to make it a permanent closure !

Thank you

Bernie McLane

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/351324>



**From:** Shaun Murphy <[REDACTED]>  
**Sent:** Saturday, November 30, 2019 7:03 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Saturday, November 30, 2019 - 19:02

Submitted by anonymous user: 207.47.175.61

Submitted values are:

Date Saturday, November 30, 2019

To His Worship the Mayor and Members of City Council

First Name Shaun

Last Name Murphy

Email [REDACTED]

Address [REDACTED] 9 St E

City Saskatoon

Province Saskatchewan

Postal Code S7N [REDACTED]

Name of the organization or agency you are representing (if applicable)

Subject 9 th St E street closure

Meeting (if known)

Comments

I am writing to indicate that I am in favour of a permanent street closure onto Idylwyld. I reside on the 200 block of 9th St and our street is now safer and less busy. I feel like I am in a residential neighbourhood without the access to the freeway. I appreciate the city council's work on ascertaining the transportation use of the street and their consideration of a permanent closure.

Sincerely,

Shaun Murphy

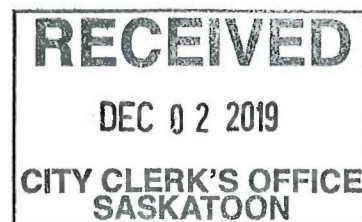
[REDACTED] 9 St E

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/351343>

**From:** Paul Buffel <[REDACTED]>  
**Sent:** Sunday, December 01, 2019 7:29 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Sunday, December 1, 2019 - 07:28

Submitted by anonymous user: 207.47.175.61

Submitted values are:

Date Sunday, December 01, 2019

To His Worship the Mayor and Members of City Council

First Name Paul

Last Name Buffel

Email [REDACTED]

Address [REDACTED] 9th Street East

City Saskatoon

Province Saskatchewan

Postal Code S7N [REDACTED]

Name of the organization or agency you are representing (if applicable)

Subject 9th Street East Closure

Meeting (if known) SPC on Transportation

Comments

I am writing to support the permanent closure of 9th Street East onto Idylwyld Freeway. I reside on the 200 block of 9th Street and have found that in the year of the temporary closure there has been less, and safer, traffic without an onramp to the freeway from this residential street. I appreciate the research work done by the city and transportation to ascertain the transportation use of the street with its impact on the overall neighbourhood, and their consideration for a permanent closure based on this information.

Sincerely,

Paul Buffel

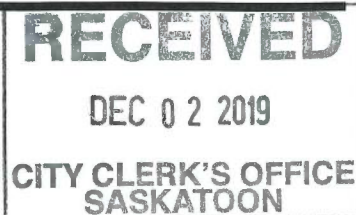
Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/351371>



**From:** Franny Rawlyk <[REDACTED]>  
**Sent:** Sunday, December 01, 2019 10:31 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council  
**Attachments:** 9th\_street\_closure.docx



Submitted on Sunday, December 1, 2019 - 10:30

Submitted by anonymous user: 108.60.185.149

Submitted values are:

Date Sunday, December 01, 2019  
 To His Worship the Mayor and Members of City Council  
 First Name Franny  
 Last Name Rawlyk  
 Email [REDACTED]  
 Address [REDACTED] 9th Street  
 City Saskatoon  
 Province Saskatchewan  
 Postal Code S7N [REDACTED]  
 Name of the organization or agency you are representing (if applicable)  
 Subject 9th Street Closure  
 Meeting (if known) SPC on Transportation  
 Comments  
 To the Standing Policy Committee on Transportation,

I have been happy to see the results of the year-long traffic study on the 9th Street closure and I hope that the Traffic Committee will now make a recommendation to Council to make the closure a permanent fixture. The data suggests that it did not increase traffic in the surrounding neighbourhood and significantly decreased traffic along the 100 and 200 blocks of 9th Street. I have noticed a marked difference and feel that it has increased the safety in the area. Now that the results of the traffic study support the desired outcome, I hope that council can now make this positive change a permanent one.

I greatly appreciate the time that the committee has put toward this project. I am looking forward to resolution of this issue by permanently closing access to the freeway from this local street.

Thank you,

Franny Rawlyk  
 Attachments  
9th\_street\_closure.docx

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/351385>

**From:** Lucinda Presse <[REDACTED]>  
**Sent:** Sunday, December 01, 2019 12:38 PM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council



Submitted on Sunday, December 1, 2019 - 12:38

Submitted by anonymous user: 142.165.170.44

Submitted values are:

Date Sunday, December 01, 2019

To His Worship the Mayor and Members of City Council

First Name Lucinda

Last Name Presse

Email [REDACTED]

Address [REDACTED] Saskatchewan Crescent West

City Saskatoon

Province Saskatchewan

Postal Code S7M [REDACTED]

Name of the organization or agency you are representing (if applicable)

Subject 9th Street Directional Closure Trial Project Follow-Up

Meeting (if known) STANDING POLICY COMMITTEE ON TRANSPORTATION

Comments

Although we do not live on 9th Street, we live nearby in a residential enclave blessed with relatively little through traffic (except on Hallowe'en when many parents drive here and 500+ kids come to our doors for treats). Since our little adoptive granddaughters live on 9th Street, we are very gratified by the progress shown by the data gathered for the above-mentioned subject. It seems highly desirable to us that Saskatoon's City Council encourage traffic flow away from neighbourhoods where many young families live. We hope that more will be done in this respect throughout the city now that it has been demonstrated what a simple directional closure can do. Thank you for your work on this!

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/351401>

## Bryant, Shellie

---

**From:** Jasmin Parker <civics@nutana.ca>  
**Sent:** December 16, 2019 9:53 AM  
**To:** City Council  
**Subject:** Form submission from: Write a Letter to Council

Submitted on Monday, December 16, 2019 - 09:53

Submitted by anonymous user: 204.83.215.122

Submitted values are:

Date Monday, December 16, 2019

To His Worship the Mayor and Members of City Council

First Name Jasmin

Last Name Parker

Email civics@nutana.ca

Address [REDACTED] 11th Street East

City Saskatoon

Province Saskatchewan

Postal Code [REDACTED]

Name of the organization or agency you are representing (if applicable) Nutana Community Association

Subject 9th Street Directional Closure Trial Project Follow-Up [File No. CK 6320-1]

Meeting (if known) City Council

Comments

The Nutana Community Association supports the proposed 9th street closure on the basis of safety and livability. The recent pilot gave the city the metrics needed to understand the significance of the "short cutting" issue on 9th Street. There was a significant reduction in road traffic on the adjacent neighbourhood streets as well. Creating a permanent closure in this area adheres to best practices of traffic management, addresses the legitimate safety concerns of residents in the area, and takes into consideration the abundance of statistics amassed by the city's research over the last year in and around the area.

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/353467>



## **STANDING POLICY COMMITTEE ON TRANSPORTATION**

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### **Rail Whistle Cessation at Marquis Drive Crossing**

#### **Recommendation of the Committee**

1. That the City of Saskatoon is in agreement with train whistling not being used at the Marquis Drive crossing, known as CN Warman Subdivision, Mile 8.50; and
2. That the Administration provide the City Council resolution to Canadian National Railway and Transport Canada's Rail Safety Directorate headquarters.

#### **History**

At the December 2, 2019 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation and Construction dated December 2, 2019 was considered.

#### **Attachment**

December 2, 2019 report of the General Manager, Transportation and Construction.

## **Admin Report - Rail Whistle Cessation at Marquis Drive Crossing.docx**

### **ISSUE**

Train whistling at the Marquis Drive at-grade CN rail crossing disrupts the quality of life for area residents. The Administration and Canadian National Railway (CN) have been working through the requirements in order to achieve whistle cessation. A final step is the municipality passing a resolution agreeing train whistling should not be used at the crossing.

### **RECOMMENDATION**

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

1. That the City of Saskatoon is in agreement with train whistling not being used at the Marquis Drive crossing, known as CN Warman Subdivision, Mile 8.50; and
2. That the Administration provide the City Council resolution to Canadian National Railway and Transport Canada's Rail Safety Directorate headquarters.

### **BACKGROUND**

The City of Saskatoon recently installed concrete barriers around the gates and warning flashers at the Marquis Drive crossing, known as CN Warman Subdivision, Mile 8.50, to address the final safety concern raised by CN during their evaluation of the crossing for safety and whistle cessation. This completes the required upgrades and the Administration and CN agree that Transport Canada's provisions for whistle cessation are now satisfied.

### **DISCUSSION/ANALYSIS**

A formal resolution from the municipality agreeing that train whistling should not be used at the crossing is the final requirement by the City in the whistle cessation process.

### **IMPLICATIONS**

The whistle cessation will improve the quality of life for area residents. Providing CN and Transport Canada with a resolution from City Council agreeing that train whistling should not be used is required for CN and Transport Canada to issue a whistle cessation order.

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

### **NEXT STEPS**

If approved, a copy of the City Council resolution will be sent to CN and Transport Canada's Rail Safety Directorate headquarters.

CN will notify Transport Canada and inform the municipality within 30 days that it has arranged to have the train whistle ceased at the crossing.

**Report Approval**

Written by: Goran Lazic, Senior Transportation Engineer  
Reviewed by: David LeBoutillier, Engineering Manager, Transportation  
Jay Magus, Director of Transportation  
Approved by: Terry Schmidt, General Manager, Transportation & Construction  
Department

Admin Report - Admin Report - Rail Whistle Cessation at Marquis Drive Crossing.docx.docx





## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Governance Review – Business Improvement Districts – Governance Structure and Engagement Results**

#### **Recommendation of the Committee**

1. That the Leadership Team Governance Subcommittee proceed with developing a consolidated BID governance approach (Option 1) as outlined in its report dated October 21, 2019; and
2. That the Leadership Team Governance Subcommittee report further on next steps and other details as required for implementation of the consolidated BID governance approach.

#### **History**

The Governance and Priorities Committee, at its meeting held on October 21, 2019 resolved to table a report of the Leadership Team Governance Subcommittee with respect to the Governance Review of Business Improvement Districts – Governance Structure, for consideration at its November meeting; and further, that the report be forwarded to the respective Business Improvement Districts for review and comment at the same meeting.

At its December 9, 2019 meeting, the Committee considered the tabled report along with an informational companion report outlining the engagement results and heard from Mr. Brent Penner, Downtown Saskatoon, on behalf of the five Business Improvement Districts.

#### **Attachments**

1. Report of the Leadership Team Governance Subcommittee dated October 21, 2019
2. Report of the Leadership Team Governance Subcommittee dated December 9, 2019

## **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*.
- 33<sup>rd</sup> 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 33<sup>rd</sup> 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  
Christine G. Bogad, Director of Legal Services  
Shellie Bryant, Deputy City Clerk  
Candice Leuschen, Executive Assistant to the City Solicitor

Reviewed by: Joanne Sproule, City Clerk  
Mike Jordan, Chief Public Policy & Government Relations Officer  
Jeff Jorgenson, City Manager

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

	<b>Broadway BID</b>	<b>Downtown BID</b>	<b>Riversdale BID</b>	<b>Sutherland BID</b>	<b>33<sup>rd</sup> Street BID</b>
<b>Year Established</b>	1986	1986	1990	1999	2014
<b>Establishment Process</b>	No formalized BID application or petition process established. Historically done through petition process to Council.				
<b>City Bylaw</b>	<a href="#">Bylaw 6731</a>	<a href="#">Bylaw 6710</a>	<a href="#">Bylaw 7092</a>	<a href="#">Bylaw 7891</a>	<a href="#">Bylaw 9235</a>
<b>Current Board Size &amp; Composition</b>	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
<b>Board Term</b>	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 <sup>rd</sup> St. BIDs apply term limits.				
<b>Board Eligibility Requirements</b>	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.				
<b>Board Member Appointments Process</b>	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.				
<b>Board Officer Appointments Process</b>	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.				
<b>Board Committees</b>	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.				
<b>Regular Meetings</b>	Monthly	Monthly	Minimum Quarterly	Monthly	Monthly
<b>Annual and Special Meetings</b>	An Annual General Meeting (AGM) is required. Special Meetings may be held, as required.				
<b>Meeting Procedures/ Policies</b>	BIDs must adopt a meeting procedures. Broadway, Downtown, Sutherland and 33 <sup>rd</sup> St. BIDs have adopted meeting procedures. Broadway and 33 <sup>rd</sup> St. BIDs currently have some policies in place.				
<b>Board Remuneration</b>	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).				
<b>Required Reporting</b>	Annual budget with revenue/expenditure statements. Annual audited financial statements (or review engagement documentation if annual revenue less than \$250,000).				
<b>Levy Amount (2018)</b>	\$194,168	\$738,603	\$185,498	\$47,460	\$30,000
<b>Total Budget (2018)</b>	\$267,488	\$836,003	\$234,548	\$54,200	\$31,100
<b>Levy Contribution as % of Total Budget (2018)</b>	72.6%	88.3%	79.1%	87.6%	96.5%
<b>Disestablishment Process</b>	No formalized BID disestablishment procedure established.				

## Canadian BID Governance Comparisons

	Regina, SK	Winnipeg, MB	Toronto, ON	London, ON	Calgary, AB	Edmonton, AB
<b>Authority for BID Establishment</b>	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.
<b>Municipal Establishment Process</b>	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 <a href="#">Municipal Code Chapter 19</a> . 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 <a href="#">consolidated BID bylaw</a> 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 <a href="#">Business Revitalization Zone Establishment and Operation Policy</a> 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.
<b># of BIDs</b>	2	16	83	3	12	13
<b>BID Areas of Focus</b>	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
<b>Board Size &amp; Composition</b>	<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>
<b>Board Term</b>	<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
<b>Board Eligibility Requirements</b>	<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 <a href="#">Public Appointments Policy</a> , 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.
<b>Board Member Appointments Process</b>	<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
<b>Board Officer Appointments Process</b>	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.
<b>Board Committees</b>	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.
<b>Meetings</b>	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.
<b>Other Procedures &amp; Items of Note</b>	- 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"> <li>- Board must appoint a contact person to liaise with City</li> <li>- Detail financial requirements; records distribution and management</li> <li>- <i>The Ontario Municipal Act</i> specifies that the municipal auditor is the auditor of each BIA board</li> </ul>	<p>auditor is the auditor of each BIA board</p> <ul style="list-style-type: none"> <li>- Council may approve budget in whole, in part, or make changes to it but may not add expenditures</li> </ul>		
<b>Board Remuneration</b>	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.
<b>Required Reporting</b>	<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.



# Supplemental Report – Governance Review – Business Improvement Districts – Governance Structure – Engagement Results

## ISSUE

The City of Saskatoon is reviewing the governance structure and processes for its Business Improvement Districts (BIDs). The first report pertaining to this governance review was tabled by the Governance and Priorities Committee (GPC) at its meeting on October 21, 2019. This report is now before GPC for debate and puts forward some general recommendations that attempt to build upon and improve the current governance structure. The BIDs were asked to provide feedback on the recommendations. This report presents the feedback received.

## BACKGROUND

This report is intended to be considered alongside the companion report “Governance Review – Business Improvement Districts – Governance Structure”. The detailed history of this matter is described in that report.

## CURRENT STATUS

The Leadership Team Governance Subcommittee (“Governance Subcommittee”) is continuing the process of reviewing and proposing recommendations for potential improvements to the governance of the City’s various Advisory Committees, Controlled Corporations, BIDs and other agencies, boards and commissions established by the City. The report entitled “Governance Review – Business Improvement Districts – Governance Structure” was tabled at GPC’s public meeting on October 21, 2019 for debate at the December 9, 2019 meeting.

Prior to preparing and submitting the “Governance Review – Business Improvement Districts – Governance Structure” report, members of the Governance Subcommittee met with the Executive Directors of the BIDS on March 7, 2019 to discuss the current structure and functioning of each BID. Details with respect to this March 7, 2019 meeting can be found in the “Governance Review – Business Improvement Districts – Governance Structure” report.

A copy of the tabled report was shared with the Executive Directors of each of the BIDs on October 16, 2019 via email. They were advised that the report would be placed on the public agenda of GPC for its December 9, 2019 meeting. The Executive Directors were asked to share the report with their respective Boards and provide feedback on the recommendations. The Governance Subcommittee offered to meet with the Boards to answer any questions.

The Governance Subcommittee further communicated with the Executive Directors via email on November 7, 2019, attaching a letter from the Governance Subcommittee. The purpose of the November 7, 2019 letter was to provide guidance on the type of questions that should be considered by the BIDs when providing feedback to the Governance Subcommittee.

The Governance Subcommittee received a request from the Broadway BID to meet with members of the Core Committee. The Core Committee met with the Broadway BID on November 18, 2019. The other BIDs did not request to meet with the Core Committee.

The BIDs submitted a collective response to the “Governance Review – Business Improvement Districts – Governance Structure report” which was provided to the Governance Subcommittee via email on November 29, 2019. This response is attached to this report as Appendix 1.

## **DISCUSSION/ANALYSIS**

The Boards of each of the BIDs were encouraged to provide written feedback on the “Governance Review – Business Improvement Districts – Governance Structure” report. The Core Committee representatives undertook to organize and assemble the information for presentation to GPC if the comments were received by November 29, 2019. Appendix 1 presents the comments received from the BIDs related to the respective recommendations of the Governance Subcommittee.

Overall, the BIDs are in support of the recommendation for a Consolidated BID Governance Approach as outlined in Option 1 of the “Governance Review – Business Improvement Districts – Governance Structure” report. The BIDs’ communication did, however, contain suggestions for areas they would like to maintain flexibility or autonomy. Many of these suggestions relate to the governance details which will be the subject of the next report. The Governance Subcommittee will continue to work with the BIDs as additional information is brought forward.

The main areas where the BIDs identified suggestions or alternate recommendations include:

- **Board Composition and Eligibility**
  - The BIDs would like for each individual Board to determine the appropriate mix of skills and experience for members. They would like to maintain flexible eligibility requirements as it is sometimes difficult to recruit people to volunteer. The BIDs would also like to invite members of non-profit organizations to serve on the Boards as, even though they do not contribute to the levy, they contribute economically to the areas.
  - All BIDs were supportive of maintaining a Councillor as a voting member of the respective Boards.

- Board Committees
  - The BIDs would like for the decision to have committees of the Boards be within their purview. The BIDs do not wish to add extra commitment to their Board members unless it is warranted.
- Membership Structure and Participation of Members
  - Mandated participation or responses from members is difficult to achieve at times with respect to certain events or surveys.
- Reporting/Performance Requirement
  - The BIDs welcome open communication with City Council but would not like to see unnecessary reporting being mandated.
  - The BIDs would also like Human Resource matters to remain within the Boards' purview.
- Alignment with City Council's Strategic Goals
  - The BIDs would like to remain autonomous with their strategic plans so that they can give honest feedback to the City.
- Purchasing Policy
  - The BIDs would like flexibility in their purchasing practices. Often they do not undertake complicated or expensive projects that would require a formal tendering process.

In addition to these suggestions, the BIDs commented that they would like to see a mechanism built into the governance document that clearly explains the process to change their boundaries and would also like to see information that clearly explains the fiduciary responsibility of Board members and identifies the insurance provided by the City for Board members.

The Governance Subcommittee will consider these comments when drafting subsequent reports and will continue to work with the BIDs on these issues.

In addition to the written feedback, all the BIDs were encouraged to attend GPC for the debate of the report and recommendations.

## **NEXT STEPS**

Further analysis, research and development will be completed in accordance with the direction of City Council arising out of debate of the "Governance Review – Business Improvement Districts – Governance Structure" report. The BIDs will continue to be engaged during the process.

## **PUBLIC NOTICE**

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

## **APPENDICES**

1. Letter from the BIDs dated November 18, 2019

### **Report Approval**

Written by: Christine G. Bogad, Director of Legal Services  
Shellie Bryant, Deputy City Clerk  
Candice Leuschen, Executive Assistant to the City Solicitor

Reviewed by: Joanne Sproule, City Clerk  
Mike Jordan, Chief Public Policy & Government Relations Officer  
Jeff Jorgenson, City Manager

Approved by: Cindy Yelland, City Solicitor

Admin Report - Supplemental Report – Governance Review – Business Improvement Districts – Governance Structure – Engagement Results.docx  
Our File 171.0056

November 18<sup>th</sup>, 2019

His Worship the Mayor and Members of City Council  
City Hall, City of Saskatoon  
222 3<sup>rd</sup> Avenue North  
Saskatoon, SK S7K 0J5

Dear Mayor Clark and City Council,

This letter is a response to the Governance Review of Business Improvement Districts (BIDs). A general governance model for all BIDs is welcomed by the five Business Improvement Districts in the City to ensure best practices and effective policies and procedures.

While Option 1, a Consolidated BID Governance Approach, is supported by the BIDs, there are a few suggestions and concerns regarding the recommendation. The City should recognize the flexibility needed for various BID sizes and capacity especially around any mandates regarding:

- Board Composition and Eligibility. Each individual board should determine the appropriate mix of skills and experience that ensures appropriate representation for their unique merchant blend. The recommendation is to keep board eligibility flexible as some BIDs have found it has been difficult in the past to get landowner representatives to attend and participate. Individual BIDs should be allowed to determine if non-profit representation on the board is appropriate as many contribute greatly to the economic viability of the district but do not necessarily contribute to the levy.
- Board committees. Is it necessary to have committees within the board? With a limited volunteer pool we do not want to burn out the volunteers we have or add extra bureaucracy where none is needed. We believe the decision on committees should be left with each individual BID.
- Membership structure and participation of members. Some BID's have struggled to get quorum for annual general meetings, attendance at events and responses on surveys. Transparency to members is a guiding principal but mandated participation or responses from members is difficult to attain.
- Reporting/performance requirement. Although we believe reporting to the City is very important, unnecessary and excessive reporting would be strenuous on the board, and they are already accountable for the workings of the organization. HR matters should also remain the purview of the board.

Other areas of concern include the recommendation for BIDs to have strategic alignment with the City's strategic goals. BIDs are first and foremost accountable to the members within their district, and their strategic plan may or may not align with the City's. Stakeholder engagement, policy and advocacy are pillars of BID organizations and this focus is supported by the International Downtown Association (IDA). BIDs need to remain autonomous with their strategic plans so they can give honest and reliable feedback to the municipality.

Recommendations around purchasing may also limit the flexibility and the timeliness of BIDs being able to maneuver and adapt to changing circumstances within their BIDs. BIDs do not have the capacity to follow the same request for tender purchasing guidelines to get relatively small projects completed in short timeframes including planning and executing special events, marketing and urban design.

We would also like to see a mechanism in any future policy that provides guidance to any BID looking to change their boundaries, and wording that spells out the fiduciary responsibility of board members. Any future policy should also provide information that the City of Saskatoon carries Directors and Officers Liability Insurance for board members.

Having a council member as a voting and participatory member of the Board is also appreciated and valued to help further communications between the City and the BID. We hope this valuable position is retained in all options proposed.

Any future policy must recognize that the five BIDs are different, ranging in size, number of employees, and operating budgets. As a result, some guiding policies can certainly be the same but the individuality of each BID must also be recognized and Board's should have the ability to work within their parameters, and not be constrained or forced to operate beyond their means.

We look forward to continued dialog on the proposed updates and to have the ability to examine and offer suggestions once a new draft bylaw is created for our respective BIDs.

Sincerely,



DeeAnn Mercier  
Executive  
Director  
Broadway BID



Brent Penner  
Executive  
Director  
Downtown BID



Shane Biehn  
Board Chair  
Riversdale  
BID



Lloyd Moker  
Executive Director  
Sutherland BID



Dan Matthews  
Executive  
Director  
33<sup>rd</sup> St BID





## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Formalizing the Flow of Agenda Items at City Council and Committee Meetings**

#### **Recommendation of the Committee**

That the City Solicitor be directed to amend *Bylaw No. 9170, The Procedures and Committees Bylaw, 2014* to formalize the flow of Council and Committee meeting agenda items as described in the report of the Chief Public Policy and Government Relations Officer dated December 9, 2019.

#### **History**

The Governance and Priorities Committee, at its meeting held on December 9, 2019, considered a report from the Administration regarding the above.

#### **Attachment**

Report of the Chief Public Policy and Government Relations Officer dated December 9, 2019.

# Formalizing the Flow of Agenda Items at City Council and Committee Meetings

## ISSUE

Saskatoon City Council is interested in formalizing meeting procedures to ensure consistency and to remove ambiguity with respect to the how members may speak on agenda items. The Administration has explored approaches in other cities. This report seeks Committee's approval to formalize the flow of agenda items at meetings of City Council and its committees.

## RECOMMENDATION

That a report be forwarded to City Council recommending the City Solicitor be directed to amend *Bylaw 9170, The Committee and Procedures Bylaw, 2014* to formalize the flow of Council and Committee meeting agenda items as described in this report.

## BACKGROUND

At the October 21, 2019, GPC meeting, a procedural question was raised with respect to when motions can be made by Committee (or City Council) members. A Committee member attempted to make a motion while asking clarity questions from a stakeholder. The Chair instructed the member to hold off on the motion until after all questions to the Administration and stakeholders have been asked.

At its November 18, 2019, meeting, City Council considered a report from the Governance and Priorities Committee titled, "Time Limits for Debate on Motions in Committee". City Council resolved, in part, "that the Administration report back on the process for the flow of agenda items in comparable cities".

## DISCUSSION/ANALYSIS

The City's governance structure allows City Council members to ask the Administration questions of clarity on reports that it submits. It is also permitted to ask stakeholders similar types of question on presentations or correspondence that they submit for the meeting to which the item is being addressed. This practice is in place so that City Council members can obtain necessary clarity before making a potential motion or debating the issue(s) on the meeting agenda. However, this practice is not formalized in Bylaw 9170.

The Administration conducted research into the procedures and practices in other cities. For example, the procedure bylaws for both Calgary and Edmonton formalize the process for the flow of agenda items at Council and Committee meetings. They both, with minor variations, prescribe the flow as follows:

- introduction of the item;
- Administration and/or public presentation;
- questions of clarification from Members to Administration or stakeholders;
- motion for debate;
- debate of motion; and
- conclude by voting on the item.

Discussion with representatives from these cities indicate that the process used to implement the flow of agenda items can occur in a few different ways, depending on the circumstance. The period for questions is typically reserved for questions only. Sometimes a Chair will allow members to indicate an intention to make a motion. During the motions period they are typically put forward on a first-come, first-served basis.

In Committee, members are given priority to ask questions, followed by non-members – only members can make motions. The members that wish to speak by asking questions, making motions, or speaking to a motion signal to the Chair, who keeps track of the order.

In Council, the Councillors click in to add their names to the queue in the meeting management software, which is managed by the Chair. These cities do not have a procedural rule preventing Council or Committee members from signalling intent to make a motion. However, it is often encouraged so that the body is aware of the intent.

Administration recommends that Bylaw 9170 be updated to reflect the process described above, where motions cannot be made during question period. Signalling of intention to make a motion will be allowed during question period, and motions will only be allowed during the debate portion of the item.

### **IMPLICATIONS**

There are no financial, environmental, or social implications resulting from the recommendation in this report. Approval of the recommendation will generate legal implications in that Bylaw 9170 will require an amendment.

### **NEXT STEPS**

The City Solicitor is preparing amendments to Bylaw 9170, based on previous City Council direction. If approved, this amendment will be incorporated, and all amendments will be presented at the January 20, 2020, meeting of the Governance and Priorities Committee for approval.

### **Report Approval**

Written by: Mike Jordan, Chief Public Policy and Government Relations Officer  
Joanne Sproule, City Clerk  
Cindy Yelland, City Solicitor  
Approved by: Jeff Jorgenson, City Manager

Admin Report - Formalizing the Flow of Agenda Items at City Council and Committee Meetings.docx



# GOVERNANCE AND PRIORITIES COMMITTEE

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## Terms of Reference – Personnel Subcommittee

### **Recommendation of the Committee**

That the revised Terms of Reference for the Personnel Subcommittee as submitted, be approved.

### **History**

The Governance and Priorities Committee, at its meeting held on December 9, 2019, reviewed the Terms of Reference for the Personnel Subcommittee in light of recent changes in the reporting relationship between City Council, the City Manager, and the City Solicitor.

### **Attachment**

Terms of Reference – Personnel Subcommittee



## Terms of Reference Personnel Subcommittee

### Mandate

The mandate of the Personnel Subcommittee, in accordance with the requirements of *The Cities Act*, Bylaw No. 9170, *The Procedures and Committees Bylaw, 2014* and Bylaw No. 8174, *The City Administration Bylaw, 2003*, is the following:

1. With respect to the City Manager:
  - create/modify the job description for the position as required and make recommendations to the Governance and Priorities Committee for approval;
  - develop a recruitment strategy for any vacancy for recommendation to the Governance and Priorities Committee for approval;
  - negotiate salary and other terms of employment and make recommendations through the Governance and Priorities Committee for approval by City Council;
  - develop a performance review plan and make recommendations to the Governance and Priorities Committee for approval;
  - perform an annual performance review and report the results of same to the Governance and Priorities Committee; and
  - provide a forum for discussion of employment issues.
  
2. With respect to the City Clerk:
  - create/modify the job description for the position as required and make recommendations to the Governance and Priorities Committee for approval;
  - develop a recruitment strategy for any vacancy for recommendation to the Governance and Priorities Committee for approval;
  - negotiate salary and other terms of employment and make recommendations through the Governance and Priorities Committee for approval. Any salary adjustments for the City Clerk are to be approved by City Council as part of the budget approval process;
  - develop a performance review plan and make recommendations to the Governance and Priorities Committee for approval;
  - perform an annual performance review and report the results of same to the Governance and Priorities Committee; and
  - provide a forum for discussion of employment issues.

### Establishment

City Council established the Personnel Subcommittee to be a standing committee of Council by resolution at its Regular Business Meeting of March 27, 2017.

**Composition**

The Mayor  
3 City Councillors

**Appointment and Term**

City Council shall make appointments to the Personnel Subcommittee annually.

**Reporting**

The Personnel Subcommittee shall report to City Council through the Governance and Priorities Committee.

**Meetings**

The Personnel Subcommittee will meet as required to carry out its mandate.

**Meeting Support**

The City Clerk will provide meeting support services for the Personnel Subcommittee when it is dealing with matters pertaining to the City Manager.

The City Solicitor will provide meeting support services for the Personnel Subcommittee when it is dealing with matters pertaining to the City Clerk.

**Additional Support**

The City Manager may, from time to time and as requested by the Personnel Subcommittee, provide members of the Administration to support and provide expert advice to the Personnel Subcommittee.

The City Solicitor and the City Clerk may, from time to time and as requested by the Personnel Subcommittee, provide expert advice and support to the Personnel Subcommittee.

**Resource Documents**

*The Cities Act*

*Bylaw No. 8174, The City Administration Bylaw, 2003*

*Bylaw No. 9170, The Procedures and Committees Bylaw, 2014*





## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Appointment – Diversity, Equity and Inclusion Advisory Committee – Saskatchewan Intercultural Association Representative**

#### **Recommendation of the Committee**

That Ms. Jess Hamm be appointed the Saskatchewan Intercultural Association Representative on the Diversity, Equity and Inclusion Advisory Committee to the end of 2020.

#### **History**

The Governance and Priorities Committee, at its meeting held on December 9, 2019, considered the above matter.



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **2020 Annual Appointments – Board of Police Commissioners**

#### **Recommendation of the Committee**

That the following be reappointed to the Saskatoon Board of Police Commissioners for 2020:

- Ms. Jyotsna (Jo) Custead
- Mr. Kearney Healy
- Ms. Darlene Brander
- Ms. Carolanne Inglis-McQuay

#### **History**

The Governance and Priorities Committee, at its meeting held on December 9, 2019, considered citizen (re)appointments to the Saskatoon Board of Police Commissioners.



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **2020 Annual Appointments – Rемаi Modern Art Gallery of Saskatchewan and Saskatoon Gallery and Conservatory Corporation (Mendel Art Gallery) Board of Trustees**

#### **Recommendation of the Committee**

That the City's representative be instructed to vote the City's proxy at the 2020 Annual General Meetings for the appointment of the following to the Rемаi Modern Art Gallery of Saskatchewan and Saskatoon Gallery and Conservatory Corporation Board of Trustees throughout a term expiring at the conclusion of the 2022 Annual General Meetings:

- Mr. Jeffrey Burgess
- Ms. Crystal Fafard
- Ms. Candice Grant
- Mr. Jeremy Morgan
- Ms. Shoshanna Paul

#### **History**

The Governance and Priorities Committee, at its meeting held on December 9, 2019, considered citizen appointments to the above Board.



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **2020 Annual Appointments – Saskatoon Public Library Board**

#### **Recommendation of the Committee**

1. That Ms. Cheryl Starr be reappointed to the Saskatoon Public Library Board to the end of 2021; and
2. That the City Clerk be requested to re-advertise for the remaining vacancy on the Board.

#### **History**

The Governance and Priorities Committee, at its meeting held on December 9, 2019, considered citizen (re)appointments to the Saskatoon Public Library Board.



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **2020 Annual Appointments – TCU Place (Centennial Auditorium and Convention Centre Corporation) Board of Directors**

#### **Recommendation of the Committee**

1. That the City's representative be instructed to vote the City's proxy for the reappointment of the following to the Centennial Auditorium and Convention Centre Board of Directors throughout a term expiring as follows:
  - Mr. Morris Smysnuik at the conclusion of the 2021 Annual General Meeting; and
  - Mr. Bryn Richards, Mr. Darren Kent, and Ms. Jennifer Pereira at the conclusion of the 2022 Annual General Meeting; and
2. That the City's representative be instructed to vote the City's proxy for the appointment of the following to the Centennial Auditorium and Convention Centre Board of Directors throughout a term expiring at the conclusion of the 2022 Annual General Meeting:
  - Ms. Rachael Kenny
  - Ms. Elanne Krainyk

#### **History**

The Governance and Priorities Committee, at its meeting held on December 9, 2019, considered citizen (re)appointments to the above Board.



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Appointment – Saskatoon Airport Authority Board**

#### **Recommendation of the Committee**

That Ms. Tammy Van Lambalgen be nominated to be a Member and Director of the Saskatoon Airport Authority throughout a term expiring at the conclusion of the 2023 Public Annual General Meeting of the Corporation.

#### **History**

The Governance and Priorities Committee, at its meeting held on December 9, 2019, considered the above matter.





## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Appointment – General Superannuation Plan – Board of Trustees**

#### **Recommendation of the Committee**

That Ms. Camille Dobni be reappointed Independent Trustee of the General Superannuation Plan Board throughout a term expiring December 31, 2022.

#### **History**

The Governance and Priorities Committee, at its meeting held on December 9, 2019, considered an appointment to the above Board.

### Post-Budget Deliberations Funding Plans Update

#### ISSUE

This report provides an update and is requesting City Council approval for the Civic Facilities Funding Plan (Facilities Funding Plan), Recreation Game Plan Funding Plan, Bus Rapid Transit Funding Plan (BRT Plan) and Federal Gas Tax Allocation Plan, based on updated projects from the 2020/2021 Approved Budget and estimates available.

#### RECOMMENDATION

That the updated Civic Facilities Funding Plan, Recreation Game Plan Funding Plan, Bus Rapid Transit Funding Plan and Federal Gas Tax Allocation Plan be approved.

#### BACKGROUND

The purpose of the funding plans and the Federal Gas Tax Allocation Plan is to strategically plan for major projects that leverage a variety of sources of funding. These plans provide some flexibility in the way that groups of similar projects can be planned and funded as needed.

At its 2020/2021 Business Plan and Budget Review (Budget Deliberations) meeting on November 25, 2019, when considering the Funding Plans Update report, City Council resolved:

“That the Administration report back to City Council at its meeting on December 16, 2019 on revised funding plans for approval based on decisions made during the 2020 and 2021 Budget Deliberations.”

#### DISCUSSION/ANALYSIS

##### Civic Facilities Funding Plan

The purpose of the Facilities Funding Plan is to fund a number of major projects for civic facilities, most recently:

- Construction of fire halls (land, design and construction);
- Remail Modern Art Gallery (additional capital requirements);
- Children’s Discovery Museum (asbestos removal); and
- Civic office space renovations/expansion.

Appendix 1 is a summary of the projects and funding sources included within the Facilities Funding Plan, as well as the cash flow requirements up to and including the year 2025.

All of the completed or in-progress projects have been approved by City Council through the annual capital budgets up to 2019.

One project included in the 2020/2021 Preliminary Capital Budget received approval for funding from the Civic Facilities Funding Plan. That project and one other major initiative requires funding beyond 2021 which are subject to City Council approval through future capital budgets:

<b>Project</b>	<b>2020</b>	<b>2021</b>	<b>Beyond 2021</b>
1949 – Civic Accommodation	\$5.0M	\$2.0M	\$2.00M
Fire capital needs such as fire halls and/or training centre			\$11.28M

In addition, the Civic Facilities Funding Plan holds contingencies in the amount of \$3.13M; \$3.0M for the over-expenditure on the Remai Modern Art Gallery project and \$0.13M for general contingency for potential increases in other projects.

Mill rate funding phase-ins are still required for future debt repayments for the plan as well as future Fire operating costs as follows:

	<b>2020</b>	<b>2021</b>	<b>2022</b>
Phase-ins	\$889,000	\$690,000*	\$750,000

\*Note: \$100,000 of this amount is for phase-in of future Fire operating costs.

#### Recreation Game Plan Funding Plan

Appendix 2 is a summary of the projects and funding sources included within the Recreation Game Plan Funding Plan. The purpose of this Plan is to fund prioritized recreation and parks amenities, including consideration of partnership project opportunities. The Plan includes recreation-related projects such as Merlis Belsher Place, Gordie Howe Sports Complex Master Plan and the Children's Discovery Museum.

All of the completed or in-progress projects have been approved by City Council through the annual capital budgets up to 2019.

Five projects were approved for funding from the Recreation Game Plan Funding Plan in 2020/2021. Two of these projects as well as three other projects require funding beyond 2021 which are subject to City Council approval through future capital budgets:

<b>Project</b>	<b>2020</b>	<b>2021</b>	<b>Beyond 2021</b>
2048 – Forestry Farm & Zoo Master Plan	\$0.75M	\$0.60M	
2469 – Permanent Washrooms – Shakespeare on the Saskatchewan	\$0.75M	--	
2352 – Boat Launch/River Access	--	\$0.10M	\$0.40M
2114 – Festival Sites and Venues	\$0.45M	\$0.40M	\$0.33M
Optimist Park Operating Contribution	\$0.025M	\$0.025M	
2660 – Indoor Pools Accessibility Upgrades	--	--	\$1.00M
1578 – Softball Diamond Complex #1	--	--	\$1.88M
2607 – Outdoor and Paddling Pools Accessibility and Amenities	--	--	\$0.40M

Mill rate funding phase-ins that are required to support the plan are as follows:

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
Phase-ins	\$25,000	\$--	\$275,000	\$300,000

#### Major Transportation Infrastructure Funding (MTIF) Plan

The MTIF Plan was originally established and approved in principle by City Council in 2015 and set out the funding plan for the Chief Mistawasis, North Commuter Parkway and Traffic Bridge Project, Boychuk Drive and Highway 16 Interchange, contributions towards Bus Rapid Transit (BRT), and gravel street upgrades. With the exception of the BRT project, all of these projects have been fully approved and/or completed. The BRT component has been split into its own plan; therefore, there are no projects to approve for the future MTIF Plan and there is nothing to report for this Plan until future interchanges are contemplated.

#### Bus Rapid Transit Funding Plan

The BRT components of the MTIF Plan are shown separately under this new funding plan in Appendix 3. The BRT Plan includes Transit and Access Transit bus purchases, Intelligent Transportation Systems, sidewalks, bus [ads, park and ride, and station and stop upgrades, which are all related to the implementation of the BRT. It is expected that future funding will be received through the Investing in Canada Infrastructure Plan from the federal and provincial governments. Also included in this Plan is \$5.00M for costs that will not be eligible for government funding, such as internal salaries.

One project received approval during Budget Deliberations for funding from the BRT Plan. This project and two other projects require funding beyond 2021 which are subject to City Council approval through future capital budgets:

<b>Project</b>	<b>2020</b>	<b>2021</b>	<b>Beyond 2021</b>
2328 – Transit Implementation Plan	\$0.45M	\$0.45M	\$194.10M
0583 – Bus Replacement			\$57.10M
2095 – Access Transit Bus Replacement			\$2.90M

Mill rate funding phase-ins that are required to support the plan are as follows:

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>
Phase-ins	\$750,000	\$750,000	\$750,000	\$750,000	\$750,000

#### Federal Gas Tax Allocation Plan

The City of Saskatoon (City) currently receives an annual amount of about \$13.9M from the Federal Gas Tax Fund. In 2019, the City received an additional \$14.1M. These funds are either allocated directly to eligible capital projects such as public transit, water and wastewater infrastructure, and local roads and bridges, or used for ongoing payments (such as P3 projects). The City has applied these funds for eligible projects such as:

- Odour Abatement at the Wastewater Treatment Plant;
- Relining of Cells at the Wastewater Treatment Plant;
- Pumping and Electrical Upgrades at the Wastewater Treatment Plant;
- Lift Station Upgrades; and
- Sid Buckwold Bridge and Ramp Rehabilitation.

Some of these projects are traditionally funded and planned through utility rates; therefore, Gas Tax funds that are applied to these projects free-up reserve funding that was planned and/or collected through these rates. As a result, an equivalent amount of the funds can be transferred from these reserves to a reallocation pool to fund other projects.

Appendix 4 summarizes the projects that have received or are expected to receive Gas Tax or reallocation of Gas Tax funds up to and including 2024.

All of the completed or in-progress projects have been approved by City Council through the annual capital budgets up to 2019.

There are 14 projects that received approval for funding from the Federal Gas Tax Fund and/or the reallocation of these funds during Budget Deliberations through the capital prioritization process. There are two other projects/initiatives that require funding beyond 2021 and are subject to City Council approval through future capital budgets:

<b>Project</b>	<b>2020</b>	<b>Beyond 2021</b>
2599 – Curbside Organics Program	\$10.0M	
2541 – Growth Plan Implementation	\$1.40M	
2313 – Utility Solar Scale Solar Energy	\$0.50M	
2627 – Arena & Convention Centre Business Case Development	\$0.10M	
1964 – Waste Reduction - ICI & Multi-Unit	\$0.53M	
901 – Parks Asset Management Plan	\$0.15M	
New Project – Community Electric Vehicle Adoption Strategy & Charging Infrastructure	\$0.10M	
2648 – Triple Bottom Line Implementation Support	\$0.04M	
2625 – Research Grant Program	\$0.10M	
2166 – Central Ave Streetscaping Project	\$0.50M	
1509 – Decorative Lighting Replacement Program	\$0.20M	
New Project - Downtown Stimulus Strategy	\$0.15M	
2448 – Intelligent Transportation System	\$0.18M	
2390 – Green Infrastructure Implementation	\$0.15M	
Fire Capital needs such as fire halls and/or training centre		\$3.75M
BRT Funding Plan		\$24.80M

A contingency amount of \$7.05M is being held in the Plan. These are unallocated Gas Tax funds that are deemed to be available over the period but not yet totally received.

## IMPLICATIONS

The financial implications for the 2020/2021 Approved Budget are as follows:

Project	2020	2021	Total
Optimist Park – Operating Budget	\$0.025M	\$0.025M	\$0.05M
1949 – Civic Accommodation Project	\$5.00M	\$2.00M	\$7.00M
2048 – Forestry Farm & Zoo Master Plan	\$0.75M	\$0.60M	\$1.35M
2352 – Boat Launch/River Access	--	\$0.10M	\$0.10M
2114 – Festival Sites and Venues	\$0.45M	\$0.40M	\$0.85M
2469 – Permanent Washrooms – Shakespeare on the Saskatchewan	\$0.75M		\$0.75M
2328 – Transit Implementation Plan	\$0.45M	\$0.45M	\$0.90M
2599 – Curbside Organics Program	\$10.0M		\$10.0M
2541 – Growth Plan Implementation	\$1.40M		\$1.40M
2313 – Utility Solar Scale Solar Energy	\$0.50M		\$0.50M
2627 – Arena & Convention Centre Business Case Development	\$0.10M		\$0.10M
1964 – Waste Reduction – ICI & Multi-Unit	\$0.53M		\$0.53M
901 – Parks Asset Management Plan	\$0.15M		\$0.15M
1957 – Community Electric Vehicle Adoption Strategy & Charging Infrastructure	\$0.10M		\$0.10M
2648 – Triple Bottom Line Implementation Support	\$0.04M		\$0.04M
2625 – Research Grant Program	\$0.10M		\$0.10M
2166 – Central Ave Streetscaping Project	\$0.50M		\$0.50M
1509 – Decorative Lighting Replacement Program	\$0.20M		\$0.20M
N2630- Downtown Stimulus Strategy	\$0.15M		\$0.15M
2448 – Intelligent Transportation System	\$0.18M		\$0.18M
2390 – Green Infrastructure Implementation	\$0.15M		\$0.15M

Mill rate funding phase-ins approved at Budget Deliberations are as follows:

Funding Plan	2020	2021	Total
Facilities Funding Plan	\$889,000	\$690,000	\$1.579M
Recreation Game Plan Funding Plan	\$25,000		
BRT Plan	\$750,000	\$750,000	\$1.50M

## OTHER IMPLICATIONS

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

## NEXT STEPS

As projects are finalized and updated estimates for future projects are obtained, the funding plans will be reviewed and updated as required and reported to City Council.



**APPENDICES**

1. Civic Facilities Funding Plan – Costs and Funding Sources Summary
2. Recreation Game Plan Funding Plan – Costs and Funding Sources Summary
3. Bus Rapid Transit Funding Plan Summary – Costs and Funding Sources Summary
4. Federal Gas Tax Allocation Plan Summary – Only to 2024

**REPORT APPROVAL**

Written by: Kari Smith, Interim Director of Finance

Approved by: Kerry Tarasoff, Chief Financial Officer

Admin Report - Post-Budget Deliberations Funding Plans Update.docx

## Civic Facilities Funding Plan - Costs and Funding Sources Summary

December 16, 2019

Project	Est Cost (in millions) (2011-2025)	Notes
Police Headquarters	\$ 120.10	Project completed 2014
Trunked Radio System	\$ 3.17	Project completed 2013
Fire Hall #3 Relocation	\$ 7.04	Project in progress
Fire Hall #5 Relocation	\$ 9.29	Project in progress
Future Fire Capital Requirements	\$ 11.28	Years 2020+ for future fire halls, training centre, etc.
Remai Modern Art Gallery	\$ 6.00	Allocation in 2015 to project
Remai Modern Art Gallery	\$ 3.00	Contingency being held for over-expenditure
Civic Operations Centre	\$ 16.10	Project completed 2017
Emergency Back-up Power Generator City Hall	\$ 1.50	Project in progress
South Caswell Hill Redevelopment	\$ 1.50	Project not started
Civic Square East Acquisition	\$ 3.67	Difference between amounts required for purchase of CSE and sale of former Police Headquarters
Children's Discovery Museum	\$ 1.30	City's contribution to the CDM for asbestos removal
▲ Civic Operational Accommodation	\$ 15.70	Project for renovations and additions for operational requirements to match growth plan; \$9.0M in 2020-2023
▲ Plan Contingency	\$ 0.13	Held for future projects
<b>Total Project Costs</b>	<b>\$ 199.78</b>	
Funding Source	Amount (in millions) (2011-2025)	Notes
Cash/Operating Contribution	\$ 41.64	Phase-ins included in Operating Budget and transferred to plan
Federal Gas Tax Re-allocation	\$ 9.00	Reallocated Gas Tax Funds to Fire Halls
Federal Transit Funding	\$ 5.00	Transit funding for Civic Operations Centre
Property Realized Reserve over Cap	\$ 5.00	Funds over the \$24M cap available for capital projects
Neighbourhood Land Development Fund	\$ 20.00	Dividend from Evergreen neighbourhood
Sale of Land	\$ 2.54	Land held for new Fire Halls no longer required and sold with funds applied to Fire Hall projects
Reallocation of Building Canada Funds	\$ 1.50	Building Canada Funds are used on eligible utility projects and utility funds are released
Borrowing	\$ 115.10	\$103.1M already borrowed for Police Headquarters and trunked radios; \$12M planned in 2020
<b>Total Funding Sources</b>	<b>\$ 199.78</b>	

▲ indicates projects or items that can be adjusted or removed from this plan

## Recreation Game Plan Funding Plan - Costs and Funding Sources Summary

December 16, 2019

Project	Est Cost (in millions) (2017-2025)	Notes
University Rink Contribution	\$ 4.00	\$1.0M was included in the 2017 budget and \$0.50M in 2019; \$0.50M per year for the years 2020-2024 inclusive
Friends of the Bowl Contribution	\$ 6.00	\$1.0M was included in the 2018 budget and \$1.25M in the 2019 budget; \$1.25M per year for the years 2020-2022 inclusive
Children's Discovery Museum	\$ 2.00	\$0.50M was included in the 2018 budget and in 2019; \$0.50M per year for the years 2020-2021 inclusive
Indoor Children's Playground	\$ 0.12	Funded through 2019 Capital Budget
Pickleball Courts	\$ 0.10	Funded through 2019 Capital Budget
Shakespeare on the Saskatchewan - Permanent Washrooms	\$ 0.75	\$0.75M in 2020; partially funded through Investing in Canada Funds
Optimist Park	\$ 0.05	\$0.025 in 2020 and \$0.025 in 2021
▲ Zoo Master Plan	\$ 1.85	\$0.50M was included in the 2019 budget; \$0.75M for 2020; \$0.60M for 2021
▲ Boat Launch	\$ 0.50	\$0.10M in 2021; \$0.20M in 2022; \$0.20M in 2023
▲ Festival Sites	\$ 1.18	\$0.45M in 2020, \$0.40M in 2021; \$0.33M in 2022
▲ Softball Diamond Complex #1	\$ 1.88	2022
▲ Indoor Pools - Accessibility Upgrades	\$ 1.00	2022
▲ Outdoor and Paddling Pools - Accessibility Upgrades	\$ 0.40	2022
<b>Total Project Costs</b>	<b>\$ 19.83</b>	
Funding Source	Amount (in millions) (2017-2025)	Notes
Dedicated Lands Reserve	\$ 0.90	
Parks & Rec Levy ( U of S rink)	\$ 0.80	
Mill Rate Phase-in (towards Partnership Reserve)	\$ 1.03	Phased in at \$0.20M in 2019; \$0.30M in 2022
Parks Enhancement Reserve	\$ 0.52	
Neighbourhood Land Development Fund	\$ 11.03	Dividend from Evergreen neighbourhood
Investing in Canada - Federal and Provincial Funding	\$ 0.55	Shakespeare on the Saskatchewan - Permanent Washrooms Project received approval for funding
Reallocation of Building Canada Funds	\$ 5.00	Building Canada Funds are used for eligible utility projects and utility funds are released
<b>Total Funding Sources</b>	<b>\$ 19.83</b>	

▲ indicates projects or items that can be adjusted or removed from this plan

## Bus Rapid Transit Funding Plan Summary - Costs and Funding Sources Summary

December 16, 2019

Project	Est Cost (in millions) (2020 -2025)	Notes
▲ Transit Implementation Plan	\$ 195.00	\$0.45M in 2020 and \$0.45M in 2021; \$194.1M for 2022 thru 2025
▲ Transit Replacement	\$ 57.13	\$57.13M for 2022 thru 2025
▲ Access Transit Replacement	\$ 2.87	\$2.87M for 2022 thru 2025
<b>Total Project Costs</b>	<b>\$ 255.00</b>	
Funding Source	Amount (in millions) (2020-2025)	Notes
Investing in Canada Infrastructure Funding	\$ 183.33	Future government funding
Federal Gas Tax Re-allocation	\$ 24.80	Re-allocated Gas Tax Funds
Mill Rate Phase-in	\$ 11.55	Phased in at \$0.75M for 2020 thru 2025
Neighbourhood Land Development Fund	\$ 3.90	Dividend from Kensington neighbourhood
Borrowing	\$ 31.42	Future borrowing
<b>Total Funding Sources</b>	<b>\$ 255.00</b>	

▲ indicates projects or items that can be adjusted or removed from this plan

# Federal Gas Tax Allocation Plan Summary - Only to 2024

December 16, 2019

Project	Allocation (in millions) (2014-2024)	Notes
Circle Drive Bridge Widening Project Debenture Repayments	\$ 7.78	Project completed and payments completed
Gordie Howe Bridge Loan Repayments	\$ 31.41	Project completed and final payment to be made in 2021
Civic Operations Centre	\$ 12.00	Payments of \$1.5M per year required for 2020 thru 2024
Chief Mistawasis Bridge, North Commuter Parkway and Traffic Bridge	\$ 32.80	Annual P3 payments for project; allocations required for 2020 of \$2.8M; 2021 of \$5.2M; 2022-2024 of \$6.4M per year
Civic Facilities Funding Plan	\$ 8.00	Planned contribution to fund projects in the Civic Facilities Funding Plan; amounts still to be transferred at \$1M per year for years 2020-2024
Fire Hall #3 Relocation	\$ 2.15	Allocation complete
Fire Hall #5 Relocation	\$ 3.10	Allocation complete
▲ Future Fire Capital	\$ 3.75	Future allocation
Bridge Major Repair Reserve	\$ 5.00	Allocation complete
Bus Purchases	\$ 9.78	Allocation complete
Sound Walls	\$ 0.65	Allocation complete
Organics Program - Green Bins	\$ 10.00	2020 Capital Budget
Growth Plan Implementation	\$ 1.40	2020 Capital Budget
Utility Solar Scale Solar Energy	\$ 0.50	2020 Capital Budget
Arena & Convention Centre Business Case Development	\$ 0.10	2020 Capital Budget
Waste Reduction - ICI & Multi-Unit	\$ 0.53	2020 Capital Budget
Parks Asset Management Plan	\$ 0.15	2020 Capital Budget
Community Electric Vehicle Adoption Strategy & Charging Infrastructure	\$ 0.10	2020 Capital Budget
Triple Bottom Line Implementation Support	\$ 0.04	2020 Capital Budget
Research Grant Program	\$ 0.10	2020 Capital Budget
Central Ave Streetscaping Project	\$ 0.50	2020 Capital Budget
Decorative Lighting Replacement Program	\$ 0.20	2020 Capital Budget
Downtown Stimulus Strategy	\$ 0.15	2020 Capital Budget
Intelligent Transportation System	\$ 0.18	2020 Capital Budget
Green Infrastructure Implementation	\$ 0.15	2020 Capital Budget
▲ BRT Funding Plan	\$ 24.80	Future BRT allocations
▲ Plan Contingency	\$ 7.05	Held for future projects
<b>Total Gas Tax Allocation</b>	<b>\$ 162.37</b>	

▲ indicates projects or items that can be adjusted or removed from this plan

### Excluded Staff Salary and Benefit Adjustments

#### ISSUE

The purpose of this report is to provide information in respect of salary and benefit adjustments for excluded staff employed by the City of Saskatoon.

#### RECOMMENDATION

1. The proposed change contained in the Memorandum of Agreement between the City of Saskatoon and the Exempt Staff Association, who speak on behalf of the excluded staff, and relevant ancillary documents be approved; and
2. That His Worship the Mayor and the City Clerk be authorized to execute the revised Memorandum of Agreement and relevant ancillary documents under the Corporate Seal.

#### BACKGROUND

The City of Saskatoon and the Exempt Staff Association, who speak on behalf of the excluded staff, have used a Memorandum of Agreement format to communicate the terms and conditions of employment for excluded staff at the City of Saskatoon. The renewal of the Memorandum of Agreement for excluded staff has also paralleled the timing of collective agreement renewals for the City's unionized workforce. In past, salary and benefit improvements to a much lesser extent, have been comparable to the unionized workforce.

The Exempt Staff Association is not considered a union under the *Saskatchewan Employment Act* which provides greater flexibility for the City when determining and designing its terms and conditions of employment for excluded staff.

The discussions with the representatives of the Exempt Staff Association, in relation to the terms of conditions of employment for the period 2017 – 2019, marks the first step in implementing changes to allow us to manage terms and conditions for excluded staff in a manner that is more consistent with best practice and in a way that allows for flexibility, responsiveness and the creation of opportunities for competitive advantages involving talent acquisition.

#### DISCUSSION/ANALYSIS

For the period 2017 – 2019 we have discussed with representatives of the Exempt Staff Association proposed improvements to excluded staff salary and benefits.

##### Salary Increases

The recommended salary increases are relatively consistent with the General Economic Increases provided to the unionized workforce:

- December 1, 2017 0.50%



## Excluded Staff Salary and Benefit Adjustments

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- |                |       |
|----------------|-------|
| ▪ July 1, 2018 | 1.50% |
| ▪ July 1, 2019 | 1.50% |

The City is also recommending improvements to the following terms and conditions:

- An Administrative Policy to cover entitlements for excluded employees that are required to attend court for the purposes of jury duty and/or jury selection, as a witness or for the purposes of providing City related evidence.
- An Administrative Policy to cover entitlements for excluded employees in relation to bereavement leave.
- Compensation for temporary assignments based on the City of Saskatoon's Temporary Assignment Administrative Policy
- The Exempt Staff Association will work with the City in the creation of a comprehensive policy that will contain the terms and condition of employment for excluded staff employee employed by the City of Saskatoon.
- Excluded staff will be eligible for the leisure pass subsidy until December 31, 2020.
- We have also agree to work with representatives of our excluded staff in relation to:
  - diversity and inclusion, and
  - parenting leave.

### IMPLICATIONS

The recommendation falls within the fiscal mandate approved by City Council for the renewal of the collective agreement with City of Saskatoon Unions and Associations and excluded staff.

### NEXT STEPS

Implementation will occur after approval by City Council.

### APPENDICES

1. Memorandum of Agreement
2. Memorandum of Agreement – Exempt Staff Terms and Conditions Redesign
3. Administrative Policy – Bereavement Leave
4. Administrative Policy – Jury and Witness Duty
5. Administrative Policy – Temporary Assignments

### Report Approval

Written by: Marno McInnes, Director, Labour Relations  
Reviewed by: Sarah Cameron, Chief Human Resources Officer  
Approved by: Jeff Jorgenson, City Manager

**MEMORANDUM OF AGREEMENT MADE THIS 10TH DAY OF OCTOBER,  
2019**

**BETWEEN:**

**THE CITY OF SASKATOON  
(hereinafter called "The City")**

**AND:**

**SASKATOON EXEMPT STAFF INC.,  
(hereinafter called "The Association")**

The Association and the City agree to the following changes to the Memorandum of Agreement.

**TERM**

Three year term. This Agreement shall be in effect from January 1, 2017 and continue until December 31, 2019.

**COMPASSIONATE LEAVE**

Modify current Article 8 – Compassionate Leave provision from the Memorandum of Agreement.

Compassionate leave shall be granted based on consideration of the individual circumstances of the case and in accordance with the City's Administrative Policy – Bereavement Leave.

**ACTING OR TEMPORARY ASSIGNMENTS**

Modify Article 11 – Temporary Assignments provision from the Memorandum of Agreement.

ADD a new paragraph:

Remuneration for temporary assignments will be in accordance with the City's

Administrative Policy – Temporary Assignments – AO4 -027.

**JURY DUTY**

New Jury Duty provision as set out in the attached Administrative Policy – Jury and Witness Duty.

**WAGES**

December 1, 2017 – Employees shall receive a 0.50% increase.

July 1, 2018 – Employees shall receive a 1.50% increase.

July 1, 2019 – Employees shall receive a 1.50% increase.

**SALARY GRID FORMAT**

The Salary Grid format will be changed so information is presented in a Schedule A (Classification List) and Schedule B (Wage Rate) format.



**MEMORANDUM OF AGREEMENT**

- Exempt Staff Terms and Conditions Redesign

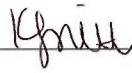

The parties agree that they will recommend this to their principals. It is further agreed that the terms shall come into effect, unless otherwise stated, thirty (30) days after it is approved by both parties.

Dated this 13th day of November, 2019, in the City of Saskatoon, in the Province of Saskatchewan.

On behalf of:  
The City of Saskatoon

  
\_\_\_\_\_  
  
\_\_\_\_\_  
\_\_\_\_\_

On behalf of:  
Saskatoon Exempt Staff Inc.

  
\_\_\_\_\_  
  
\_\_\_\_\_  
\_\_\_\_\_

November 13, 2019

Ms. Kari Smith  
President  
Exempt Staff Association

Dear Kari:

**Re: PARENTING LEAVE**

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During the discussions of the renewal of the ESA Memorandum of Agreement the City of Saskatoon discussed legislative changes and pending legislative changes being proposed to maternity/adoption leave and parental leave benefits in Canada.

These legislative changes create an opportunity for the City to review its' current parental leave provisions in order to maximize the benefits of the legislative changes and to develop a parenting leave program that is fair and consistent for all employees of the City.

Sixty (60) days following ratification the City will undertake to meet with you to receive input from and discuss alternatives for a common parental leave program for City employees.

It is understood and agreed that the alternative(s) being considered are intended to ensure the City's parental leave program is aligned with both federal and provincial legislation, is building towards a common benefit entitlement across all collective agreements and does not result in any additional financial cost to the City.

The intent of this process is to enable the City to develop a common cost neutral parental leave proposal that can be tabled at the next round of negotiations.

Yours truly,



Marno McInnes  
Director, Labour Relations

November 13, 2019

Ms. Kari Smith  
President  
Exempt Staff Association

Dear Kari:

**RE: INCREASED LEISURE PASS SUBSIDY FOR CITY EMPLOYEES**

As discussed during the renewal of the ESA Memorandum of Agreement the Association has requested the City increase the discount provided to employees from 25% to 50% for all Individual and Family Leisure passes to increase employee utilization of City leisure facilities. This does not include bulk tickets.

The City Manager is prepared to support a pilot program for a period of approximately 12 months commencing the first of the month following date ratification and expiring on December 31, 2020 unless renewed by the parties. For the duration of the pilot the Exempt Staff Association agrees to promote and encourage the benefits of this pilot to its members.

The City reserves the right to terminate this pilot by providing the Union with thirty (30) days written notice.

Yours truly,



Marno McInnes  
Director, Labour Relations

## MEMORANDUM OF AGREEMENT

between

THE CITY OF SASKATOON  
(hereinafter referred to as "The City")

And

SASKATOON EXEMPT STAFF INC.  
(hereinafter referred to as "The Association")

### **Re: EXEMPT STAFF TERMS AND CONDITIONS REDESIGN**

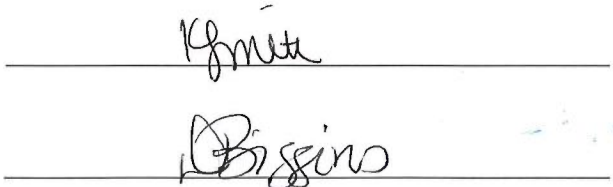
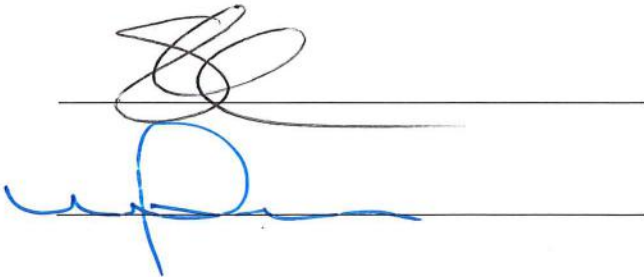
The City and the Association agree that representatives for the current Exempt Staff Association will work with the City in the creation of a comprehensive Exempt Staff Policy that will contain the terms and condition of employment for exempt staff employee employed by the City of Saskatoon.

The Exempt Staff Policy, once approved by the Administrative Leadership Team, will govern the terms and conditions of employment for exempt staff.

Signed this 13th day of November, 2019.

**For the City of Saskatoon:**

**For ESA:**





## **ADMINISTRATIVE POLICY:**

### **Bereavement Leave**

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<b>Policy number:</b>	<b>HR- xxxx</b>
<b>Responsibility:</b>	<b>Chief Human Resources Officer</b>
<b>Approved by:</b>	<b>Administrative Leadership Team (ALT)</b>
<b>Effective Date:</b>	<b>November 1, 2019</b>
<b>Next Revision Due:</b>	<b>January, 2022</b>
<b>Department/BU:</b>	<b>Human Resources (Labour Relations Division)</b>

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The City of Saskatoon provides exempt employees with up to four days paid leave of absence upon the death of an immediate family member of the employee.

#### **Definition of Immediate Family**

Immediate family is defined as current spouse, (including common-law or same gender spouse), parent, step-parent, brother or step-brother, sister or step-sister, child, step-child, foster child, grandparent, or related dependent living in the household of the employee.

#### **Length of Leave**

Where the supervisor is satisfied with the request for bereavement leave, the employee will be paid for their normal working days during the leave period granted.

#### **Attending a Funeral Service**

Leave of absence with pay to attend funeral services only of persons related more distantly than those listed above may be granted at the discretion of the supervisor.

#### **Additional Time**

In addition to the above-specified days, additional leave without pay may be granted upon request, subject to operational requirements.

#### **Interruption of Vacation**

An exempt employee, who is absent from work on vacation at the time the death of a relative (as defined above) occurs, shall not be disentitled to bereavement leave if they are required to interrupt their vacation to attend the funeral or assume responsibilities arising from the death. That portion of their vacation, which qualifies as bereavement leave, will be rescheduled at the employee's request to a mutually convenient time.

## **ADMINISTRATIVE POLICY:**

## **Jury and Witness Duty**

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<b>Policy number:</b>	<b>HR-xxxx</b>
<b>Responsibility:</b>	<b>Chief Human Resources Officer</b>
<b>Approved by:</b>	<b>Administrative Leadership Team (ALT)</b>
<b>Effective Date:</b>	<b>November 1, 2019</b>
<b>Next Revision Due:</b>	<b>January 2022</b>
<b>Department/BU:</b>	<b>Human Resources (Labour Relations Division)</b>

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### **COURT ATTENDANCE**

Where an exempt employee is required to attend court for the purpose of jury selection and/or to serve as a juror in any court in Saskatchewan and such attendance requires time off work, the employee shall be granted leave without loss of regular pay for regular time missed, provided:

1. the employee immediately advises their supervisor of the requirement for a leave of absence and submits a Request for Leave of Absence Form with a copy of the subpoena;
2. the supervisor submits the Request for Leave of Absence Form and the copy of the subpoena to the employee(s) designated by the City to receive this information prior to the employee proceeding to court;
3. the employee surrenders any pay received for jury duty (excluding any portion designated for expenses such as travelling and meals) to the City through the employee(s) designated by the City to receive this information; and
4. the employee presents proof of time spent in jury selection or jury duty to the supervisor and proof of the amount of jury duty pay received to the employee(s) designated by the City to receive this information.

### **WITNESS DUTY**

#### **Eligibility**

When an employee has been served with a subpoena to attend court as a witness or to give evidence that requires the production of City documents and such attendance requires time off work, the employee shall be granted such time off without loss of regular pay for regular time missed, provided:

1. the duty or evidence arises out of the course and scope of the employee's employment with the City;

2. the employee immediately advises their supervisor of the requirement for a leave of absence and submits a Request for Leave of Absence Form with a copy of the subpoena;
3. the supervisor submits the request for leave of absence form and the copy of the subpoena to the employee(s) designated by the City to receive this information prior to the employee proceeding to court;
4. the employee surrenders any pay received for witness duty (excluding any portion designated for expenses such as travelling and meals) to the City through the employee(s) designated by the City to receive this information; and
5. the employee presents proof of time spent in witness duty to the supervisor and proof of the amount of witness duty pay received by the employee(s) designated by the City to receive this information.

### **Witness Duty Exemption**

Employees are not entitled to be paid witness duty when an employee is required to provide evidence as a result of a personal indictable and/or summary offence or offences of comparable classifications in other jurisdiction outside of Canada.

Employees are not entitled to be paid witness duty when an employee is subpoena to attend court as a witness to provide evidence as a result of an indictable and/or summary offence or offences of comparable classification in other jurisdiction outside of Canada where the person(s) charged are known to the employee.

# CITY OF SASKATOON ADMINISTRATIVE POLICY

NUMBER  
A04-027

<b>POLICY TITLE</b> <i>Temporary Assignments</i>	<b>ADOPTED BY</b> <i>City Manager</i>	<b>EFFECTIVE DATE</b> <i>June 15, 2019</i>
		<b>REVISED</b>
<b>ORIGIN/AUTHORITY</b> <i>Chief Human Resources Officer</i>	<b>CITY FILE NO.</b> <i>CK. 4500-1</i>	<b>PAGE NUMBER</b> <i>1 of 5</i>

## 1.0 PURPOSE

The City of Saskatoon recognises that it is at times, necessary to temporarily assign an employee additional duties, or a different position. The purpose of this Policy is to establish uniform guidelines and definitions governing Temporary Assignments. This Policy is intended to ensure consistency in the practices associated with Temporary Assignments at the City of Saskatoon.

These guidelines are to provide further clarity to the “Temporary Assignment” clauses in the SCMMA (7.3) Agreement and the Memorandum of Agreement covering ESA (11) employees.

## 2.0 ELIGIBILITY

This Policy is applicable to employees in SCMMA and ESA at the City of Saskatoon who may be required to perform Temporary Assignments.

## 3.0 DEFINITIONS

- Substantially the Duties is defined as the employee assuming the core functions of a higher-level position. Partial assumption of core duties and splitting of duties among multiple individuals does not meet this definition.
- Prolonged Period is defined as a period greater than six (6) consecutive weeks.

# CITY OF SASKATOON

## ADMINISTRATIVE POLICY

NUMBER

A04-027

POLICY TITLE	EFFECTIVE DATE	REVISED	PAGE NUMBER
<i>Temporary Assignments</i>	<i>June 15, 2019</i>		<i>2 of 5</i>

- Acting Assignment is defined as a position temporarily assigned for up to 6 weeks to replace an employee who owns/occupies the position if they are absent, on leave, or reassigned. The expectation is that the employee who owns/occupies will be returning to the position at the end of the assignment. Due to the short length of term of the assignment, it is understood that the Acting Assignment will generally require the incumbent to perform some of the duties of the role.
- Interim Assignment is defined as a position temporarily assigned for greater than 6 weeks (“**Prolonged Period**”) and up to 6 months. An ‘Interim’ assignee has both the authority and responsibility of the position and is understood to have assumed “**Substantially the Duties**” of the role.
- Additional Duties are defined as a portion of duties typically performed by another position, temporarily assigned to an individual. Additional Duties may be applied for career development purposes, as well as to help strengthen capacity and business continuity.

## 4.0 POLICY

### 4.1 TERM OF THE ASSIGNMENT

The department must establish and communicate, in writing, the length of term for the assignment to the assignee. It is advisable to set a maximum term expectancy. Assignments, as described in this Policy guideline, shall be for periods less than 6 months. Both ‘Acting’ and ‘Interim’ assignments may be ended at any time, with notice to the employee.

### 4.2 COMPENSATION FOR A TEMPORARY ASSIGNMENT

Salary increases should be consistent with the responsibilities of the position assigned and in accordance with the City of Saskatoon ESA/SCMMA salary guidelines and Salary Administration Policy. Such salary increases may only be made if financial resources are available, and requires the approval of the Chief Human Resources Officer (CHRO). There will be no change in non-salary benefits in the case of Temporary Assignments.

# CITY OF SASKATOON

## ADMINISTRATIVE POLICY

NUMBER

A04-027

POLICY TITLE	EFFECTIVE DATE	REVISED	PAGE NUMBER
<i>Temporary Assignments</i>	<i>June 15, 2019</i>		<i>3 of 5</i>

### 4.3 COMPENSATION FOR ACTING ASSIGNMENTS

- a) Salary increases should not be provided for short-term (less than 6 weeks) Acting Assignments.
- b) Due to the short timeframe of Acting Assignments, these do not require the incumbent to assume the full duties of the role and therefore do not meet the criteria of “**Substantially the Duties**” and “**Prolonged Period**”.
- c) Acting Assignments are viewed as career development opportunities for staff to gain valuable knowledge and experience to help them in their current role and/or to prepare them for future opportunities.

### 4.4 COMPENSATION FOR INTERIM ASSIGNMENTS

- a) Salary increases may be provided for Interim Assignments providing they meet the definitions of “**Substantially the Duties**” and “**Prolonged Period**”.
- b) The salary adjustment must be in accordance with the ‘Salary Administration Policy-Exempt/SCMMA Employees’.
  - i) e.g. One range higher – 5% increase over the current salary or to the minimum of the new salary range, whichever is greater.
- c) Once an Interim Assignment ends, the employee’s salary returns to the original rate of pay.

### 4.5 COMPENSATIONS FOR ADDITIONAL DUTIES

- a) Salary increases should not be provided for Additional Duties, as staff who have assumed Additional Duties do not meet the criteria of “**Substantially the Duties**” and “**Prolonged Period**”.



# CITY OF SASKATOON

## ADMINISTRATIVE POLICY

NUMBER

A04-027

POLICY TITLE	EFFECTIVE DATE	REVISED	PAGE NUMBER
<i>Temporary Assignments</i>	<i>June 15, 2019</i>		<i>4 of 5</i>

#### 4.6 BENEFITS

- a) Benefits will not be affected while assigned to an Acting or Interim role.

#### 4.7 FILLING TEMPORARY ASSIGNMENTS

- a) Temporary Assignments may be made by the Director or Department Head of the individual being replaced, and with approval of the assignee's Direct Supervisor.
- b) For Interim Assignments greater than 6 weeks, an internal "Expression of Interest" process should be undertaken in order to ensure transparency and equity in process. Job interviews or career discussions may be conducted if more than one individual is in consideration or has expressed the interest for an Acting or Interim Assignment.
- c) Interim Assignments require the signoff by the Department Head and approval from the CHRO.
- d) Acting and Interim Assignments shall be made in accordance with equity and diversity policy guidelines of the City of Saskatoon. Efforts should be made to ensure that Acting and Interim Assignments fulfill the City of Saskatoon's goal of achieving a culturally diverse working and learning environment.

#### 4.8 RESPONSIBILITIES

- a) Chief Human Resources Officer
  - i) Oversee the administration and application of the Policy.
  - ii) Ensure consistent application of the Policy across the organization.
  - iii) Approve requests for salary increases associated with the administration of the Policy.
  - iv) Refer updates to the Administrative Leadership Team.

# CITY OF SASKATOON

## ADMINISTRATIVE POLICY

NUMBER

A04-027

POLICY TITLE	EFFECTIVE DATE	REVISED	PAGE NUMBER
<i>Temporary Assignments</i>	<i>June 15, 2019</i>		<i>5 of 5</i>

b) Director of Human Resources Operations

- i) Administer the application of the Policy ensuring compliance and consistency across the organization.
- ii) Review and propose revisions to the Policy.
- iii) Provide advice on legislative changes.

c) Department Heads

- i) Ensure that Temporary Assignments follow the Policy and associated procedures.
- ii) Initiate the request for approval of Salary Increases for Interim Assignments to the CHRO.

#### 4.9 EXCEPTIONS

**The CHRO in consultation with the City Manager may grant exceptions to this Policy guideline and any policies implemented in its support.**

## The Plumbing Permits Amendment Bylaw, 2019

### ISSUE

This report submits Bylaw No. 9669, *The Plumbing Permits Amendment Bylaw, 2019* (the “Bylaw”) for City Council’s consideration. The Bylaw implements City Council’s decision to amend the fees for cancellation of and adjustments to permits.

### RECOMMENDATION

That City Council consider Bylaw No. 9669, *The Plumbing Permits Amendment Bylaw, 2019*.

### BACKGROUND

At its October 28, 2019 Regular Business Meeting, City Council considered the report of the General Manager of the Community Services Department dated October 15, 2019 and resolved:

- “1. That proposed changes to Bylaw No. 6583, The Plumbing Permits Bylaw, as outlined in the October 15, 2019 report of the General Manager, Community Services Department, be approved; and
2. That the City Solicitor be requested to prepare the necessary revisions to Bylaw No. 6583, The Plumbing Permits Bylaw.”

### DISCUSSION/ANALYSIS

In accordance with City Council’s instruction, we are pleased to submit Bylaw No. 9669, *The Plumbing Permits Amendment Bylaw, 2019* for City Council’s consideration.

The Bylaw will come into force on January 1, 2020. This avoids complications that may arise as a result of changing the application of fees midway through the 2019 year.

A housekeeping amendment is included in the Bylaw to amend subsection 5(2) to correctly refer to the “cost per fixture” fee set out in Schedule “A”. Additionally, a “returned item fee” of \$20 has been added to Schedule “A” so that this fee may be charged in the event cheques are returned due to non-sufficient funds. This fee mirrors the \$20 returned item fee that is included in *The Building Bylaw, 2017*.

### APPENDIX

1. Proposed Bylaw No. 9669, *The Plumbing Permits Amendment Bylaw, 2019*.

#### Report Approval

Written by: Laura Thomson, Solicitor  
Approved by: Cindy Yelland, City Solicitor

## BYLAW NO. 9669

### The Plumbing Permits Amendment Bylaw, 2019

The Council of the City of Saskatoon enacts:

#### Short Title

1. This Bylaw may be cited as *The Plumbing Permits Amendment Bylaw, 2019*.

#### Purpose

2. The purpose of this Bylaw is to amend *The Plumbing Permits Bylaw* to:
  - (a) amend cancellation fees and refund fees to align with the minimum permit fee, which best approximates actual administrative costs of these services;
  - (b) amend subsection 5(2) to refer to the “cost per fixture” fee, consistent with the language used in Schedule “A”; and
  - (c) add a “returned item fee” to Schedule “A”.

#### Bylaw No. 6583 Amended

3. *The Plumbing Permits Bylaw* is amended in the manner set forth in this Bylaw.

#### Section 4 Amended

4. Section 4 is amended by striking out “\$75.00” and substituting “the minimum permit fee as set out in Schedule “A””.

#### Section 5 Amended

5. Subsection 5(2) is amended by striking out “per fixture fee to adjust the permit down, less \$75.00” and substituting “cost per fixture fee as set out in Schedule “A”, less the minimum permit fee as set out in Schedule “A””.

## Schedule "A" Amended

6. Schedule "A" is amended by adding the following line after the "Re-inspection (call back) fee" line:

“Returned item fee \$ 20.00 \$ 20.00 \$ 20.00 \$ 20.00”.

## Coming into Force

7. This Bylaw comes into force on January 1, 2020.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Mayor

City Clerk

## The Traffic Amendment Bylaw, 2019 (No. 3)

### ISSUE

This report submits Bylaw No. 9668, *The Traffic Amendment Bylaw, 2019 (No. 3)* (the “Bylaw”) for City Council’s consideration. The Bylaw implements a housekeeping amendment to Schedule No. 4.

### RECOMMENDATION

That City Council consider Bylaw No. 9668, *The Traffic Amendment Bylaw, 2019 (No. 3)*.

### BACKGROUND

*The Traffic Amendment Bylaw, 2018 (No. 3)*, passed by City Council on September 25, 2018, was intended to set the speed limit on Highway 41 from College Drive to the East City Limit at 90 km/h. A recent review of *The Traffic Bylaw* by Administration identified that Highway 41 was inadvertently referred to as Highway 14.

*The Traffic Amendment Bylaw, 2016*, passed by City Council on January 25, 2016, included two new provisions to set speed limits for different portions of Wanuskewin Road. Administration identified that at the time these provisions were added, two existing provisions dealing with the same subject matter should have been repealed, but inadvertently were not.

### DISCUSSION/ANALYSIS

The Bylaw amends subsection 8(m) of Schedule No. 4 to correctly refer to “Highway 41” instead of “Highway 14”.

The Bylaw also repeals subsection 5(r) and subsection 6(d) from Schedule No. 4, in light of the previous addition of subsection 5(x) and subsection 6(f).

### APPENDIX

1. Proposed Bylaw No. 9668, *The Traffic Amendment Bylaw, 2019 (No. 3)*.

#### Report Approval

Written by: Laura Thomson, Solicitor  
Approved by: Cindy Yelland, City Solicitor

Admin Report - The Traffic Amendment Bylaw, 2019 (No. 3)  
File No. 102.0556



## **BYLAW NO. 9668**

### **The Traffic Amendment Bylaw, 2019 (No. 3)**

The Council of the City of Saskatoon enacts:

#### **Short Title**

1. This Bylaw may be cited as *The Traffic Amendment Bylaw, 2019 (No. 3)*.

#### **Purpose**

2. The purpose of this Bylaw is to amend *The Traffic Bylaw* to:
  - (a) correct a reference in Schedule No. 4 from “Highway 14” to “Highway 41”; and
  - (b) repeal subsections 5(r) and subsections 6(d) from Schedule No. 4 as they have been replaced by subsections 5(x) and 6(f).

#### **Bylaw No. 7200 Amended**

3. *The Traffic Bylaw* is amended in the manner set forth in this Bylaw.

#### **Schedule No. 4 Amended**

4. Schedule No. 4 is amended by:
  - (a) striking out “14” in subsection 8(m) and substituting “41”;
  - (b) repealing subsection 5(r); and
  - (c) repealing subsection 6(d).

## Coming into Force

5. This Bylaw comes into force on the day of its final passing.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Mayor

City Clerk

# Amendment to Bylaw No. 8491: The Campaign Disclosure and Spending Limits Bylaw, 2006

### ISSUE

The City Solicitor's Office has been instructed to make numerous amendments to Bylaw No. 8491, *The Campaign Disclosure and Spending Limits Bylaw, 2006*. The substance of the amendments arises from a number of sources, including recommendations from the Saskatoon Municipal Review Commission, Municipal Elections Committee, engagement with the Municipal Election Disclosure Complaints Officer and a general review of all City Bylaws to modernize the references and language, including the use of gender neutral language. A comprehensive amending bylaw, Bylaw No. 9603, *The Campaign Disclosure and Spending Limits Amendment Bylaw, 2019* is being presented for City Council's consideration.

### RECOMMENDATION

That City Council consider Bylaw No. 9603, *The Campaign Disclosure and Spending Limits Amendment Bylaw, 2019*.

### BACKGROUND

Bylaw No. 8491, *The Campaign Disclosure and Spending Limits Bylaw, 2006* (the "Bylaw") was the subject of a review by the Saskatoon Municipal Review Commission, Municipal Elections Committee ("SMRC"). A report of the SMRC was considered by City Council at its Regular Business Meeting on June 26, 2017, and it was resolved that the report from the SMRC "be referred to the Governance and Priorities Committee for discussion and to the Administration for review and written comment to the same meeting of the Governance and Priorities Committee". The Governance and Priorities Committee considered a report from the Administration at its meeting held on May 22, 2018. City Council considered the Administration's report at its Regular Business Meeting on May 28, 2018, and resolved, in part:

- "1. That the City Solicitor be instructed to redraft Parts I & II of The City of Saskatoon Bylaw No. 8491: The Campaign Disclosure and Spending Limits Bylaw, 2006 in accordance with the Administration's recommendations outlined in the report of the City Solicitor and City Clerk dated May 22, 2018; ...".

At its Regular Business Meeting on August 29, 2019, City Council considered a report from the City Solicitor regarding further amendments to the Bylaw in response to interviews with Professor Courtney and Mr. Neil Robertson, Q.C. regarding the 2016 Saskatoon Municipal Election Disclosure Complaints. City Council resolved:

“That the City Solicitor be instructed to amend Bylaw No. 8491, *The Campaign Disclosure and Spending Limits Bylaw, 2006* in accordance with Option 1 outlined in the report of the City Solicitor dated August 19, 2019”.

## DISCUSSION/ANALYSIS

The substance of the amendments arising from the SMRC review and recommendations are mainly to Parts I and II of the Bylaw, with corresponding changes to the Schedules attached to the Bylaw. The proposed amendments arising from the 2016 City of Saskatoon Municipal Election Disclosure Complaints experience are mainly to Part III of the Bylaw. In accordance with the direction of City Council, a new Schedule E to the Bylaw, Election Disclosure Complaint Form, was also created.

In summary, the main substantive amendments include:

- A new definitions section which has been rewritten to clarify and move around definitions in the Bylaw. Substantive changes to the definitions in the Bylaw include clarifying the definition of donation in kind, which in turn affects the definitions of campaign contribution and campaign expense and amending the definition of “election advertising” to clarify that voluntary statements made by an individual endorsing the candidate without compensation are excluded from the definition;
- Specifically identifying the responsibilities of an official agent;
- Clarifying the rules related to fundraising events;
- Specifying that complaints submitted under Part III may not be anonymous; and
- Introducing the concept of an Election Disclosure Complaint Form.

Finally, housekeeping amendments are also contained in the amendments to clean up the language in the Bylaw including references to legislation and ensuring the Bylaw reflects gender neutral language.

All amendments have been included in a single comprehensive amending bylaw, Bylaw No. 9603, *The Campaign Disclosure and Spending Limits Amendment Bylaw, 2019*, for City Council’s consideration.

## NEXT STEPS

Once the Bylaw amendments have been approved, the City Clerk’s Office will ensure that appropriate communications related to the changes ensues.

## APPENDICES

1. Proposed Bylaw No. 9603, *The Campaign Disclosure and Spending Limits Amendment Bylaw, 2019*.

Report Approval

Written by: Christine G. Bogad, Director of Legal Services

Approved by: Cindy Yelland, City Solicitor

Admin Report - Amendment to Bylaw No. 8491: The Campaign Disclosure and Spending Limits Bylaw, 2006.docx  
Our File: 102.0528

## **BYLAW NO. 9603**

### **The Campaign Disclosure and Spending Limits Amendment Bylaw, 2019**

The Council of the City of Saskatoon enacts:

#### **Short Title**

1. This Bylaw may be cited as *The Campaign Disclosure and Spending Limits Amendment Bylaw, 2019*.

#### **Purpose**

2. The purpose of this Bylaw is to amend *The Campaign Disclosure and Spending Limits Bylaw, 2006* to:
  - (a) make changes recommended by the Municipal Review Commission and approved by Council, including:
    - (i) changing references of GST to applicable taxes;
    - (ii) clarifying the cumulative campaign contribution limit for reporting as \$100.00 or more;
    - (iii) setting out duties of the official agent appointed by a candidate for mayor;
    - (iv) clarifying the rules relating to fundraising events including creating a schedule to report event revenues and expenses; and
    - (v) updating and revising Schedules “A” to “C”;
  - (b) clarifying that voluntary statements made by an individual on a non-commercial basis do not fall within the definition of election advertising;
  - (c) making changes to the complaint process, including:
    - (i) creating a complaint form;
    - (ii) requiring the complainant’s email address as part of the information submitted in the complaint; and



- (iii) clarifying that anonymous complaints are not permitted; and
- (d) making housekeeping amendments, including those to reflect gender neutral language.

### **Bylaw No. 8491 Amended**

- 3. Bylaw No. 8491, *The Campaign Disclosure and Spending Limits Bylaw, 2006* is amended in the manner set forth in this Bylaw.

### **Preamble Amended**

- 4. Paragraph 1 of the Preamble is amended by striking out “S.S. 1982-83-, c. L-30.1” and substituting “2015, S.S. c. L-30.11”.

### **Section 2 Amended**

- 5. Section 2 is repealed and the following substituted:

#### **“Definitions**

- 2. In this Bylaw:

- (a) “campaign contribution” means money paid, loans given and the value of donations in kind provided to or for the benefit of a candidate during the campaign contribution period for the purpose of financing an election campaign, including revenue raised from a fundraising event by the sale of tickets or otherwise;
- (b) “campaign contribution period” means:
  - (i) in the case of a general election, the period between January 1 of the year following the preceding general election and ending on December 31 of the year of the next general election; and
  - (ii) in the case of a by-election to fill a vacancy on Council, the period beginning on the day following the meeting at which Council decides to hold the by-election and ending 60 days following election day;
- (c) “campaign expense” means money spent or liabilities incurred, including the cost of goods and services and the value of donations in kind used by or for the benefit of a candidate, during the campaign expenses period for

the purpose of a candidate's election campaign but does not include audit fees;

- (d) "campaign expenses period" means:
  - (i) in the case of a general election, the period beginning on June 1 of an election year and ending on December 15 of the same election year; and
  - (ii) in the case of a by-election to fill a vacancy on Council, the period beginning on the day following the meeting at which Council decides to hold the by-election and ending 10 days following election day;
- (e) "candidate" means a person nominated in accordance with *The Local Government Election Act, 2015*;
- (f) "Chartered Professional Accountant" means a member in good standing of the Institute of Chartered Professional Accountants of Saskatchewan;
- (g) "City" means the City of Saskatoon;
- (h) "Clerk" means the City Clerk of the City of Saskatoon appointed pursuant to Section 85 of *The Cities Act*;
- (i) "contributor" means an individual, organization or corporation providing a campaign contribution;
- (j) "Council" means the Council of the City of Saskatoon;
- (k) "CPI" means the Statistics Canada Consumer Price Index;
- (l) "donation in kind" means the fair market value, at the time of the donation, of goods and services provided to or for the benefit of a candidate without compensation from the candidate and includes:
  - (i) services of an employee provided by a contributor for which the employee receives payment from the contributor;
  - (ii) goods provided by a contributor who is a commercial supplier of the goods; and
  - (iii) services provided by a contributor who is a commercial or occupational supplier of the services;

but does not include:

- (i) money; or
  - (ii) volunteer labour or services;
- (m) “election advertising” means the transmission to the public, by any means, of an advertising message that promotes or opposes the election of a candidate and includes advertising in which the candidate’s name or image is predominately featured promoting, sponsoring, endorsing or launching any project or enterprise if, in the opinion of the Election Disclosure Complaints Officer, it can reasonably be inferred that the message is intended to promote the election of that candidate but shall not include:
- (i) advertising done in the ordinary course of the candidate’s business; or
  - (ii) voluntary statements made by an individual endorsing the candidate without compensation;
- (n) “fundraising event” means an event or activity held for the purpose of raising funds for a candidate by whom or on whose behalf the event or activity is held;
- (o) “registered charity” means a registered charity as defined in the *Income Tax Act*;
- (p) “Returning Officer” means a returning officer as defined in *The Local Government Election Act, 2015*; and
- (q) “volunteer labour or services” means labour or services provided for no remuneration but does not include labour or services provided by an individual if:
- (i) the individual is self-employed and the labour or services provided are normally sold or otherwise charged for by that individual; or
  - (ii) the individual is being paid by an employer, individual or organization for providing the labour or services.”

## **Heading Part II Election Expenses and Contributions Amended**

6. The heading “**Part II Election Expenses and Contributions**” is struck out and “**Part II Campaign Expenses and Contributions**” substituted.

### Section 3 Amended

7. (1) Subsection 3(1) is amended by striking out “election” and substituting “campaign”.
- (2) Subsection 3(2) is amended by:
  - (a) adding “election” after “preparation of”; and
  - (b) striking out “election expenses” and substituting “campaign expenses”.

### Section 3.1 Amended

8. (1) Subsection 3.1(1) is amended by striking out “Mayor or Councillor” and substituting “mayor or councillor”.
- (2) Subsection 3.1(2) is repealed and the following substituted:
  - “(2) The maximum allowable campaign expenses of a candidate for mayor shall be determined by application of the following formula:

$$MCE = \$0.75 \times (IE \div IB) \times P$$

where: MCE = expenses of candidate for mayor

\$0.75 = allowable campaign expense per capita

IE = CPI for the City up to March 1 in an election year

IB = CPI for the City for 2012 up to October 1

P = total population of the City as established by the most recent municipal wards commission

(IE ÷ IB) to be rounded to two decimal places”.

- (3) Subsection 3.1(3) is amended by:
  - (a) striking out “Councillor” and substituting “councillor”; and
  - (b) striking out “maximum allowable expenses of a mayoralty candidate as established” and substituting “amount determined”.

### Section 3.2 Amended

9. (1) Subsection 3.2(2) is amended by striking out “his or her” and substituting “their”.
- (2) The following is added after subsection 3.2(2):  
  
“(2.1) The official agent appointed by a candidate for mayor in an election is responsible for:  
  
(a) receiving all campaign contributions made to or for the benefit of the candidate;  
  
(b) authorizing all campaign expenses of the candidate;  
  
(c) ensuring that:  
  
(i) accurate records are kept of the campaign contributions and campaign expenses;  
  
(ii) campaign contributions that are not donations in kind are:  
  
(A) deposited in an account used solely for the purpose of holding campaign contributions; and  
  
(B) used only for the purpose of the election campaign of the candidate;  
  
(iii) accurate receipts for campaign contributions are issued and provided to contributors;  
  
(iv) the Audited Statement of Campaign Contributions and Campaign Expenses required by Section 6 of this Bylaw is prepared;  
  
(v) all financial records of the election campaign are retained for not less than two years after the election and are made available on request to the Returning Officer;  
  
(vi) all payments relating to or arising out of the election campaign are made only by cheque drawn on the account referred to in paragraph 2.1(c)(ii)(A);

- (vii) anonymous contributions are not used or spent in the campaign, but are donated to a registered charity of the candidate's choice within 30 days of receipt of the campaign contribution in accordance with Section 9; and
  - (viii) any campaign contribution accepted by or on behalf of the candidate that is contrary to this Bylaw is returned to the contributor within 30 days of receipt of the contribution."
- (3) Subsection 3.2(3) is amended by striking out "from responsibility for compliance" and substituting "of the responsibility to comply".

#### **Section 4 Amended**

- 10. Subsection 4(1) is amended by adding " , including a candidate for mayor," after "Council".

#### **Section 5 Amended**

- 11. Section 5 is repealed and the following substituted:

##### **"Candidate's Statement of Campaign Expenses/Contributions**

- (1) A candidate shall disclose campaign contributions and expenses in accordance with this Section.
- (2) A candidate shall file a Statement of Campaign Expenses/Contributions with the Returning Officer:
  - (a) in the case of a candidate for mayor, within four months following the date of the general election or by-election; and
  - (b) in the case of a candidate for councillor, within three months following the date of a general election or by-election.
- (3) The Statement of Campaign Expenses/Contributions shall include:
  - (a) a Statutory Declaration in writing in the form prescribed in Schedule "A";
  - (b) an accounting of revenues and expenses relating to fundraising events in the form prescribed in Schedule "B";



- (c) a list in writing in the form prescribed in Schedule “C” that shall include, in relation to campaign contributions:
  - (i) the name of each contributor whose cumulative campaign contribution amounted to \$100.00 or more;
  - (ii) the cumulative amount that each of the named contributors has given to the candidate; and
  - (iii) if no contributor’s cumulative campaign contribution amounted to \$100.00 or more, a notation to that effect; and
- (d) a list of all campaign contributions and expenses, a full accounting of revenues and expenses relating to fundraising events, details of donations in kind and loans received for the purposes of an election campaign in the form prescribed in Schedule “D”.

## **Section 6 Amended**

12. (1) Section 6 is amended by:
  - (a) striking out “Revenues” and substituting “Contributions” wherever it appears;
  - (b) striking out “C” and substituting “D” wherever it appears; and
  - (c) striking out “GST” and substituting “applicable taxes” wherever it appears.
- (2) Subsection 6(3) is amended by:
  - (a) striking out “mayoralty” and adding “for mayor” after “candidate” and before “files”; and
  - (b) in clause 6(3)(a):
    - (i) striking out “where” and substituting “if”; and
    - (ii) striking out “or” after “\$750.00” and substituting “and”;
  - (c) in clause 6(3)(b):
    - (i) striking out “where” and substituting “if”; and
    - (ii) striking out “or” after “\$2,000.00” and substituting “and”.

- (3) Subsection 6(4) is amended by striking out “paragraphs 3(a) and (b)” and substituting “subsection (3)”.

## **Section 8 Amended**

13. Section 8 is repealed and the following substituted:

### **“Fundraising Events**

8.
  - (1) A fundraising event may only be held during the campaign expenses period.
  - (2) All campaign contributions received at and all campaign expenses relating to fundraising events must be included in the Fundraising Events Income Statement (Schedule “B”).
  - (3) Costs and expenses relating to a fundraising event shall not be considered a campaign expense for the purposes of calculating a candidate’s maximum allowable campaign expense.
  - (4) Receipts must be issued for:
    - (a) all funds received at or relating to a fundraising event, including tickets purchased, goods and services purchased, money given in response to a general collection and money solicited from persons in attendance; and
    - (b) all expenses relating to a fundraising event.
  - (5) If the price of a ticket to a fundraising event exceeds the cost per ticket of the event, the excess shall be considered a campaign contribution. If that excess is \$100.00 or more, the name of the purchaser of the ticket shall be included in the list of campaign contributors in Schedule “C”.
  - (6) The name of every person who contributes \$100.00 or more in response to a general collection or solicitation of money at a fundraising event shall be included in the list of campaign contributors in Schedule “C”.
  - (7) If goods or services are purchased at a fundraising event for an amount that is in excess of fair market value, the excess shall be considered a campaign contribution. If the excess is \$100.00 or more, the name of the purchaser of the goods or services shall be included in the listing of campaign contributors in Schedule “C”.

- (8) The Clerk or any other person appointed by Council shall have the authority to audit a candidate's records relating to fundraising events."

#### **Section 9.1 Amended**

14. Section 9.1 is amended by:

- (1) striking out "Election Expenses/Contributions" and substituting "Campaign Expenses/Contributions"; and
- (2) striking out "attached hereto and marked as Schedule "A"" and substituting "(Schedule "A")".

#### **Section 10 Amended**

- 15. (1) Section 10 is amended by striking out "3" and substituting "3.1" wherever it appears.
- (2) Subsection 10(5) is amended by striking out "Statement of Campaign Contributions and Expenses" and substituting "Statement of Campaign Expenses/Contributions".

#### **Section 10.1 Amended**

16. Section 10.1 is amended by:

- (1) striking out "the office of councillor or mayor pursuant to section 46.1 of *The Local Government Election Act*" and substituting "councillor or mayor pursuant to Section 68 of *The Local Government Election Act, 2015*"; and
- (2) striking out "business manager" and substituting "official agent".

#### **Section 15 Amended**

- 17. (1) Subsection 15(1) is amended by striking out "election" and substituting "campaign".
- (2) Subsection 15(2) is amended by striking out "him or her to carry" and substituting "in carrying".

### **Section 16 Amended**

18. Section 16 is repealed and the following substituted:

#### **“Complaint**

16. (1) A complaint that a candidate has filed a false, misleading or incomplete disclosure of campaign contributions or expenses shall be submitted in writing in the form prescribed in Schedule “E”.
- (2) The complaint form shall contain the:
- (a) name, mailing address, telephone number and email address, if one is available, of the complainant;
  - (b) name of the candidate who is the subject of the complaint;
  - (c) nature of the complaint and the material facts upon which the complaint is made; and
  - (d) name, address and telephone number of any person that may have information that will assist in the investigation of the complaint.
- (3) A complaint pursuant to subsection (1) shall be filed with the Clerk.
- (4) Upon receipt of a complaint, the Clerk shall forward the complaint to the Election Disclosure Complaints Officer.
- (5) Anonymous complaints shall not be accepted or forwarded by the Clerk to the Election Disclosure Complaints Officer.”

### **Section 17 Amended**

19. Section 17 is amended by striking out “election” and substituting “campaign”.

### **Section 20 Amended**

20. Clause 20(1)(a) is amended by striking out “Election Expenses/Contributions pursuant to subsection 5(2)” and substituting “Campaign Expenses/Contributions pursuant to Section 5”.



## Schedule "A"

### Statutory Declaration of Candidates for Municipal Office within the City of Saskatoon with Campaign Contributions and Campaign Expenses

I, \_\_\_\_\_ of \_\_\_\_\_  
(name) (address)

in the Province of Saskatchewan, do solemnly declare that:

1. I was a candidate for the position of mayor/councillor for the City of Saskatoon in the election held on the \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_.
2. The following is a true account of all the campaign contributions and campaign expenses of my election campaign in respect of the election described in paragraph 1.

(a)	Campaign Contributions - excluding Fundraising Revenues	\$ _____
(b)	Campaign Expenses - excluding Fundraising Expenses	\$ _____
(c)	Net Fundraising Revenues (Expenses)	\$ _____

**Surplus (Deficit)** **\$ \_\_\_\_\_**

3. I intend to use the surplus as follows:

- ☐ Personal use
- ☐ Charitable donation - Specify: \_\_\_\_\_
- ☐ Other - Specify: \_\_\_\_\_
- ☐ N/A

4. I have no reason to believe that any campaign expenses other than those listed above have been expended by me or with my authority and consent or by any person for the purpose of assisting me in the election.
5. I make this solemn declaration conscientiously, believing it to be true and knowing that it is of the same force and effect as if made under oath.

Declared before me at Saskatoon, in  
the Province of Saskatchewan  
this \_\_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_

\_\_\_\_\_  
(Signature of Candidate)

\_\_\_\_\_  
(to be declared before a Justice of the Peace,  
Notary Public, or a Commissioner of Oaths, etc.)

## Schedule "B"

### Fundraising Events Income Statement

(Attach a separate Schedule for each event held)

Fund Raising Event

Date: \_\_\_\_\_

Location: \_\_\_\_\_

Type of Event: \_\_\_\_\_

Admission Charge (per person) \$\_\_\_\_\_ A

Number of Tickets Sold \_\_\_\_\_ B

Ticket Revenue from Event (A x B) \$\_\_\_\_\_

Other Revenue (Please Specify)

**Total Gross Revenue:** \$\_\_\_\_\_

\*If admission charge per person is not consistent, please provide complete breakdown of all ticket sales

Expenses (Please Specify)

**Total Expenses:** \$\_\_\_\_\_

**Net Fundraising Revenue (Expenses)** \$\_\_\_\_\_



## Schedule “C”

## List of Cumulative Campaign Contributions from Contributors

I have accepted campaign contributions towards my election campaign in the cumulative amount of \$100.00 or more from the following contributors and in the following cumulative amounts:

[illegible]

I have no reason to believe that any cumulative campaign contributions from any contributor of \$100.00 or more have been received or expended for the purpose of assisting me in the election other than those listed above.

Signature: \_\_\_\_\_  
(Signature of Candidate)

Date:

## Schedule "D"

### Statement of Campaign Contributions and Campaign Expenses

Candidate Name: \_\_\_\_\_

**Campaign Period Contributions (excluding fundraising revenues):**

Personal Contributions	_____
Cash Donations	_____
Donations in Kind	_____
Loans	_____

<b>Total Campaign Contributions (Report on Schedule "A")</b>	<b>\$</b> _____
<b>Other Revenues (i.e. interest)</b>	_____

**Campaign Period Expenses (excluding fundraising expenses):**

Nomination Deposit	_____
Advertising/Printing	_____
Office/Facility Space Rental	_____
Office Administration	_____
Office Supplies & Equipment	_____
Electoral Materials (i.e. maps, list of Electors)	_____
Food & Beverages/Entertainment	_____
Telephone/Communications/Utilities	_____
Insurance	_____
Distribution/Postage	_____
Transportation	_____
Record Keeping Costs	_____
Signs & Posters	_____
Canvassers	_____
Other (detail)	_____

<b>Total Campaign Expenses (Report on Schedule "A")</b>	<b>\$</b> _____
<b>Net Fundraising Revenues (Expenses) (Report on Schedule "B")</b>	<b>\$</b> _____
<b>Surplus (Deficit) (Report on Schedule "A")</b>	<b>\$</b> _____

#### Attestation of the Candidate

I declare that the above statement is a true account of all campaign contributions received and campaign expenses incurred by me or by my agent on my behalf.

Signature of Candidate: \_\_\_\_\_ Date: \_\_\_\_\_

#### Statement of Auditor

(To be Completed on Behalf of Candidate for Mayor Only)

I declare that I have audited the above Statement in accordance with generally accepted auditing standards. In my opinion this Statement fairly presents the candidate's campaign contributions and expenses.

Signature of Auditor: \_\_\_\_\_ Date: \_\_\_\_\_

Name and Qualifications of Auditor: \_\_\_\_\_

## Schedule “E”

### Election Disclosure Complaint Form

#### **Making a Complaint**

Fully completed Election Disclosure Complaint Forms, with all supporting documentation, must be provided to the City Clerk’s Office. The City Clerk will forward this Form and the details of the complaint to the Election Disclosure Complaints Officer in accordance with Part III of Bylaw No. 8491, *The Campaign Disclosure and Spending Limits Bylaw, 2006*. Anonymous complaints will not be accepted or forwarded by the City Clerk’s Office to the Election Disclosure Complaints Officer.

#### **Where to Send Your Complaint**

<b>Send your complaint by mail:</b>  City Clerk’s Office 222 – 3 <sup>rd</sup> Avenue North Saskatoon SK S7K 0J5	<b>Send your complaint by email:</b> City Clerk’s Office general email address: <a href="mailto:city.clerks@saskatoon.ca">city.clerks@saskatoon.ca</a>  Subject heading must say: Election Campaign Disclosure Complaint
<b>Send your complaint by fax:</b>  City Clerk’s Office general fax: 306-975-2784  Subject heading must say: Election Campaign Disclosure Complaint	If you have any questions on submission of your complaint, please contact the City Clerk’s Office at 306-975-3240

#### **Contact Information of Complainant**

Anonymous complaints will not be considered or investigated.

<b>First Name:</b>		<b>Last Name:</b>	
<b>Address:</b>			
<b>City:</b>	<b>Province:</b>	<b>Postal Code:</b>	
<b>Home Phone:</b>	<b>Business Phone:</b>	<b>Cell Phone:</b>	
<b>Email Address:</b>			

**Name of the Candidate Who is the Subject of the Complaint**

Please enter the first and last name of the candidate who is the subject of the complaint below. One complaint is allowed per Complaint Form.

<b>First Name:</b>	<b>Last Name:</b>
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**Details of the Complaint**

**Nature of complaint** (Please include as much detail as possible including the nature of the complaint and the material facts on which the complaint is made. Please make reference to the section of Bylaw No. 8491, *The Campaign Disclosure and Spending Limits Bylaw, 2006* under which the complaint is being brought).

**Witnesses or Individuals to Assist in Investigation of Complaint**

Please insert the name(s) and contact information of any person that may have information to assist in the investigation of the complaint.

<b>First Name:</b>	<b>Last Name:</b>	
<b>Address:</b>		
<b>City:</b>	<b>Province:</b>	<b>Postal Code:</b>
<b>Home Phone:</b>	<b>Business Phone:</b>	<b>Cell Phone:</b>
<b>Email Address:</b>		

<b>First Name:</b>		<b>Last Name:</b>
<b>Address:</b>		
<b>City:</b>	<b>Province:</b>	<b>Postal Code:</b>
<b>Home Phone:</b>	<b>Business Phone:</b>	<b>Cell Phone:</b>
<b>Email Address:</b>		

<b>First Name:</b>		<b>Last Name:</b>
<b>Address:</b>		
<b>City:</b>	<b>Province:</b>	<b>Postal Code:</b>
<b>Home Phone:</b>	<b>Business Phone:</b>	<b>Cell Phone:</b>
<b>Email Address:</b>		

### **List of Enclosed Supporting Documents**

Please include copies, not originals, of any documents in support of your complaint. Please list the documents enclosed below:

\_\_\_\_\_  
Complainant's Signature

\_\_\_\_\_  
Date

## The Impounding Amendment Bylaw, 2019 (No. 2)

### ISSUE

This report submits Bylaw 9670, *The Impounding Amendment Bylaw, 2019 (No. 2)*, to implement impound lot fee increases effective January 1, 2020, for City Council's consideration.

### RECOMMENDATION

That City Council consider Bylaw No. 9670, *The Impounding Amendment Bylaw, 2019 (No. 2)*.

### BACKGROUND

At the 2020 Business Plan and Budget review meetings held on November 25, 26 and 27, 2019, City Council received a report from the Chief Financial Officer requesting approval to establish fees for entrance and storage at the municipal impound lot effective January 1, 2020.

City Council resolved the fees be established as outlined in the Chief Financial Officer's report.

### DISCUSSION/ANALYSIS

Although the City Solicitor was not specifically instructed by resolution to draft a corresponding amendment to *The Impounding Bylaw, 2007*, an amendment is necessary to implement the approved fees. We are pleased to submit Bylaw 9670, *The Impounding Amendment Bylaw, 2019 (No. 2)* for City Council's consideration.

### APPENDIX

1. Proposed Bylaw No. 9670, *The Impounding Amendment Bylaw, 2019 (No. 2)*.

### Report Approval

Written by: Reché McKeague, Solicitor

Approved by: Cindy Yelland, City Solicitor

**BYLAW NO. 9670****The Impounding Amendment Bylaw, 2019 (No. 2)**

The Council of the City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as *The Impounding Amendment Bylaw, 2019 (No. 2)*.

**Purpose**

2. The purpose of this Bylaw is to amend *The Impounding Bylaw, 2007* to revise the impound fee and the storage fee.

**Bylaw No. 8640 Amended**

3. *The Impounding Bylaw, 2007* is amended in the manner set forth in this Bylaw.

**Schedule “A” Amended**

4. Schedule “A” is repealed and the schedule marked as Schedule “A” to this Bylaw is substituted.

**Coming Into Force**

5. This Bylaw comes into force on January 1, 2020.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

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Mayor

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City Clerk



## Schedule “A” to Bylaw No. 9670

### Schedule “A”

#### Impounding Charges

1.	Towing	Actual Cost
2.	Impound Fee	\$65.00
3.	Storage Fee, to be paid in addition to the Impound Fee on the first day, and for each day thereafter	\$17.00
4.	Advertising Costs	Actual Cost
5.	Administration Fee: includes lien search and preparing for sale	\$25.00
6.	Sales charge if sold	\$25.00

If a vehicle requires extra services, or if additional facilities are necessary for its proper handling, the cost of such extra service or additional facilities shall be added to the charges set out in this Schedule. Also, any costs associated with the selling of a vehicle and of transferring title shall be paid by the Purchaser.

### Proposed 2020 Rate and Fee Increases

#### ISSUE

This report submits a number of Bylaws to implement rate and fee increases for 2020 and 2021 (the “Bylaws”) for City Council’s consideration.

#### RECOMMENDATION

That City Council consider:

1. Bylaw No. 9662, *The Cemeteries Amendment Bylaw, 2019 (No. 2)*;
2. Bylaw No. 9663, *The Waste Amendment Bylaw, 2019 (No. 2)*;
3. Bylaw No. 9664, *The Building Amendment Bylaw, 2019 (No. 3)*;
4. Bylaw No. 9665, *The Waterworks Amendment Bylaw, 2019 (No. 2)*;
5. Bylaw No. 9666, *The Sewer Use Amendment Bylaw, 2019*; and
6. Bylaw No. 9667, *The Animal Control Amendment Bylaw, 2019 (No. 3)*.

#### BACKGROUND

At the 2020 Business Plan and Budget review meetings held on November 25, 26, and 27, 2019, City Council received a report of the Chief Financial Officer requesting approval to establish the cemetery fees for services provided at Woodlawn Cemetery, the commercial garbage collection rates, the residential recycling fees, the building permit program fees, the water usage charges, the sanitary sewer service charges and the pet licensing fees for 2020 and 2021.

City Council resolved the fees and rates be established as outlined in the Chief Financial Officer’s report and that the City Solicitor be requested to prepare the necessary bylaw amendments.

#### DISCUSSION/ANALYSIS

In accordance with City Council’s instructions, we are pleased to submit the Bylaws for City Council’s consideration.

#### APPENDICES

1. Proposed Bylaw No. 9662, *The Cemeteries Amendment Bylaw, 2019 (No. 2)*.
2. Proposed Bylaw No. 9663, *The Waste Amendment Bylaw, 2019 (No. 2)*.
3. Proposed Bylaw No. 9664, *The Building Amendment Bylaw, 2019 (No. 3)*.
4. Proposed Bylaw No. 9665, *The Waterworks Amendment Bylaw, 2019 (No. 2)*.
5. Proposed Bylaw No. 9666, *The Sewer Use Amendment Bylaw, 2019*.
6. Proposed Bylaw No. 9667, *The Animal Control Amendment Bylaw, 2019 (No. 3)*.

#### Report Approval

Written by: Reche McKeague, Solicitor  
Approved by: Cindy Yelland, City Solicitor

## BYLAW NO. 9662

### The Cemeteries Amendment Bylaw, 2019 (No. 2)

The Council of the City of Saskatoon enacts:

#### Short Title

1. This Bylaw may be cited as *The Cemeteries Amendment Bylaw, 2019 (No. 2)*.

#### Purpose

2. The purpose of this Bylaw is to amend *The Cemetery Bylaw, 1984* to change the fees charged for services rendered at Woodlawn Cemetery.

#### Bylaw No. 6453 Amended

3. *The Cemetery Bylaw, 1984* is amended in the manner set forth in this Bylaw.

#### Schedule “C” Amended

4. Schedule “C” is repealed and the schedule marked as Schedule “A” to this Bylaw is substituted.

#### Coming Into Force

5. This Bylaw comes into force on January 1, 2020.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

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Mayor

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City Clerk

## Schedule "A" to Bylaw No. 9662

### Schedule "C"

#### Woodlawn Cemetery Fee Schedule 2020

#### Interment Rights

#### Cemetery Plots

(including care and maintenance fund charges)

##### Casket

Adult casket grave	
New areas .....	\$1,800.00
Established areas .....	2,340.00
Jewish area .....	2,340.00
Field of Honour grave .....	1,840.00
Child grave (up to a 4 foot casket) .....	560.00
Infant grave (up to 30 days) .....	180.00

##### Cremation

Cremation only grave	
New areas .....	1,160.00
Established areas .....	1,330.00
University of Saskatchewan - Department of Anatomy	
Cremation only grave .....	210.00

#### Columbarium Niche (including care and maintenance fund charges)

Niche (Columbarium #3 - middle unit bottom half) .....	3,050.00
Niche (Columbarium #3 - middle unit top half) .....	3,450.00
Niche (Columbarium #4 & Columbarium #5) .....	3,050.00
Private estate Columbarium .....	4,760.00
Private estate Columbarium Plot .....	2,340.00

#### Cemetery Services

Opening and closing a grave (including interring human remains or cremated human remains)

Adult casket .....	1,420.00
Adult casket with funeral home supplied dome .....	1,790.00
Child casket (up to a 4 foot casket) .....	550.00
Infant (up to 30 days) .....	130.00
Cremated remains .....	610.00
Cremated remains with funeral home supplied vault .....	680.00

Two interment one opening including vault .....	930.00
Cremated remains - University of Saskatchewan	
- Department of Anatomy .....	575.00
Cremation interred with casket burial .....	270.00
Opening and closing a niche in a columbarium	
One interment in niche .....	270.00
Two interments in same niche .....	400.00
Handling and placement of casket or cremation urn .....	n/c

### **Memorialization Services**

#### Constructing or installing a concrete foundation for a memorial

Base up to 42 inches .....	410.00
Base over 42 inches .....	780.00

Removing a concrete foundation for a memorial .....	220.00
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#### Installing a flat marker

Up to 24 inches .....	240.00
Over 24 inches .....	300.00
Infant area only .....	120.00

#### Removing a flat marker

In-ground .....	150.00
In concrete .....	310.00

Adding a concrete border around a flat marker in addition to cost to install flat marker .....	240.00
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Installing Field of Honour marker (in strip) .....	370.00
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Lowering device rental charge .....	100.00
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Supplying ground cover (greens) .....	n/c
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#### Columbarium inscription

First inscription .....	530.00
Added inscription .....	410.00

Columbarium #3, 4, and 5 Vase .....	130.00
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Bronze marker refurbishing .....	220.00
Monument cleaning (power washing) .....	100.00
Installing permanent in-ground vase (in concrete) .....	320.00
Deepening grave - Adult casket .....	670.00
Installing outside supplied burial vaults .....	395.00
Disinterring human remains or cremated human remains	
Standard casket disinterment (with or without vault) .....	2,340.00
Standard child casket disinterment.....	1,120.00
Standard infant casket disinterment .....	570.00
Standard cremains disinterment (with or without vault) .....	590.00
Columbarium disinterment.....	290.00
Winter surcharge (November 1 – March 15)	
Cremation .....	130.00
Adult casket.....	240.00
Additional services (additional cost for grave preparation and closing outside regular cemetery hours)	
Saturday surcharge (9:00 a.m. - 3:00 p.m.)	
Casket service .....	630.00
Cremation service.....	350.00
Sunday or statutory holiday surcharge (9:00 a.m. - 3:00 p.m.)	
Casket service .....	880.00
Cremation service.....	490.00
Late funeral surcharge	
Weekdays (per ½ hour after 4:00 p.m.) .....	160.00
Weekends and statutory holidays (per ½ hour after 3:00 p.m.) .....	160.00
Short notice opening surcharge (November 1 - March 15)	
Casket service .....	250.00
Cremation service .....	140.00
Administration fee .....	120.00
Providing and establishing sod.....	170.00

Tent rental ..... 110.00

## **Cemetery Supplies**

### Interment vaults

Base and dome .....	630.00
Base only .....	110.00
Basic urn vault .....	110.00
Non-sealing concrete vault .....	1,290.00
Sealing concrete vault .....	1,490.00
Fibre dome .....	530.00
Oversized fibre dome .....	930.00

University of Saskatchewan monument & inscription ..... 1,130.00

### Memorial Tree

Tree .....	790.00
Stand .....	260.00
Plaque .....	350.00

Memorial Bench (including plaque) ..... 2,640.00

## **Care and Maintenance Fund Charges**

Second and third generation burials..... 280.00

Second and third cremation interments..... 220.00

### Memorials

Upright (<1.22 metres high) .....	150.00
Upright (>1.22 metres high) .....	300.00
Flat markers (>439 centimetres) .....	75.00
Flat marker on a strip .....	150.00



## **BYLAW NO. 9663**

### **The Waste Amendment Bylaw, 2019 (No. 2)**

The Council of the City of Saskatoon enacts:

#### **Short Title**

1. This Bylaw may be cited as *The Waste Amendment Bylaw, 2019 (No. 2)*.

#### **Purpose**

2. The purpose of this Bylaw is to amend *The Waste Bylaw, 2004*, effective January 1, 2020 to:
  - (a) establish the rates for the collection of garbage from commercial premises and other services;
  - (b) establish the residential recycling collection fees; and
  - (c) revise the recyclable materials permitted in residential roll-out carts.

#### **Bylaw No. 8310 Amended**

3. *The Waste Bylaw, 2004* is amended in the manner set forth in this Bylaw.

#### **Schedule “A” Amended**

4. Schedule “A” is repealed and the schedule marked as Schedule “A” to this Bylaw is substituted.

#### **Schedule “D” Amended**

5. Schedule “D” is repealed and the schedule marked as Schedule “B” to this Bylaw is substituted.



## Schedule “A” to Bylaw No. 9663

### Schedule “A”

#### Rates for the Collection of Garbage from Commercial Premises and Other Services for 2020

The minimum service charge shall be the charge per pickup.

All customers are required to provide their own waste containers. If requested, upon the approval of the Utility Services Manager, commercial customers only may rent additional roll-out and stationary containers from the City at the following rates:

- (a) 100 gallon ..... \$5.00 per month; and
- (b) 300 gallon ..... \$10.00 per month.

	<b>Regular Scheduled Collection</b>	<b>Special Unscheduled Collection (24-Hour Minimum Notice)</b>
<b>Manual Collection</b>		
Max. 1 cubic yard ..... (0.765 cubic metres)	At Cost	At Cost
<b>Commercial Waste Containers</b>		
2 cubic yards ..... (1.529 cubic metres)	\$24.00 per pickup	\$35.00 per pickup
3 cubic yards ..... (2.294 cubic metres)	\$31.00 per pickup	\$42.00 per pickup
4 cubic yards ..... (3.058 cubic metres)	\$38.25 per pickup	\$49.25 per pickup
5 cubic yards ..... (3.823 cubic metres)	\$45.75 per pickup	\$56.75 per pickup
6 cubic yards ..... (4.587 cubic metres)	\$53.75 per pickup	\$64.75 per pickup
8 cubic yards ..... (6.116 cubic metres)	\$67.50 per pickup	\$78.50 per pickup

100 US Gallon .....	\$14.00 per pickup	\$25.00 per pickup
Polyethelyne Containers		
300 US Gallon .....	\$23.00 per pickup	\$34.00 per pickup
Polyethelyne Containers		

**Rates for the Collection of Garbage from Commercial Premises  
and Other Services for 2021**

The minimum service charge shall be the charge per pickup.

All customers are required to provide their own waste containers. If requested, upon the approval of the Utility Services Manager, commercial customers only may rent additional roll-out and stationary containers from the City at the following rates:

- (a) 100 gallon..... \$5.00 per month; and
- (b) 300 gallon..... \$10.00 per month.

	<b>Regular Scheduled Collection</b>	<b>Special Unscheduled Collection (24-Hour Minimum Notice)</b>
<b>Manual Collection</b>		
Max. 1 cubic yard ..... (0.765 cubic metres)	At Cost	At Cost
<b>Commercial Waste Containers</b>		
2 cubic yards ..... (1.529 cubic metres)	\$24.00 per pickup	\$35.00 per pickup
3 cubic yards ..... (2.294 cubic metres)	\$31.00 per pickup	\$42.00 per pickup
4 cubic yards ..... (3.058 cubic metres)	\$38.50 per pickup	\$49.50 per pickup
5 cubic yards ..... (3.823 cubic metres)	\$46.00 per pickup	\$57.00 per pickup
6 cubic yards .....	\$54.00 per pickup	\$65.00 per pickup

(4.587 cubic metres)

8 cubic yards .....	\$68.00 per pickup	\$79.00 per pickup
(6.116 cubic metres)		

100 US Gallon .....	\$14.00 per pickup	\$25.00 per pickup
Polyethelyne Containers		

300 US Gallon .....	\$23.00 per pickup	\$34.00 per pickup
Polyethelyne Containers		

**Schedule “B” to Bylaw No. 9663****Schedule “D”****Residential Recycling Collection Fees**

	<b>2020</b>	<b>2021</b>
Roll-out Cart – Single Family Residential	\$7.38 per month	\$7.47 per month
Recycling Container – Multi-Unit Residential	\$3.71 per month per unit	\$3.86 per month per unit

**BYLAW NO. 9664****The Building Amendment Bylaw, 2019 (No. 3)**

The Council of the City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as *The Building Amendment Bylaw, 2019 (No. 3)*.

**Purpose**

2. The purpose of this Bylaw is to amend *The Building Bylaw, 2017* to revise the building permit fee cost per \$1,000 of construction for 2021 and 2022.

**Bylaw No. 9455 Amended**

3. *The Building Bylaw, 2017* is amended in the manner set forth in this Bylaw.

**Schedule “A” Amended**

4. Schedule “A” is repealed and the schedule marked as Schedule “A” to this Bylaw is substituted.

**Coming Into Force**

5. This Bylaw comes into force on January 1, 2020.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

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Mayor

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City Clerk



## Schedule “A” to Bylaw No. 9664

### Schedule “A”

#### Building Permit Fees

	2020	2021	2022
<b><u>Residential Building Permit</u></b>			
Residential [one- and two-unit dwellings, townhomes, row houses, apartments (that fall under Part 9 of the National Building Code)]	\$0.90/ft <sup>2</sup>	\$0.99/ft <sup>2</sup>	\$1.01/ft <sup>2</sup>
Basement development or alterations of any floor area	\$0.31/ft <sup>2</sup>	\$0.34/ft <sup>2</sup>	\$0.35/ft <sup>2</sup>
Garage - attached or detached	\$0.27/ft <sup>2</sup>	\$0.30/ft <sup>2</sup>	\$0.30/ft <sup>2</sup>
Deck	\$0.12/ft <sup>2</sup>	\$0.13/ft <sup>2</sup>	\$0.13/ft <sup>2</sup>
Roof over deck or carports	\$0.12/ft <sup>2</sup>	\$0.13/ft <sup>2</sup>	\$0.13/ft <sup>2</sup>
 <b><u>Apartments (New Construction Only) That Fall Under Part 9 of the National Building Code</u></b>			
All floor levels, including basement	\$0.90/ft <sup>2</sup>	\$0.99/ft <sup>2</sup>	\$1.01/ft <sup>2</sup>
Addition of decks and balconies to existing construction	\$0.12/ft <sup>2</sup>	\$0.13/ft <sup>2</sup>	\$0.13/ft <sup>2</sup>
Garage/accessory building (attached or detached)	\$0.27/ft <sup>2</sup>	\$0.30/ft <sup>2</sup>	\$0.30/ft <sup>2</sup>
 <b><u>All Other Construction Not Noted Above</u></b>			
Cost per \$1,000 of construction	\$ 7.50	\$ 10.00	\$ 10.50
Construction and design plan review fee (new)	\$428.00	\$437.00	\$446.00
Water and sewer plan review fee (new)	\$632.00	\$645.00	\$658.00
Minimum permit fee	\$153.00	\$156.00	\$159.00
Re-inspection fee	\$153.00	\$156.00	\$159.00
Minimum permit reinstatement fee	\$153.00	\$156.00	\$159.00
Permit extension fee	\$153.00	\$156.00	\$159.00
Interim occupancy permit	\$816.00	\$832.00	\$849.00
Final occupancy permit	\$388.00	\$395.00	\$403.00

## Schedule "A"

(continued)

### Miscellaneous Service Fees

Performance Bond for Moving a Building	\$ variable
Special Inspection	\$ 100.00
Returned Item Fee	\$ 20.00
Refund Administration Fee	\$ 300.00
Request for Change of Address	\$ 55.00
Improper address or failure to clearly address front of property facing street	\$ 100.00
Printing building permit drawings	\$ 2.50/page
Property Information Disclosure	\$ 20.00
Weekly Building Permit Report	\$ 140.00
Awning Encroachment One-Time Fee	\$ 150.00/awning
Encroachment Application Fee	\$ 100.00
Encroachment Annual Fees:	
Coal Chute or Ash Hoist	\$ 50.00 each
Canopy or s.29(4) Awning	\$ 50.00 or \$1.60 per square meter or area, whichever is the greater
Above Grade Areas	\$ 50.00 or \$3.25 per square meter or area, whichever is the greater
Underground Areas	\$ 50.00 or \$3.25 per square meter or area, whichever is the greater
Overhead Passages and Viaducts	\$ 50.00 or \$2.00 per square meter or area, whichever is the greater

**BYLAW NO. 9665****The Waterworks Amendment Bylaw, 2019 (No. 2)**

The Council of the City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as *The Waterworks Amendment Bylaw, 2019 (No. 2)*.

**Purpose**

2. The purpose of this Bylaw is to amend *The Waterworks Bylaw, 1996* to provide rates for the provision of services for 2020 and 2021.

**Bylaw No. 7567 Amended**

3. *The Waterworks Bylaw, 1996* is amended in the manner set forth in this Bylaw.

**Schedule “A” Amended**

4. Schedule “A” is repealed and the schedule marked as Schedule “A” to this Bylaw is substituted.

**Schedule “C” Amended**

5. Schedule “C” is repealed and the schedule marked as Schedule “B” to this Bylaw is substituted.

**Coming Into Force**

6. This Bylaw comes into force on January 1, 2020.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

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Mayor

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City Clerk

## Schedule “A” to Bylaw No. 9665

### Schedule “A”

#### Part I

#### Residential Property (i.e., four dwelling units or less)

The residential rate for the years 2020 and 2021, respectively, shall be as follows:

#### **Service Charges** (per month, per meter)

<b>Meter Size</b>	<b>2020</b>	<b>2021</b>
15 mm .....	\$ 12.30	\$ 12.58
20 mm .....	18.45	18.87
25 mm .....	36.90	37.74
40 mm .....	73.80	75.48
50 mm .....	123.00	125.80

#### **Volumetric Charges** (per 1 cubic metre)

	<b>2020</b>	<b>2021</b>
First 17 cubic metres per month .....	\$1.603	\$1.660
Next 17 cubic metres per month.....	1.807	1.871
All in excess of 34 cubic metres per month .....	2.379	2.463

#### **Infrastructure Charges** (per 1 cubic metre)

	<b>2020</b>	<b>2021</b>
Constant unit charge .....	\$1.152	\$1.244

#### **Minimum Monthly Charge** .....service charges per meter per month

All consumer accounts within this classification shall be based upon a quarterly reading of the meter taken to the nearest 1/100 cubic metre, and shall be billed monthly.

## Part II

### Multi-Unit Residential Property (i.e., more than four dwelling units)

The multi-unit residential rate for the years 2020 and 2021, respectively, shall be as follows:

- A. Where the ratio of dwelling units to meters is less than or equal to four, the following rate shall apply:

#### Service Charges (per month, per meter)

Meter Size	2020	2021
15 mm .....	\$ 12.30	\$ 12.58
20 mm .....	18.45	18.87
25 mm .....	36.90	37.74
40 mm .....	73.80	75.48
50 mm .....	123.00	125.80

#### Volumetric Charges (per 1 cubic metre)

	2020	2021
First 17 cubic metres per month .....	\$1.603	\$1.660
Next 17 cubic metres per month.....	1.807	1.871
All in excess of 34 cubic metres per month .....	2.379	2.463

#### Infrastructure Charges (per 1 cubic metre)

	2020	2021
Constant unit charge .....	\$1.152	\$1.244

#### Minimum Monthly Charge .....service charges per meter per month

All consumer accounts within this classification shall be based upon a quarterly reading of the meter taken to the nearest 1/100 cubic metre, and shall be billed monthly.

#### Irrigation Metered Service

Individually metered condominiums with separately metered irrigation services shall pay the residential volumetric and infrastructure charges per meter for the irrigation service as follows:

#### Volumetric Charges (per 1 cubic metre)

	2020	2021
Constant unit charge.....	\$1.807	\$1.871

**Infrastructure Charges** (per 1 cubic metre)

	<b>2020</b>	<b>2021</b>
Constant unit charge .....	\$1.152	\$1.244

There shall be no service charge per meter charged for the irrigation meters.

- B. Where the ratio of dwelling units to meters is greater than four, the following rate shall apply:

**Service Charges** (per month, per meter)

<b>Meter Size</b>	<b>2020</b>	<b>2021</b>
15 mm .....	\$ 32.09	\$ 32.30
20 mm .....	48.15	48.45
25 mm .....	96.27	96.90
40 mm .....	192.54	193.80
50 mm .....	320.90	323.00
75 mm .....	738.07	742.90
100 mm .....	1,315.69	1,324.30
150 mm .....	2,952.28	2,971.60
200 mm .....	5,262.76	5,297.20
250 mm .....	8,215.04	8,268.80

**Volumetric Charges** (per 1 cubic metre)

	<b>2020</b>	<b>2021</b>
Constant unit charge .....	\$1.337	\$1.384

**Infrastructure Charges** (per 1 cubic metre)

	<b>2020</b>	<b>2021</b>
Constant unit charge .....	\$0.956	\$1.033

**Minimum Monthly Charge** .....service charges per meter per month

All consumer accounts within this classification shall be based upon a monthly reading of the meter taken to the nearest 1/100 cubic metre, and shall be billed monthly.

### Part III Commercial and Industrial Property

The commercial and industrial rates for the years 2020 and 2021, respectively, shall be as follows:

#### Service Charges (per month, per meter)

<b>Meter Size</b>	<b>2020</b>	<b>2021</b>
15 mm .....	\$ 32.09	\$ 32.30
20 mm .....	48.14	48.45
25 mm .....	96.27	96.90
40 mm .....	192.54	193.80
50 mm .....	320.90	323.00
75 mm .....	738.07	742.90
100 mm .....	1,315.69	1,324.30
150 mm .....	2,952.28	2,971.60
200 mm .....	5,262.76	5,297.20
250 mm .....	8,215.04	8,268.80

#### Volumetric Charges (per 1 cubic metre)

	<b>2020</b>	<b>2021</b>
Constant unit charge .....	\$1.337	\$1.384

#### Infrastructure Charges (per 1 cubic metre)

	<b>2020</b>	<b>2021</b>
Constant unit charge .....	\$0.956	\$1.033

**Minimum Monthly Charge** .....service charges per meter per month

All consumer accounts within this classification shall be based upon a monthly reading of the meter taken to the nearest 1/100 cubic metre, and shall be billed monthly.



## **Part IV Reseller**

The reseller rates for the years 2020 and 2021, respectively, shall be as follows:

### **Volumetric Charges** (per 1 cubic metre)

	<b>2020</b>	<b>2021</b>
Constant unit charge .....	\$2.65	\$2.65

## Schedule “B” to Bylaw No. 9665

### Schedule “C”

#### Deposits, Service Charges and Miscellaneous Fee Schedule

	<b>2020</b>	<b>2021</b>
Application Fee .....	\$ 30.00	\$ 30.00
Service Connect for Arrears .....	80.00	80.00
Temporary Service (inactive account status - no monthly minimum charge) .....	25.00	25.00
Removal, Re-installation, Turn On or Turn Off Curb Stop Valve of Service Meters (not for demolition of building)		
15 mm to 25 mm.....	80.00	80.00
40 mm and larger .....	120.00	120.00
Installation and Removal of Hydrant Meters for Construction Purposes		
Initial installation .....	305.00	305.00
Each additional location install.....	152.50	152.50
Monthly rental (25 mm).....	145.00	145.00
Monthly rental (50 mm).....	370.00	370.00
Meter Testing (Customer Requested)		
If found to be accurate (15 mm to 25 mm) .....	70.00	70.00
If found to be accurate (40 mm).....	95.00	95.00
If found to be accurate (50 mm).....	125.00	125.00
If found to be accurate (75 mm & larger) .....	At Cost	At Cost
If found to be inaccurate .....	No Charge	No Charge
Installation of Larger than Standard Meter		
Up to 20 mm.....	70.00	70.00
Up to 25 mm.....	95.00	95.00
Greater than 25 mm .....	At Cost	At Cost

Installation of Fire Service Meter .....	At Cost	At Cost
Repair of Damaged, Frozen or Stolen Meter		
15 mm .....	110.00	115.00
20 mm .....	150.00	150.00
25 mm .....	205.00	205.00
Larger than 25 mm .....	At Cost	At Cost
Special Read (Customer Requested) .....	25.00	25.00
Research Billing History (Customer Requested) .....	25.00	25.00
High-Risk Credit History Residential and Multi-Unit Residential Deposit .....	2x estimated monthly bill	
Commercial and Industrial Service Deposit .....	2x estimated monthly bill	

Commercial or High-Risk Credit History Residential and Multi-Unit Residential accounts shall be required to submit a Deposit in the amount of 2x estimated monthly billing. The Deposit will be credited back to the customer's account following a two-year satisfactory account credit history.

**BYLAW NO. 9666****The Sewer Use Amendment Bylaw, 2019**

The Council of the City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as *The Sewer Use Amendment Bylaw, 2019*.

**Purpose**

2. The purpose of this Bylaw is to amend *The Sewer Use Bylaw, 2017* to provide rates for the provision of services for 2020 and 2021.

**Bylaw No. 9466 Amended**

3. *The Sewer Use Bylaw, 2017* is amended in the manner set forth in this Bylaw.

**Schedule “D” Amended**

4. Schedule “D” is repealed and the schedule marked as Schedule “A” to this Bylaw is substituted.

**Coming Into Force**

6. This Bylaw comes into force on January 1, 2020.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

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Mayor

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City Clerk

## Schedule “A” to Bylaw No. 9666

### Schedule “D”

## Sanitary Sewer Service Charges

### Part I

### Residential Property (i.e., four dwelling units or less)

The residential rate for the years 2020 and 2021, respectively, shall be as follows:

#### Service Charges (per month, per meter)

Meter Size	2020	2021
15 mm .....	\$ 12.30	\$ 12.58
20 mm .....	18.45	18.87
25 mm .....	36.90	37.74
40 mm .....	73.80	75.48
50 mm .....	123.00	125.80

#### Volumetric Charges (per 1 cubic metre)

	2020	2021
First 17 cubic metres per month .....	\$0.830	\$0.860
Next 17 cubic metres per month.....	0.935	0.969
All in excess of 34 cubic metres per month .....	1.231	1.276

**Minimum Monthly Charge** .....service charges per meter per month

## Part II

### Multi-Unit Residential Property (i.e., more than four dwelling units)

The multi-unit residential rate for the years 2020 and 2021, respectively, shall be as follows:

- A. Where the ratio of dwelling units to meters is less than or equal to four, the following rate shall apply:

#### Service Charges (per month, per meter)

Meter Size	2020	2021
15 mm .....	\$ 12.30	\$ 12.58
20 mm .....	18.45	18.87
25 mm .....	36.90	37.74
40 mm .....	73.80	75.48
50 mm .....	123.00	125.80

#### Volumetric Charges (per 1 cubic metre)

	2020	2021
First 17 cubic metres per month .....	\$0.830	\$0.860
Next 17 cubic metres per month.....	0.935	0.969
All in excess of 34 cubic metres per month .....	1.231	1.276

**Minimum Monthly Charge** .....service charges per meter per month

#### Irrigation Metered Service

Individually metered condominiums with separately metered irrigation services shall pay the residential volumetric and infrastructure charges per meter for the irrigation service as follows:

#### Volumetric Charges (per 1 cubic metre)

	2020	2021
Constant unit charge.....	\$0.935	\$0.969

There shall be no service charge per meter charged from the irrigation meters.

- B. Where the ratio of dwelling units to meters is greater than four, the following rate shall apply:

**Service Charges** (per month, per meter)

<b>Meter Size</b>	<b>2020</b>	<b>2021</b>
15 mm .....	\$ 32.09	\$ 32.30
20 mm .....	48.14	48.45
25 mm .....	96.27	96.90
40 mm .....	192.54	193.80
50 mm .....	320.90	323.00
75 mm .....	738.07	742.90
100 mm .....	1,315.69	1,324.30
150 mm .....	2,952.28	2,971.60
200 mm .....	5,262.76	5,297.20
250 mm .....	8,215.04	8,268.80

**Volumetric Charges** (per 1 cubic metre)

	<b>2020</b>	<b>2021</b>
Constant unit charge .....	\$1.067	\$1.106



### Part III Commercial and Industrial Property

The commercial and industrial rates for the years 2020 and 2021, respectively, shall be as follows:

#### Service Charges (per month, per meter)

Meter Size	2020	2021
15 mm .....	\$ 32.09	\$ 32.30
20 mm .....	48.14	48.45
25 mm .....	96.27	96.90
40 mm .....	192.54	193.80
50 mm .....	320.90	323.00
75 mm .....	738.07	742.90
100 mm .....	1,315.69	1,324.30
150 mm .....	2,952.28	2,971.60
200 mm .....	5,262.76	5,297.20
250 mm .....	8,215.04	8,268.80

#### Volumetric Charges (per 1 cubic metre)

	2020	2021
Constant unit charge .....	\$1.067	\$1.106

#### Surcharges

Industrial and commercial users shall pay, in addition to the volumetric charge, a monthly charge for sewer service calculated in accordance with the following formula:

$$2020 \quad R = 8.1 \frac{(X)}{300} + 8.7 \frac{(Y)}{300} + 8.5 \frac{(Z)}{100} + 8.3 \frac{(P)}{10}$$

$$2021 \quad R = 8.3 \frac{(X)}{300} + 8.9 \frac{(Y)}{300} + 8.7 \frac{(Z)}{100} + 8.5 \frac{(P)}{10}$$

Where:

R = the monthly surcharge for sewer service expressed in cents per 1 cubic metre of water;

- X means the BOD concentration in the sewage effluent in excess of 300 parts per million. If the BOD concentration is equal to or less than 300 parts per million, X shall be deemed to be zero.
- Y means the Total Suspended Solids concentration in the sewage effluent in excess of 300 parts per million. If the Total Suspended Solids concentration is equal to or less than 300 parts per million, Y shall be deemed to be zero.
- Z means the Grease concentration in the sewage effluent in excess of 100 parts per million. If the Grease concentration is equal to or less than 100 parts per million, Z shall be deemed to be zero.
- P means the Phosphorous concentration in the sewage effluent in excess of 10 parts per million. If the Phosphorous concentration is equal to or less than 10 parts per million, P shall be deemed to be zero.

The values for X, Y, Z and P in the formula shall be based on the average strength of sewage discharged by the property concerned as determined by tests conducted by the City.

Notwithstanding the foregoing, no monthly charge for commercial and industrial consumers shall be less than the service charge per meter per month.

## Part IV Trucked Liquid Waste

The following charges shall be applicable to all users delivering liquid waste directly to the City's sewage treatment facilities:

	<b>2020</b>	<b>2021</b>
Industrial, Commercial and Septic Waste (per 1,000 litres) .....	\$14.89	\$15.21
Liquid Waste Containing Grit (per 1,000 litres) .....	\$21.32	\$21.77

**BYLAW NO. 9667****The Animal Control Amendment Bylaw, 2019 (No. 3)**

The Council of the City of Saskatoon enacts:

**Short Title**

1. This Bylaw may be cited as *The Animal Control Amendment Bylaw, 2019 (No. 3)*.

**Purpose**

2. The purpose of this Bylaw is to amend *The Animal Control Bylaw, 1999* to establish the fees for pet licensing for 2020 and 2021.

**Bylaw No. 7860 Amended**

3. *The Animal Control Bylaw, 1999* is amended in the manner set forth in this Bylaw.

**Schedule No. 1 Amended**

4. Schedule No. 1 is repealed and the schedule marked as Schedule “A” to this Bylaw is substituted.

**Coming Into Force**

5. This Bylaw comes into force on January 1, 2020.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2019.

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Mayor

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City Clerk

**Schedule “A” to Bylaw No. 9667****Schedule No. 1****Annual License Fees for Cats and Dogs****Effective January 1, 2020**

Cat not spayed or neutered	\$40.00
Cat under 12 months old	\$18.00
Cat spayed or neutered	\$18.00
Dog not spayed or neutered	\$60.00
Dog under 12 months old	\$30.00
Dog spayed or neutered	\$30.00
Tag Replacement	\$10.00

**Effective January 1, 2021**

Cat not spayed or neutered	\$40.00
Cat under 12 months old	\$18.00
Cat spayed or neutered	\$18.00
Dog not spayed or neutered	\$60.00
Dog under 12 months old	\$30.00
Dog spayed or neutered	\$30.00
Tag Replacement	\$10.00

## January 2020 Electrical Rate Change – Federal Carbon Charge

### ISSUE

On December 13, 2019, the Government of Saskatchewan announced a new Carbon Charge rate on electricity that will become effective January 1, 2020. This is an increase from the previous rate that came into effect on April 1, 2019, and will be used to offset costs resulting from the Federal Government's Carbon Tax.

The purpose of this report is to request approval of the new rates for the Carbon Charge within each of the residential and general service categories, and an equivalent percentage increase for street lighting and miscellaneous rates.

### RECOMMENDATION

1. That the proposed January 1, 2020 rate changes be approved for Saskatoon Light & Power's rates, as outlined in this report; and
2. That City Council consider Bylaw No. 9671, The Electric Light and Power Amendment Bylaw, 2019 (No. 4).

### BACKGROUND

On April 1, 2019, the Government of Saskatchewan implemented the first step in a multi-year plan to implement the Federal Government's Carbon Tax on electricity generation. The first step was based on a cost of \$20 per tonne of carbon dioxide equivalent emissions (CO<sub>2</sub>e) in 2019, and rising to \$50 per tonne by 2022. SaskPower took this additional cost into account and created a new Carbon Charge rate that would recover this cost from customers. Saskatoon Light & Power implemented a matching charge for its customers.

On December 13, 2019, the Government of Saskatchewan announced the increased Carbon Charge rate that will become effective January 1, 2020.

The City has historically set its rates to match those established by SaskPower to ensure there are no inequities between customers regardless if they are located within the City's or SaskPower's franchise areas. The Federal Carbon Charge is applied on a kilowatt per hour (kWh) basis.

### DISCUSSION/ANALYSIS

The proposed rate increase will have an overall 2.4% impact on rates for customers. Street lighting and other miscellaneous rates will increase 1.8% and 2.7% respectively. Below are the new rates that will be applied to each of the residential and commercial rate categories.

<b>Rate Category</b>	<b>Cost per kWh</b>
Residential	\$0.0063
General Service II	\$0.0063
General Service III	\$0.0063
General Service IV	\$0.0063
General Service V	\$0.0063
General Service VI	\$0.0060

Other possible options include a rate increase different from SaskPower's, or no rate increase at all. The Administration does not recommend either alternative to ensure customer rates are equal regardless of their service provider.

### **FINANCIAL IMPLICATIONS**

The approved 2020 budget was based on an estimate Carbon Charge rate (on average) of \$0.0057 per kWh. In the budget, the Carbon Charge was estimated to cost Saskatoon Light & Power's operations a total of \$49,000; however, it had a positive impact to the mill rate of \$426,400, due to the increase in Grants-in-Lieu.

The higher rates now approved by SaskPower will cost Saskatoon Light & Power an additional \$105,600 over the approved 2020 budget, and will have an increased negative budgetary impact of \$13,400 on mill rate operations. The impact on the mill rate is a result of increased electrical costs for civic operations and street lighting. Saskatoon Light & Power's impact was offset by increased costs for power purchased from SaskPower, as well as increased Grants-in-Lieu provided to the City.

If the recommended rate increase is not approved, there would be a significant financial impact since the cost of purchasing bulk power from SaskPower will still go up. The financial implication would negatively impact the utility by \$2,805,900 annually, along with a negative impact of \$290,600 on mill rate operations.

### **OTHER IMPLICATIONS**

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

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

### **NEXT STEPS**

Upon approval of the electrical rate change, communications will occur to ensure customers are notified. The City website will also be updated to reflect the new electrical rates.



## **APPENDIX**

1. Bylaw No. 9671, The Electric Light and Power Amendment Bylaw, 2019 (No. 4)

## **REPORT APPROVAL**

Written by: Trista Olszewski, Accounting Coordinator II  
Reviewed by: Trevor Bell, Director of Saskatoon Light & Power  
Approved by: Angela Gardiner, General Manager, Utilities & Environment

Admin Report - January 2020 Electrical Rate Change – Federal Carbon Charge.docx

## BYLAW NO. 9671

### The Electric Light and Power Amendment Bylaw, 2019 (No. 4)

The Council of the City of Saskatoon enacts:

#### Short Title

1. This Bylaw may be cited as *The Electric Light and Power Amendment Bylaw, 2019 (No. 4)*.

#### Purpose

2. The purpose of this Bylaw is to amend Bylaw No. 2685, *A bylaw to regulate the sale of electric light and power in the City of Saskatoon and fixing the rates and deposits therefor*, to conform with the rates set by SaskPower for January 1, 2020.

#### Bylaw No. 2685 Amended

3. *A bylaw to regulate the sale of electric light and power in the City of Saskatoon and fixing the rates and deposits therefor* is amended in the manner set forth in this Bylaw.

#### Section 6.(1) Amended

4. Section 6.(1) is repealed and the following substituted:  
 "6.(1) From and after the 1<sup>st</sup> day of January, 2020, the following shall be the rates for the supply of electric current for light and/or power by the City of Saskatoon and all charges for electric current consumed on and after the said date shall be computed on the following applicable rates:

#### Rates

All rates apply to individual customers on a monthly basis, and the City of Saskatoon reserves the right to:

- (a) require separate metering for each customer; and
- (b) specify the service voltage.

## Residential

To apply to all residential customers for domestic use only.

<b>Service Charge</b> .....	\$25.07 per month
<b>Energy Charge</b> .....	15.65¢ per kWh
<b>Carbon Tax Charge</b> .....	0.63¢ per kWh
<b>Minimum Bill</b> .....	the service charge

**NOTE: The bulk metered rate option is closed to new customers**

Where one meter supplies more than one family dwelling unit, all rate blocks, the service charge and the minimum charge shall be multiplied by 100% of the total number of dwelling units in the premises.

## General Service II

To apply to all non-residential customers to which no other rates apply and having a monthly demand less than 15 kVA.

<b>Service Charge</b> .....	\$34.25 per month
<b>Energy Charges</b>	
First 14,500 kWh per month.....	15.04¢ per kWh
Balance over 14,500 kWh per month....	7.94¢ per kWh
<b>Carbon Tax Charge</b> .....	0.63¢ per kWh
<b>Minimum Bill</b> .....	the service charge

If the customer's demand is 15 kVA or greater, the customer will advance to the General Service III rate.

### General Service III

To apply to all non-residential customers to which no other rates apply and having billing demands from 15 kVA to 75 kVA inclusive.

**Service Charge**..... \$34.25 per month

#### Energy Charges

First 14,500 kWh per month..... 15.04¢ per kWh

Balance over 14,500 kWh per month.... 7.94¢ per kWh

**Carbon Tax Charge**..... 0.63¢ per kWh

#### Demand Charges

First 50 kVA of  
billing demand per month..... no charge

Balance over 50 kVA of  
billing demand per month..... \$16.66 per kVA

#### Minimum Bill

The service charge plus \$5.36 per kVA of maximum billing demand over 50 kVA recorded in the previous 11 months.

#### Billing Demand

The billing demand shall be the maximum demand registered in the current billing period. If such demand exceeds 75 kVA, then the customer advances to General Service IV rate.

If a customer's billing demand is less than 15 kVA, then the customer reverts to General Service II rate.

## General Service IV

To apply to all non-residential customers to which no other rates apply and having billing demands greater than 75 kVA and up to and including 500 kVA.

**Service Charge**.....\$63.73 per month

### Energy Charges

First 16,750 kWh per month..... 13.19¢ per kWh

Balance over 16,750 kWh per month.... 8.44¢ per kWh

**Carbon Tax Charge**.....0.63¢ per kWh

### Demand Charges

First 50 kVA of  
billing demand per month..... no charge

Balance over 50 kVA of  
billing demand per month..... \$17.16 per kVA

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher:

**Service Charge**.....\$266.59 per month

**Energy Charge** .....7.98¢ per kWh

**Carbon Tax Charge**.....0.63¢ per kWh

**Demand Charge** ..... \$15.35 per kVA of billing  
demand per month

### Minimum Bill

The service charge plus \$5.36 per kVA of maximum billing demand over 50 kVA in the previous 11 months.

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher, the service charge plus \$5.36 per kVA of maximum billing demand in the previous 11 months.

### **Billing Demand**

The billing demand shall be the maximum demand registered in the current billing period.

If the billing demand exceeds 500 kVA, then the customer advances to General Service V rate.

If a customer's billing demand is equal to, or less than 75 kVA, then the customer reverts to General Service III rate.

### **General Service V**

To apply to all non-residential customers to which no other rates apply and having billing demands greater than 500 kVA and up to and including 3,000 kVA.

**Service Charge**..... \$63.73 per month

#### **Energy Charges**

First 16,750 kWh per month..... 13.19¢ per kWh

Balance over 16,750 kWh per month.... 8.44¢ per kWh

**Carbon Tax Charge**..... 0.63¢ per kWh

#### **Demand Charges**

First 50 kVA of  
billing demand per month..... no charge

Balance over 50 kVA of  
billing demand per month..... \$17.16 per kVA

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher:

**Service Charge**..... \$266.59 per month

**Energy Charge** ..... 7.98¢ per kWh

**Carbon Tax Charge**..... 0.63¢ per kWh

**Demand Charge** ..... \$15.35 per kVA of billing  
demand per month

**Minimum Bill**

The service charge plus \$5.36 per kVA of maximum billing demand over 50 kVA in the previous 11 months.

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher, the service charge plus \$5.36 per kVA of maximum billing demand in the previous 11 months.

**Billing Demand**

The billing demand shall be the maximum demand registered in the current billing period;

or

For those services with approved time-of-day metering (costs to be borne by the customer), the greater of the maximum kVA demand registered between the hours of 07:00 to 22:00 local time Monday through Friday excluding statutory holidays or 80% of the maximum kVA demand registered at any other time during the current month.

If the billing demand exceeds 3,000 kVA, then the customer advances to General Service VI rate.

If the customer's billing demand is equal to, or less than 500 kVA, then the customer reverts to General Service IV rate.

**General Service VI**

To apply to all non-residential customers to which no other rates apply and having billing demands greater than 3,000 kVA and up to and including 15,000 kVA.

**Service Charge**..... \$6,807.79 per month

**Energy Charge** ..... 7.59¢ per kWh

**Carbon Tax Charge**..... 0.60¢ per kWh



At the customer's request, an alternative energy charge is available. If a customer registers for this energy charge, the customer must remain on this energy charge for a period of at least one year. To be eligible, the customer must have approved time-of-day metering (costs to be borne by the customer).

**On-Peak Energy Consumption** – monthly energy consumed between the hours of 07:00 to 22:00 hours Monday through Friday excluding statutory holidays (“on-peak hours”).

**Off-Peak Energy Consumption** – monthly energy consumed in all hours excluding on-peak hours.

**On-Peak Energy Charge**.....8.22¢ per kWh

**Off-Peak Energy Charge** .....7.12¢ per kWh

**Carbon Tax Charge**.....0.60¢ per kWh

**Demand Charge** ..... \$12.86 per kVA of billing  
demand per month

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher, the demand charge shall be \$12.00 per kVA of billing demand.

### **Minimum Bill**

The demand charge plus the service charge.

### **Recorded Demand**

The monthly recorded demand shall be the maximum kVA demand registered during the current month.

### **Billing Demand**

The billing demand shall be the monthly recorded demand or 75% of the maximum billing demand in the previous 11 billing periods, whichever is the greater.

If a customer's billing demand is equal to, or less than 3,000 kVA, then the customer reverts to General Service V rate.

## Unmetered Services

To apply to all unmetered services where the electrical consumption is constant and predictable. Examples of this type of load are SaskTel telephone booths, crosswalk lighting, school warning lights, automated railway crossing protection, street traffic counters, traffic lights, Public Library bookmobiles, and other miscellaneous services. This rate is not applicable to decorative lighting, dusk to dawn lighting where the City owns and maintains the equipment, SaskEnergy rectifiers, and cable television power supply units.

### Rate

Charge per 100 watts of calculated  
average demand per month..... \$11.18

**Minimum Bill** ..... \$21.59 per month

## Decorative Lighting

To apply to all unmetered electricity where the City owns and maintains the lighting equipment used for decorative lighting.

### Rate

Charge per 100 watts of calculated  
average demand per month..... \$4.85

**Minimum Bill** ..... \$21.59 per month

## Street Lighting and Off-Street Floodlighting

To apply to all unmetered lighting operated dusk to dawn by photo control where the City owns and maintains the lighting equipment. These rates apply to all City and Department of Highway street lighting, and to the floodlighting of public areas, lanes and private parking areas. With the exception of City accounts, these rates are closed to both existing and new customers for the purpose of off-street floodlighting.

### Fixture Wattage and Type

Rate Code	Ornamental HPS	HPS	Ornamental MH	LED	MH	Monthly Rate
SL13	50 W					\$15.30
SL14	70 W					\$15.94
SL15	100 W					\$16.41
SL16	150 W					\$20.48
SL17	250 W					\$23.58
SL18		100 W				\$15.63
SL19		150 W				\$17.35
SL20		250 W				\$21.56
SL21		400 W				\$26.19
SL22		1000 W				\$44.93
SL23	400 W					\$28.18
SL24					400 W	\$26.81
SL25		200 W				\$23.12
SL26			50 W			\$18.92
SL27			100 W			\$22.02
SL28			250 W			\$27.70
SL29				100 W		\$16.84

### SaskEnergy Rectifiers

To apply to all unmetered Cathodic Protection rectifiers.

#### Rate

Charge per rectifier per month..... \$31.85

#### Minimum Bill

Charge per rectifier ..... \$31.85 per unit

### Cable Television Power Supply Units

To apply to all unmetered Cable Television power supply units.

#### Rate

Charge per power supply unit per month..... \$83.64

