

REVISED AGENDA REGULAR BUSINESS MEETING OF CITY COUNCIL

Monday, January 27, 2020

1:00 p.m.

Council Chamber, City Hall

Pages

1. NATIONAL ANTHEM AND CALL TO ORDER

2. *CONFIRMATION OF AGENDA*

9 - 19

Recommendation

1. That the request to speak from Candace Skrapek, Saskatoon Council on Aging, dated January 27, 2020 be added to item 5.3;
2. That the following letters be added to item 8.1.4:
 1. Request to Speak - David Fineday, dated January 26, 2020
 2. Submitting Comments - Katelyn Siggelkow, Pleasant Hill Community Association, dated January 26, 2020
3. That the letter requesting to speak from Darla Lindbjerg, The Chamber, dated January 26, 2020 be added to item 8.3.3;
4. That the items with speakers be heard following consideration of the Consent Agenda as follows:
 1. Item 8.1.4 - David Fineday
 2. Item 8.3.3 - Darla Lindbjerg
5. That the agenda be confirmed as amended.

3. DECLARATION OF CONFLICT OF INTEREST

4. ADOPTION OF MINUTES

20 - 117

Recommendation

That the minutes of the 2020/2021 Preliminary Business Plan and Budget of City Council held on November 25, 26, and 27, 2019, and the minutes of the Regular Business Meeting of City Council held on December 16 2019, be adopted.

5. PUBLIC ACKNOWLEDGMENTS

5.1 In Remembrance of Ryan Knelsen

5.2 In Remembrance of Keith Selsky

5.3 Saskatoon Council on Aging - Recognition of Being an Age Friendly City

118

Request to Speak - Candace Skrapek, Saskatoon Council on Aging,
January 27, 2020

5.4 Council Members

The City Clerk reported that this is a standing item on the agenda in order to provide Council Members an opportunity to provide any public acknowledgements.

6. UNFINISHED BUSINESS

7. QUESTION PERIOD

8. CONSENT AGENDA

Recommendation

That the Committee recommendations contained in Items 8.1.1 to 8.1.4; 8.2.1 to 8.2.3; 8.3.1 to 8.3.3; 8.4.1; and 8.5.1 to 8.5.4 be adopted as one motion.

8.1 Standing Policy Committee on Planning, Development & Community Services

8.1.1 Marr Residence 2019 Annual Report [File No. CK 430-60]

119 - 124

Recommendation

That the Marr Residence 2019 Annual Report be received as information.

8.1.2 Acquisition of Artworks into Public Art Collection [File No. CK 4040-1 and RCD 1870-13]

125 - 132

Recommendation

1. That the donation of the artworks Contrapuntal Jazz, Dream Walker, Cascadence and River and Sky be accepted as donations into the City of Saskatoon public art collection, as recommended by the Public Art Advisory Committee and Civic Administration;
2. That the Office of the City Solicitor prepare the necessary agreements evidencing the donations for signing by the Artists, the Mayor and the City Clerk; and
3. That the Office of the City Solicitor prepare the necessary agreement with the Saskatchewan Craft Council to allow for the display of the artwork River and Sky on the Craft Council building at 813 Broadway Avenue.

8.1.3 Corridor Transformation Plan [File No. CK 4350-66 and PL 4110-78-1 (BF 044-18)]

133 - 211

Attachment 2 will only be provided digitally due to size.

Recommendation

1. That the Corridor Transformation Plan be endorsed to guide future corridor land use planning activities as the basis for implementing the Corridor Growth Portfolio of the Growth Plan to Half a Million; and
2. That the Corridor Transformation Plan be forwarded to the Municipal Planning Commission for information.

8.1.4 Licensing Rental Properties and Regulation of Nuisance Calls for Emergency Services [File No. CK 750-1 and PL 4005-9-14]

212 - 267

Letters from the following are provided:

- Requesting to Speak - David Fineday, dated January 26, 2020
- Submitting Comments - Katelyn Siggelkow, Pleasant Hill Community Association, dated January 26, 2020

Recommendation

That Administration be directed to investigate further and report back on the financial implications of implementing Option 1,; increase staffing to facilitate pro-active property maintenance inspections, as outlined in the January 14, 2020 report of the General Manager, Community Services Department.

8.2 Standing Policy Committee on Finance

8.2.1	Saskatchewan Urban Municipalities Association (SUMA) 2020 Membership Fees [File No. CK. 155-3]	268 - 272
	Recommendation	
	That the 2020 membership fee for the Saskatchewan Urban Municipalities Association in the amount of \$115,518.46 be paid.	
8.2.2	Low-Density Residential Presale Lot Allocation Process – Aspen Ridge/Brighton [File No. CK. 4215-1 x 4110-36]	273 - 281
	Recommendation	
	<ol style="list-style-type: none"> 1. That the Administration be authorized to pilot a presale process of unsubdivided and unserviced lot blocks in one future phase of Aspen Ridge and Brighton neighbourhoods (as shown in Appendix 1) through an open market (standard terms) sales approach; 2. That if the lot blocks are not sold through the pilot presale process, they be subdivided and offered to Eligible Contractors in a multi-lot allocation or lot draw process; 3. That any lots remaining from these allocations be offered for sale over the counter on a first-come, first-served basis; 4. That the Administration be authorized to administer architectural controls on the subject properties; and 5. That the City Solicitor be requested to prepare the Presale Agreements and subsequent Agreements for Sale and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal. 	
8.2.3	Property Realized Reserve Withdrawal [File No. CK. 1815-1]	282 - 284
	Recommendation	
	That a withdrawal of \$452,915.75 from the Property Realized Reserve be approved to fund miscellaneous land development and related sales costs incurred during the period December 1, 2018 to November 30, 2019.	
8.3	Standing Policy Committee on Environment, Utilities & Corporate Services	
8.3.1	Truth and Reconciliation Commission of Canada Calls to Action Update – January 2020 [CK 5615-1]	285 - 307

Recommendation

That the Administration be directed to permanently install the Treaty 6 and Métis flags within City Council Chambers and other City of Saskatoon owned and operated facilities as appropriate to recognize the importance of the Treaty Relationship as a foundational basis for mutual cooperation in Saskatoon and the importance of working with Indigenous Governments toward the benefit of the whole community.

- 8.3.2 Sustainability Report: Towards a Healthy, Resilient and Regenerative Saskatoon [CK 7550-1]** 308 - 383

Attachment 1 will only be provided digitally due to size.

Recommendation

That the report of the General Manager, Utilities & Environment dated January 13, 2020 be received as information.

- 8.3.3 Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institutional Sector [CK 7830-1]** 384 - 421

Request to Speak and Comments - Darla Lindbjerg, The Chamber, dated January 26, 2020.

Recommendation

1. That Option 1 - Waste Bylaw Enforcement plus Separate Waste Containers be approved for implementation; and
2. That the City Solicitor amend Bylaw No. 8310, The Waste Bylaw to enact Option1.

8.4 Standing Policy Committee Transportation

- 8.4.1 Sidewalk Infill Prioritization Criteria [CK 6220-1 x 6000-5]** 422 - 430

Recommendation

That the report of the General Manager, Transportation and Construction Department dated January 13, 2020 be received as information.

8.5 Governance and Priorities Committee

- 8.5.1 Resignation – Saskatoon Environmental Advisory Committee (File No. CK. 175-9)** 431

Recommendation

That the City Clerk be requested to advertise the Youth vacancy on the Saskatoon Environmental Advisory Committee.

- 8.5.2 Appointment - Municipal Planning Commission (File No. CK. 175-16)** 432

Recommendation

That Beatrice Regnier be appointed to the Municipal Planning Commission to the end of 2021.

- 8.5.3 Appointment – Social Services Subcommittee – Assistance to Community Groups: Cash Grants Program – United Way Representative (File No. CK. 175-1)** 433

Recommendation

That Andrea Howe be appointed the United Way representative on the Social Services Subcommittee – Assistance to Community Groups: Cash Grants Program for 2020.

- 8.5.4 Appointments – SaskTel Centre Board of Directors (File No. CK. 175-31)** 434

Recommendation

That the City's representative be instructed to vote the City's proxy at the 2020 Annual General Meeting for the reappointment of Russel Marcoux and the appointment of Darla Deguire to the SaskTel Centre Board of Directors throughout a term expiring at the conclusion of the 2022 Annual General Meeting.

- 8.5.5 Appointment – Riversdale Business Improvement District Board of Management (File No. CK. 175-49)** 435 - 436

Recommendation

That the appointment of Carmen Hamm to the Riversdale Business Improvement District Board of Management, 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

10. ADMINISTRATIVE REPORTS

10.1 Transportation & Construction

10.2 Utilities & Environment

10.3 Community Services

10.4 Saskatoon Fire

10.5 Corporate Financial Services

10.6 Strategy & Transformation

10.6.1 Downtown Event and Entertainment District - Update [File No. CK. 4130-1] 437 - 439

Information Report

10.7 Human Resources

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 Capital Reserve Amendment Bylaw, 2020 - Proposed Bylaw No. 9653 [File No. CK. 1815-1 x 1700-1] 440 - 441

Recommendation

That City Council consider Bylaw No. 9653, *The Capital Reserve Amendment Bylaw, 2020*.

11.2.2 Operation of Remotely Piloted Aircraft within Saskatoon City Limits - Proposed Bylaw Nos 9674 and 9675 [File No. CK. 370-1] 442 - 448

Recommendation

That City Council consider Bylaw No. 9674, *The Municipal Property Amendment Bylaw, 2020* and Bylaw No. 9675, *The Recreation Facilities and Parks Amendment Bylaw, 2020*.

- 11.2.3 **Workplace Transformation Journey: Corporate Reorganization Bylaw Repeals - Proposed Bylaw Nos. 9676, 9677, 9678, 9679, 9680 [File No. CK. 115-12]** 449 - 455

Recommendation

That City Council consider:

1. Bylaw No. 9676, *The Local Improvement Procedure Repeal Bylaw, 2020*;
2. Bylaw No. 9677, *The Lord's Day Act Repeal Bylaw, 2020*;
3. Bylaw No. 9678, *The Planned Unit Developments Repeal Bylaw, 2020*;
4. Bylaw No. 9679, *The SPCA Repeal Bylaw, 2020*; and
5. Bylaw No. 9680, *The Weigh Scale Repeal Bylaw, 2020*.

12. OTHER REPORTS

13. INQUIRIES

14. MOTIONS (NOTICE PREVIOUSLY GIVEN)

15. GIVING NOTICE

16. URGENT BUSINESS

17. IN CAMERA SESSION (OPTIONAL)

17.1 Update - Personnel Subcommittee

[In Camera - Sections 16(1)(d) and 28 of LAFOIPP]

18. ADJOURNMENT

Bryant, Shellie

From: Candace Skrapek [REDACTED]
Sent: January 27, 2020 8:28 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Monday, January 27, 2020 - 08:27

Submitted by anonymous user: 167.129.141.87

Submitted values are:

Date Monday, January 27, 2020

To His Worship the Mayor and Members of City Council

First Name Candace

Last Name Skrapek

Email [REDACTED]

Address [REDACTED] College Drive

City Saskatoon

Province Saskatchewan

Postal Code [REDACTED]

Name of the organization or agency you are representing (if applicable) Saskatoon Council on Aging

Subject Age Friendly Saskatoon Award

Meeting (if known) City Council

Comments

I would like to say a few words and present City Council with the Age Friendly Award recently received from the Provincial Government

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/362517>

Bryant, Shellie

From: David Fineday [REDACTED]
Sent: January 26, 2020 10:43 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, January 26, 2020 - 22:43

Submitted by anonymous user: 70.64.69.200

Submitted values are:

Date Sunday, January 26, 2020
To His Worship the Mayor and Members of City Council
First Name David
Last Name Fineday
Email [REDACTED]
Address 20th st
City Saskatoon
Province Saskatchewan
Postal Code [REDACTED]
Name of the organization or agency you are representing (if applicable)
Subject 8.1.4 Landlord License and nuisance abatement report
Meeting (if known) City Council
Comments request to speak
Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/362424>

Bryant, Shellie

From: Katelyn Siggelkow [REDACTED]
Sent: January 26, 2020 10:20 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: fall_2019_landlord_lisencing_consultation_report_.docx

Submitted on Sunday, January 26, 2020 - 22:20

Submitted by anonymous user: 70.64.69.200

Submitted values are:

Date Sunday, January 26, 2020

To His Worship the Mayor and Members of City Council

First Name Katelyn

Last Name Siggelkow

Email [REDACTED]

Address [REDACTED] 18th st W

City Saskatoon

Province Saskatchewan

Postal Code [REDACTED]

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

Subject in Response to 8.1.4: A Report on Landlord accountability and Safe and adequate Housing

Meeting (if known) City Council

Comments

Please find attached the voices of our community . We are concerned with protecting our city's vulnerable tenants and ensuring that safe and adequate housing is accessible and protected for all!

Thank you

Attachments

[fall_2019_landlord_lisencing_consultation_report_.docx](#)

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/362415>

2019 Fall Clean-Up Report on Landlord Accountability and Safe and Adequate Housing

October 2019

Prepared by Jennifer Altenberg, Jessica McNab, Sharon Marsicano, Shane Partridge, Lynn Thompson,

The Pleasant Hill Community has spent much of 2018 and 2019 discussing and giving feedback around rental property licensing and the problematics around unsafe rental prosperities in Pleasant Hill. After being dissatisfied with the consultation process and the sliding scale rubric that was presented by the City of Saskatoon's Administration. PHCA took it upon themselves to conduct their own research process to adequately reflect the residents and community voice of those who live and love Pleasant Hill.

PHCA did not feel that a sliding scale assessment tool was appropriate to address the needs in our community. Our community members and renters are dealing with landlords that are doing the bare minimum for their tenants due to their struggles with poverty and mental health. PHCA feels very strongly that it is in an oppressive nature that the City suggests, "if there is going to be a licensing program that it will fall back onto the renters and increase rent." **PHCA Consultation Meeting with City of Saskatoon Team 2019.** PHCA also identified problematics of the Licencing Program to only apply to multi-unit properties. There are many single unit rental properties that need to be addressed within Pleasant Hill.

Considering this, PHCA conducted a survey at our Community Clean-up in the Fall of 2019. Pleasant Hill follows respectful and reciprocal research methodologies that are guided by our community elders, residents and youth. As an Association, we know our community members are apathic to consultations processes as we have been overly researched and consulted and left with little actionable results that can improve our living conditions in a short time period. One of the ways that we engaged in dialog is by meeting people where they are at. The morning of our clean up, cultural advisors and youth, spent the morning bundling tobacco ties so we could offer them to our community before we asked them our questions about Landlords relationships and rental experiences.

We spoke with our most targeted community members from Pleasant Hill, mothers, grandmothers, people displaced or in between homes, injection using community members, renters, home owners, and landlords who step up in our community and treat their tenants with respect and dignity. This process is the qualitative and quantitative data collection that should be used in order to comprise a report that is looking for action-based and dignified solutions to improve the landlord/renter relationships in Pleasant Hill and could very easily be applied within other communities across the City of Saskatoon.

A word cloud was created to give a visual to our consultation process. Generated in October of 2019, key words to take note of! **PEOPLE NEED RENTAL HOUSING HELP!**



The question that was posed was “What suggestions do you have for holding landlords accountable for safe housing in Pleasant Hill?”

- Landlords need to properly care for housing and people. Our living conditions are not a business.
- Ask and mandate that landlords must do home repairs ASAP – often we ask for things and it doesn't get down. It sometimes can take years.
- We feel like landlords and property management do not care about us. Jack Grover and many other landlords in Pleasant Hill treat us badly.
- They should make sure landlords properly spray homes before they let new tenants move in. x3
- Make sure the homes and rental properties are bug and rodent free.

- Make sure the homes and rental prosperities are fully secure. Windows and doors fixed, proper weather stripping, clean vents so there is no dust when the heat turns on, have all lightbulbs working, fire detectors should work, find ways to lower rent for tenants.
- Landlords need to sign a contract with The City, Social Services, and the police, and Health Inspectors to ensure their commitment to tenants and renters.
- Boarded up houses should be torn down after a certain amount of time. No letting houses stay boarded up for months, even years. 3 month seems like an adequate time to deal with the boarded-up housing issues. Hold people accountable. Give out fines or tear down the property on the landlord's expense.
- The rental market is too high. Rent keeps going up, in unsafe places to live. How is this possible.
- Landlords kick people out and make people homeless without dealing with the issues.
- Landlords that will meet with residents – get ride of drug houses and junkies on properties, we need to keep our kids safe.
- More affordable and safe housing
- Talk to tenants about living conditions, access to services, programs to help subsidize people for things like cleaning supplies, programs to help people clean up their properties, help get ride of rodents or bugs.
- I think landlords should be held more accountable. There is nothing to do this, we do not have safe houses to live in and no one listens to us when we ask for help.
- Coachroches, bedbugs and issues.
- Rent is too high x4
- If there is mice or rats, provide traps for free
- Need to be city policies and bylaws that mandate safe affordable housing
- Include youth voice, the City puts priority on River Landing, and reconciliation events – try to make everything look good for tourists. Makes us feel like we are not important. The core neighborhood always gets left behind. No one cares about real justice.
- KEEP US SAFE – We do not feel SAFE.
- The rental properties need to have better insulation in the walls, better electrical outputs.
- We need better housing for people with disabilities in Pleasant Hill.
- Lots of apartment rugs are moldy, the rugs need to be replaced in apartment buildings. They are making people sick.
- Health inspectors need to have higher standards and do proper checks. They let things slide and let people get away with things or feel bad about displacing gang members or addicts. There must be a better way.

- Black mold in rental properties need to be dealt with
- There needs to be a way to enforce or check up on landlords. They get away with way too much.
- Welcome a face to face meeting with these landlords that have a lot of complaints and bylaw violations to address the concerns.
- A lot of times when landlords come into your home to do checks, they make you feel bad while they are doing an inspection.
- The rental board has a lot of issues and it is hard for people struggling to advocate for themselves.
- Some landlords need to lose their properties and not be allowed to rent to people.
- If there is licensing there needs to be things in place to revoke the landlords.
- A lot of landlords do not care about their renters nor do they care about saskatoon. A lot do not even live in this province or even country.
- Some landlords pay people to burn their properties down to collect their insurance.
- They do not keep their properties clean because they don't care.
- We want to have our own people and community members inspecting, like they did in Riversdale years ago. There needs to be more Indigenous frontline workers so tenants and renters can feel like they have advocates and allies to help them navigate these systems. **WE WANT OPPURTUNITY TO CREATE JOBS FOR OUR COMMUNITY MEMBERS.**
- Have a face to face meeting with landlords and community members. This has never happened. Do people for SHIP even work or live in Pleasant Hill? Who advocates for us? We want a voice and a seat at these tables? When it comes to housing and rentals.
- Volunteers to go door to door, offer people tobacco, check in with them in a good way. We need to have people trained to do our own inspections from the community. With community.
- We need to give out smoke detectors.
- There is a lot of tension between landlords and renters. Renters are treated as less then. We are told you are on welfare, this is good enough. You should be happy you have a roof over your head. This is not okay.
- The alphabet district needs to be given proper street names, with role models from our community, and meaningful words that can reclaim our streets and dismantle the stigma it means to live in the hood.
- Community members know that landlords have paid people to burn down their rental properties so they can collect insurance.

Conclusion:

PHCA is extremely grateful to our community members for their honest and heartfelt answers to our posed questions.

We hope the City of Saskatoon will take our research and community responses forward in coming up with the best solutions to a landlord licencing program.

Furthermore, housing remains to be one of the greatest safety issues within our community. This is going to take creativity, proper duty to consult, innovative ways to engage and changed bylaws and policy, and a shift in who maintains power within renting properties and who is left to survive.

The time is now to deal with the housing crisis and rental property maintenance issues in Saskatoon, specifically Pleasant Hill!

Bryant, Shellie

From: Margot Orr <advocacy@saskatoonchamber.com>
Sent: January 26, 2020 12:24 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: 2020_01_23
_regulatory_approaches_to_enhance_waste_diversion-_letter_to_city_council.docx.pdf

Submitted on Sunday, January 26, 2020 - 12:23

Submitted by anonymous user: 96.125.247.165

Submitted values are:

Date Sunday, January 26, 2020
To His Worship the Mayor and Members of City Council
First Name Margot
Last Name Orr
Email advocacy@saskatoonchamber.com
Address 110-345 4th Ave S
City Saskatoon
Province Saskatchewan
Postal Code S7K 1N3
Name of the organization or agency you are representing (if applicable) Greater Saskatoon Chamber of Commerce
Subject Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institution Sector
Meeting (if known) Monday January 27, City Council Meeting
Comments
Please accept the attached letter as my request to speak at the January 27th City Council Meeting.
Attachments
[2020_01_23_regulatory_approaches_to_enhance_waste_diversion-_letter_to_city_council.docx.pdf](#)

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/362225>

January 21, 2020

To: City Clerk
Members of City Council

RE: Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institution Sector

Please accept this as a request to speak at the January 27, 2020 City Council meeting. This letter is regarding Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institution Sector. On behalf of our members, the Greater Saskatoon Chamber of Commerce is providing these comments on this report for the Committee's consideration. We appreciate the efforts taken by the City's Administration to engage the business community to gather their comments. While the preference of the business community is to not have a mandatory program, an exemption for businesses and organizations without organics is a reasonable approach.

We are respectfully requesting that City Council consider the following when implementing the program:

- Keep the implementation costs for the City to a minimum to ensure efficiency while maintaining effectiveness
- Provide clear guidelines to the affected businesses
- Provide clear and concise education material that businesses can easily pass along to their employees
- Consider the implications of the space it will take for businesses to collect and remove organics – many businesses indicated they aren't sure where they will put an organics bin
- Consider the costs to businesses and keep these costs to a minimum

On a final note, we applaud City Council for having a waste diversion target of 70% and appreciate the clear and transparent process that has been used on this file. A further measure of transparency would be to monitor the private companies contracted to haul the organics to ensure they are disposing the material at the appropriate location and not in the landfill.

The Chamber would be available to assist the City's Administration in working with the affected businesses to ensure a smooth implementation process, once approved.

If you have any questions or concerns, please do not hesitate to contact me.

Sincerely,

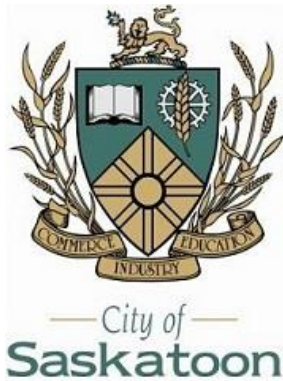


Darla Lindbjerg



President & CEO

110-345 4th Ave S
Saskatoon, SK S7K 1N3
☎ 306-244-2151
✉ chamber@saskatoonchamber.com



MINUTES

CITY COUNCIL 2020/2021 PRELIMINARY BUSINESS PLAN AND BUDGET

Monday, November 25, 2019, 1:00 p.m.

Tuesday, November 26, 2019, 1:00 p.m.

Wednesday, November 27, 2019, 1:00 p.m.

Council Chamber, City Hall

PRESENT:

His Worship, Mayor C. Clark, in the Chair
Councillor C. Block
Councillor T. Davies (via teleconference on November 27, 2019)
Councillor R. Donauer
Councillor B. Dubois
Councillor S. Gersher
Councillor H. Gough
Councillor D. Hill (November 25, 2019 only)
Councillor A. Iwanchuk
Councillor Z. Jeffries
Councillor M. Loewen

ALSO PRESENT:

City Manager J. Jorgenson
City Solicitor C. Yelland
Chief Financial Officer, Corporate Financial Services K. Tarasoff
Former Interim Chief Financial Officer C. Hack
Interim Director of Finance K. Smith
Corporate Budget Manager J. Nechiporenko
City Clerk J. Sproule
Committee Assistant J. Hudson

1. NATIONAL ANTHEM AND CALL TO ORDER

The National Anthem was played and Mayor Clark opened the meeting on Treaty 6 Territory and the Homeland of the Métis People.

2. CONFIRMATION OF AGENDA

Moved By: Councillor Hill

Seconded By: Councillor Dubois

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 on Day 2 (and 3 if required), or a portion of, via teleconference;
2. That the following communications be included with the agenda as outlined:
 - Added to Item 5.1.1 (Requesting to Speak - Item 6.4 - Saskatoon Public Library)
 - Kathy Evans, with comments dated November 21, 2019;
 - Yann Martel dated November 21, 2019; and
 - David Parkinson dated November 21, 2019;
 - Added to Item 5.1.3 (Requesting to Speak - General)
 - Keith Moen, NSBA dated November 22, 2019;
 - Brent Penner, Downtown Saskatoon dated November 24, 2019; and
 - Darla Lindbjerg and Margot Orr, Greater Saskatoon Chamber of Commerce, with comments dated November 25, 2019;
 - Added as Item 5.1.4 (Requesting to Speak - Item 6.9.2 - Development Review Program - Proposed Fee Changes)
 - Chris Guérette, Saskatoon & Region Home Builders' Association dated November 25, 2019;
 - Added as Item 5.1.5 (Requesting to Speak - Item 6.14.2 - Wanuskewin's Stand-Alone Funding Agreement)
 - Darlene Brander, Wanuskewin Heritage Park dated November 22, 2019;
 - Added as Item 5.1.6 (Requesting to Speak - Item 6.14.9 - Additional Transit Service - Rosewood Neighbourhood)
 - Murray Totland, Arbutus Properties dated November 22, 2019;
 - Added to Item 5.2.1 (Submitting Comments - Item 6.4 - Saskatoon Public Library)
 - Abigail Chicoine dated November 19, 2019;
 - Tara Wallace dated November 20, 2019;
 - Melissa Just, University Library; Dean Dodge, YMCA of Saskatoon; and
 - Brent Penner, Downtown Saskatoon, submitted by SPL November 20, 2019;
 - Rachel Engler-Stringer, University of Saskatchewan dated November 21, 2019;
 - Sheena Greer dated November 21, 2019;

Minutes

City Council – Preliminary Business Plan & Budget

November 25-27, 2019

Page 3

- Bryn Rawlyk dated November 22, 2019;
 - Anthony Gossner dated November 22, 2019;
 - Maygen Kardash dated November 23, 2019;
 - Pamela Giles dated November 23, 2019;
 - Caitlin Ward dated November 23, 2019;
 - Jola Pisz dated November 23, 2019;
 - Jeremy Wawryk dated November 24, 2019;
 - Franny Rawlyk dated November 24, 2019;
 - Kristina Clouthier dated November 24, 2019;
 - Yvonne Lynch dated November 24, 2019;
 - Arthur Slade dated November 24, 2019;
 - Tim Yaworski dated November 24, 2019;
 - Ena Bonny-Baker dated November 24, 2019;
 - Jane Deneer dated November 24, 2019;
 - Pamela Woodsworth dated November 24, 2019;
 - Tracey Mitchell dated November 24, 2019 (with LEC letters);
 - Erin Wolfson dated November 24, 2019;
 - Patrick Chassé dated November 24, 2019;
 - Carmody Hallamore dated November 24, 2019;
 - Christina Sitkowski, Saskatoon Chapter of Canada Learning Code dated November 24, 2019;
 - Cynthia Dyck dated November 24, 2019;
 - Kent Allen dated November 24, 2019;
 - Brooke Trippel and Johannes Lindenbaum dated November 25, 2019;
 - Joelle Schaefer dated November 25, 2019;
 - Yvette Nolan dated November 25, 2019;
 - Audra Krueger dated November 25, 2019; and
 - Dan Matthews dated November 25, 2019;
- Added to Item 5.2.2 (Submitting Comments - Item 6.14.6 - Low Emissions Community Plan Funding Options)

- Meghan Trumpy dated November 19, 2019;
- Jason Praski dated November 20, 2019;
- Neil Sinclair dated November 21, 2019;
- Dev Hopkins dated November 21, 2019;
- Justin Fisher dated November 22, 2019;
- Gail Stevens dated November 23, 2019;
- Brenda MacDonald dated November 24, 2019;
- Justin Fisher, Climate Justice Saskatoon dated November 24, 2019;
- Tracey Mitchell dated November 24, 2019;
- Linda Murphy dated November 24, 2019; and
- Hayley Carlson dated November 25, 2019;

Added as Item 5.2.4 (Submitting Comments - Item 6.6 - Environmental Health)

- Julia Adamson, Friends of the Afforestation Areas Inc. dated November 22, 2019;

Added as Item 5.2.5 (Submitting Comments/Request - Item 6.10 - Community Support)

- Shawna Nelson, Saskatchewan Jazz Festival Inc. dated November 25, 2019;

Added as Item 5.2.6 - (Submitting Comments - General)

- Blair Davidson, SaskTel Centre Board dated November 21, 2019;

- Tasker Wanlin dated November 25, 2019; and

- Natalie Beaton, CFIB dated November 25, 2019

3. That Item 6.1.2 - Funding Plans Update report, be considered following Item 6.14, Business Plan and Budget Options;
4. That Item 6.7, Appendix 1 be replaced with the correct 'Fees for Waste-Related Services - 2020/2021'; and
5. That the agenda be confirmed as amended.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY

Following confirmation of the agenda, Mayor Clark welcomed everyone, and noted that Councillors could remain seated for this meeting when speaking.

3. DECLARATION OF CONFLICT OF INTEREST

There were no declarations of conflict of interest.

4. BUDGET INTRODUCTION AND OVERVIEW

Jeff Jorgenson, City Manager, provided opening remarks and Kerry Tarasoff, Chief Financial Officer provided an introduction of the budget.

The Administration presented a collective PowerPoint throughout the meeting, used by each of the General Managers to present their respective Business Lines.

5. COMMUNICATIONS

5.1 REQUESTS TO SPEAK

Mayor Clark noted that those requesting to speak would have the option to do so at this time or during consideration of the specific item.

Moved By: Councillor Hill

Seconded By: Councillor Dubois

That the following speakers under Items 5.1.1 through 5.1.6 be heard and the information be received.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY

5.1.1 Regarding Item 6.4 - Saskatoon Public Library

James Lopaschuk, Kathy Evans, and David Parkinson were not in attendance at that time.

Yann Martel spoke in support of a new central library.

5.1.2 Regarding Item 6.14.6 - Low Emissions Community Plan Funding Options

Angie Bugg provided feedback on behalf of the Saskatoon Environmental Advisory Committee with respect to the report under Item 6.14.6. She spoke in support of the Low Emissions Community Plan and urged Council to proceed with and fund the proposals.

5.1.3 General

Chris Knihnitski, on behalf of the TCU Place Board of Directors, requested to speak during consideration of Item 6.5.

Keith Moen, NSBA; Brent Penner, Downtown Saskatoon; and Margot Orr, Greater Saskatoon Chamber of Commerce each provided comments with respect to the 2020/2021 Preliminary Civic Budget and answered questions of Council. Extra copies of the Chamber's 'Municipal Budget Task Force Report' were distributed.

5.1.4 Regarding Item 6.9.2 - Development Review Program - Proposed Fee Changes

Chris Guérette, Saskatoon & Region Home Builders' Association, spoke to the options outlined in the report under Item 6.9.2 and answered questions of Council.

5.1.5 Regarding Item 6.14.2 - Wanuskewin's Stand-Alone Funding Agreement

Darlene Brander and Tara Janzen, Wanuskewin Heritage Park, addressed Council and answered questions regarding Wanuskewin's funding request outlined under Item 6.14.2.

5.1.6 Regarding Item 6.14.9 - Additional Transit Service - Rosewood Neighbourhood

Murray Totland, Arbutus Properties, requested Council consider additional transit service in the Rosewood Neighbourhood by extending Route 86. He answered questions of Council.

5.2 COMMUNICATIONS REQUIRING DIRECTION

Moved By: Councillor Hill

Seconded By: Councillor Dubois

That the comments submitted under Items 5.2.1 through 5.2.6 be received as information.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY

5.2.1 Regarding Item 6.4 - Saskatoon Public Library

The following communications submitting comments were provided:

Minutes

City Council – Preliminary Business Plan & Budget

November 25-27, 2019

Page 7

- Doug Darbellay dated October 3, 2019;
- Marc Legge dated November 14, 2019;
- William Cooper dated November 15, 2019;
- Abigail Chicoine dated November 19, 2019;
- Tara Wallace dated November 20, 2019;
- Melissa Just, University Library; Dean Dodge, YMCA of Saskatoon; and Brent Penner, Downtown Saskatoon, submitted by SPL November 20, 2019;
- Rachel Engler-Stringer, University of Saskatchewan dated November 21, 2019;
- Sheena Greer dated November 21, 2019;
- Bryn Rawlyk dated November 22, 2019;
- Anthony Gossner dated November 22, 2019;
- Maygen Kardash dated November 23, 2019;
- Pamela Giles dated November 23, 2019;
- Caitlin Ward dated November 23, 2019;
- Jola Pisz dated November 23, 2019;
- Jeremy Wawryk dated November 24, 2019;
- Franny Rawlyk dated November 24, 2019;
- Kristina Clouthier dated November 24, 2019;
- Yvonne Lynch dated November 24, 2019;
- Arthur Slade dated November 24, 2019;
- Tim Yaworski dated November 24, 2019;
- Ena Bonny-Baker dated November 24, 2019;
- Jane Deneer dated November 24, 2019;
- Pamela Woodsworth dated November 24, 2019;
- Tracey Mitchell dated November 24, 2019 (with LEC letters);
- Erin Wolfson dated November 24, 2019;
- Patrick Chassé dated November 24, 2019;
- Carmody Hallamore dated November 24, 2019;
- Christina Sitkowski, Saskatoon Chapter of Canada Learning Code dated November 24, 2019;
- Cynthia Dyck dated November 24, 2019;
- Kent Allen dated November 24, 2019;
- Brooke Trippel and Johannes Lindenbaum dated November 25, 2019;
- Joelle Schaefer dated November 25, 2019;
- Yvette Nolan dated November 25, 2019;
- Audra Krueger dated November 25, 2019; and
- Dan Matthews dated November 25, 2019

5.2.2 Regarding Item 6.14.6 - Low Emissions Community Plan Funding Options

The following communications submitting comments were provided:

- John Parry dated November 16, 2019;
- Paul Wilkinson dated November 16, 2019;
- Julia Boughner dated November 17, 2019;
- Elizabeth Roth dated November 18, 2019;
- Tim Quigley dated November 18, 2019;
- Meghan Trumpy dated November 19, 2019;
- Jason Praski dated November 20, 2019;
- Neil Sinclair dated November 21, 2019;
- Dev Hopkins dated November 21, 2019;
- Justin Fisher dated November 22, 2019;
- Gail Stevens dated November 23, 2019;
- Brenda MacDonald dated November 24, 2019;
- Justin Fisher, Climate Justice Saskatoon dated November 24, 2019;
- Tracey Mitchell dated November 24, 2019;
- Linda Murphy dated November 24, 2019; and
- Hayley Carlson dated November 25, 2019

5.2.3 Regarding Item 6.14.7 - Proposed Downtown Stimulus Strategy

A letter submitting comments from Alex Fallon, SREDA dated November 13, 2019, was provided.

5.2.4 Regarding Item 6.6 - Environmental Health

An email submitting comments from Julia Adamson, Friends of the Afforestation Areas Inc. dated November 22, 2019 was provided.

5.2.5 Regarding Item 6.10 - Community Support

A letter submitting comments from Shawna Nelson, Saskatchewan Jazz Festival Inc. dated November 25, 2019 was provided.

5.2.6 General

The following communications submitting comments were provided:

- Blair Davidson, SaskTel Centre Board dated November 21, 2019;

- Tasker Wanlin dated November 25, 2019; and
- Natalie Beaton, CFIB dated November 25, 2019

6. REPORTS (Sorted by Business Line)

Mayor Clark outlined the process for consideration of the reports, noting that sub-reports would be dealt with prior to the main report, where applicable, and that matters with multiple new motions having financial implications will be voted on in order of highest amount to lowest amount.

6.1 GENERAL REPORTS

6.1.1 2020/2021 Preliminary Business Plan and Budget FTE Overview (File No. CK. 1700-1 x 1704-1)

An information report from the Administration was provided and presented by Chief Financial Officer Tarasoff.

Councillor Block stepped out of the Chamber and was not present for the vote on this item.

Moved By: Councillor Donauer
Seconded By: Councillor Gersher
That the information be received.

In Favour: (10): Mayor C. Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Block

CARRIED UNANIMOUSLY

6.1.2 Funding Plans Update (File No. CK. 1700-1 x 1702-1)

As per earlier resolution under confirmation of agenda, this matter was considered following Item 6.14, Business Plan and Budget Options (on Wednesday, November 27, 2019).

A report from the Administration was provided and presented by Chief Financial Officer Tarasoff.

Moved By: Councillor Gough

Seconded By: Councillor Donauer

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.

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

Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

6.1.3 Neighbourhood Land Development Fund Update (File No. CK. 1700-1 x 1820-1)

An information report from the Administration was provided and presented by Chief Financial Officer Tarasoff.

Councillor Gough stepped out of the Chamber and was not present for the vote on this item.

Moved By: Councillor Dubois

Seconded By: Councillor Iwanchuk

That the information be received.

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

Absent (1): Councillor Gough

CARRIED UNANIMOUSLY

6.2 SASKATOON POLICE SERVICE [Budget Book pages 9-18]

Includes - Policing

A report from the Administration was provided.

Darlene Brander, Chair and Carolanne Inglis-McQuay, Vice-Chair, Saskatoon Board of Police Commissioners, presented the Business Line and answered questions of Council along with Police Chief Cooper and Saskatoon Police Service Director of Finance Warwick.

Moved By: Councillor Gough

Seconded By: Councillor Iwanchuk

1. That the Saskatoon Police Service Business Line Operating Budget for 2020 totalling \$110,431,100 in expenditures and \$10,749,000 in revenues be approved;
2. That the Saskatoon Police Service Business Line operating plan for 2021 totalling \$114,776,900 in expenditures and \$10,779,000 in revenues be approved;
3. That the 2020 capital budget totalling \$1,923,000 be approved; and
4. That the 2021 capital plan totalling \$2,693,000 be approved.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY

The meeting recessed at 3:13 p.m. and reconvened at 3:30 p.m.

6.3 SASKATOON FIRE [Budget Book pages 19-30]

Includes - Emergency Management; Fire Services

A report from the Administration was provided.

Morgan Hackl, Saskatoon Fire Chief, presented the Business Line and answered questions of Council.

Item 6.3.1 was considered and voted on prior to the vote on Item 6.3.

Moved By: Councillor Iwanchuk

Seconded By: Councillor Dubois

1. That the Saskatoon Fire Business Line Operating Budget for 2020 totalling \$52,564,100 in expenditures and \$1,260,900 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda and as amended in Item 6.3.1;
2. That the Saskatoon Fire Business Line Operating Plan for 2021 totalling \$53,872,400 in expenditures and \$1,269,900 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda and as amended in Item 6.3.1;
3. That the 2020 Capital Budget totalling \$2,985,000 be approved, subject to adjustments under the Business Plan Options section of the agenda; and

4. That the 2021 Capital Plan totalling \$1,495,000 be approved, subject to adjustments under the Business Plan Options section of the agenda.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY

6.3.1 Property Maintenance and Nuisance Abatement Bylaw – Follow-up (File No. CK. 116-2 x 1700-1)

An information report from the Administration was provided.

Moved By: Councillor Iwanchuk

Seconded By: Councillor Dubois

That the budget be increased by \$120,000 in 2020 and 2021 for 1.5 FTEs for the Property Maintenance and Nuisance Abatement Bylaw follow-up.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY

6.4 SASKATOON PUBLIC LIBRARY [Budget Book pages 31-40]

Includes - Library Property Levy; Saskatoon Public Library

A report from the Administration was provided

Lisa Erickson, Saskatoon Public Library Board Chair, presented the Business Line and answered questions of Council along with Carol Cooley, Director of Libraries & CEO.

Moved By: Councillor Dubois

Seconded By: Councillor Iwanchuk

That the meeting recess and reconvene at 6:00 p.m.

In Favour: (8): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Iwanchuk, and Councillor Jeffries
Against: (3): Councillor Gersher, Councillor Hill, and Councillor Loewen

CARRIED

The meeting recessed at 5:10 p.m. and reconvened at 6:00 p.m. with all members of Council and same Administration present. Questions of the Saskatoon Public Library continued.

Mayor Clark confirmed James Lopaschuk and David Parkinson were not present to speak.

Kathy Evans was present to address Council. She read her submission in support of a new library and answered questions.

Moved By: Councillor Gough

Seconded By: Councillor Gersher

3. That the 2020 Capital Budget totalling \$152,900,000 be approved (recognizing that the borrowing is \$87,500,000);

In Favour: (2): Councillor Gersher, and Councillor Gough

Against: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

DEFEATED

Moved By: Councillor Loewen

Seconded By: Councillor Gersher

3. That the 2020 Capital Budget totalling \$141,700,000 be approved (recognizing that the borrowing is \$76,300,000);

In Favour: (4): Councillor Block, Councillor Gersher, Councillor Gough, and Councillor Loewen

Against: (7): Mayor C. Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Hill, Councillor Iwanchuk, and Councillor Jeffries

DEFEATED

Moved By: Councillor Hill

Seconded By: Councillor Block

3. That the 2020 Capital Budget totalling \$132,900,000 be approved (recognizing that the borrowing is \$67,500,000);

In Favour: (6): Mayor C. Clark, Councillor Block, Councillor Gersher, Councillor Gough, Councillor Hill, and Councillor Loewen

Against: (5): Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Iwanchuk, and Councillor Jeffries

CARRIED

Moved By: Councillor Gough

Seconded By: Councillor Gersher

1. That the Saskatoon Public Library Business Line Operating Budget for 2020 totalling \$27,192,800 in expenditures and \$27,192,800 in revenues be approved;
2. That the Saskatoon Public Library Business Line Operating Plan for 2021 totalling \$28,466,600 in expenditures and \$28,466,600 in revenues be approved;
4. That the 2021 Capital Plan totalling \$200,000 be approved.

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

Against: (1): Councillor Davies

CARRIED

The final resolution reads as follows:

1. *That the Saskatoon Public Library Business Line Operating Budget for 2020 totalling \$27,192,800 in expenditures and \$27,192,800 in revenues be approved;*
2. *That the Saskatoon Public Library Business Line Operating Plan for 2021 totalling \$28,466,600 in expenditures and \$28,466,600 in revenues be approved;*
3. *That the 2020 Capital Budget totalling \$132,900,000 be approved (recognizing that the borrowing is \$67,500,000); and*
4. *That the 2021 Capital Plan totalling \$200,000 be approved.*

6.4.1 Administration Response to the Saskatoon Public Library Business Case (File No. CK. 650-1 x 1700-1)

An information report of the Governance and Priorities Committee was provided.

The Administration answered questions and outlined Council's options and its authority under *The Public Libraries Act*.

6.5 ARTS, CULTURE AND EVENTS VENUES [Budget Book pages 41-54]
Includes - Rемаi Modern; SaskTel Centre; TCU Place

A report from the Administration was provided.

Chief Financial Officer Tarasoff presented the Business Line and answered questions along with members of the Administration.

The following individuals presented their respective Service Lines and answered questions of Council:

- Lynn McMaster, Interim Executive Director and CEO and Nasha Spence, Director of Finance, Rемаi Modern;
- Will Lofdahl, CEO and Trevor James, Director of Finance and Ticketing, SaskTel Centre; and
- Chris Knihnitski, Director of Finance and Board members Jennifer Pereira and Brian Bentley, TCU Place

Moved By: Councillor Gersher

Seconded By: Councillor Gough

1. That the Arts, Culture and Events Venues Business Line Operating Budget for 2020 totalling \$8,473,500 in expenditures be approved, subject to adjustments under the Business Plan Options section of the agenda;
2. That the Arts, Culture and Events Venues Business Line Operating Plan for 2021 totalling \$8,697,600 in expenditures be approved, subject to adjustments under the Business Plan Options section of the agenda;
3. That the 2020 Capital Budget totalling \$353,000 be approved, subject to adjustments under the Business Plan Options section of the agenda; and
4. That the 2021 Capital Plan totalling \$732,000 be approved, subject to adjustments under the Business Plan Options section of the agenda.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY

The meeting recessed at 10:17 p.m. and reconvened Tuesday, November 26, 2019 at 1:00 p.m. in Council Chamber with all members of City Council present with the exception of Councillor Hill.

An intermittent teleconference was established with Councillor Hill; however, it was not maintained for the duration of the meeting.

Chief Financial Officer Tarasoff provided an update on the budget numbers after day one of deliberations (3.19% for 2020 and 3.41% for 2021).

6.6 ENVIRONMENTAL HEALTH [Budget Book pages 55-78]

Includes - Sustainability; Urban Biological Services; Urban Forestry; Waste Handling Service; Waste Reduction

A report from the Administration was provided.

General Manager, Utilities & Environment Gardiner presented the Business Line and answered questions of Council with other members of the Administration.

Mayor Clark noted that for this item and the remainder of Business Lines, that recommendations 3 onward would be voted on first, then Council would return to recommendations 1 and 2 as they could be impacted by other motions.

Discussion ensued around whether the options were under debate at this time and the interpretation of Council's previous decision to direct the Administration to 'pursue' Option 2.

The meeting recessed 2:04 p.m. and reconvened at 2:16 p.m.

The Mayor ruled that discussion of Options would be in order.

Moved By: Councillor Gersher

Seconded By: Councillor Loewen

That the ruling of the Chair be overruled.

In Favour: (4): Councillor Block, Councillor Gersher, Councillor Gough, and Councillor Loewen

Against: (6): Mayor C. Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Iwanchuk, and Councillor Jeffries

Absent (1): Councillor Hill

DEFEATED

Councillor Hill entered the meeting via teleconference at 2:45 p.m. Mayor Clark ruled Councillor Hill would not be permitted to vote on Business Line(s) if not in attendance for the entire item.

Moved By: Councillor Hill

Seconded By: Councillor Dubois

That the ruling of the Chair be overruled.

In Favour: (5): Councillor Davies, Councillor Dubois, Councillor Hill, Councillor Iwanchuk, and Councillor Jeffries

Against: (6): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, and Councillor Loewen

DEFEATED

Moved By: Councillor Gough

Seconded By: Councillor Block

3. That the 2020 Capital Budget totalling \$12,271,200 be approved, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (7): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen

Against: (3): Councillor Davies, Councillor Dubois, and Councillor Iwanchuk

Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Gough

Seconded By: Councillor Block

4. That the 2021 Capital Plan totalling \$1,099,200 be approved, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (7): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen

Against: (3): Councillor Davies, Councillor Dubois, and Councillor Iwanchuk

Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Gough

Seconded By: Councillor Block

5. That the Landfill entry fee, tipping fees (pro-rata weight charges), specific disposal fees, and discount for small loads remain unchanged for 2020 and 2021;

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

Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gough

Seconded By: Councillor Block

6. That the City Solicitor be instructed to amend Schedule “A” of Bylaw No. 8310, The Waste Bylaw, 2004, specifically to revise the commercial garbage collection rates listed within the report of the Chief Financial Officer dated November 25, 2019;

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

Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gough

Seconded By: Councillor Block

7. That the 2020 and 2021 Landfill Replacement Reserve provision remain unchanged at \$29.50 per tonne for all waste landfilled, per the previous airspace valuation calculation;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gough

Seconded By: Councillor Block

8. That the 2020 and 2021 Green Cart Program seasonal subscription fees increase to \$60 (from \$55) until April 30 of each year. Any renewals or new subscriptions paid after April 30 will cost \$75, which remains unchanged from 2019;

IN AMENDMENT:

Moved By: Councillor Dubois

Seconded By: Councillor Davies

That the 2020 and 2021 Green Cart Program seasonal subscription fees increase to \$65 (from \$55) until April 30 of each year. Any renewals or new subscriptions paid after April 30 will cost \$85 (from \$75).

In Favour: (6): Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Iwanchuk, and Councillor Jeffries
Against: (4): Mayor C. Clark, Councillor Gersher, Councillor Gough, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED

VOTE on Motion 8 as amended

In Favour: (8): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (2): Councillor Gersher, and Councillor Gough
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Gough

Seconded By: Councillor Block

9. That the Compost Depot Commercial Hauler Seasonal Permit fee of \$150 per vehicle remain unchanged for 2020 and 2021.

IN AMENDMENT:

Moved By: Councillor Dubois

Seconded By: Councillor Davies

9. That the Compost Depot Commercial Hauler Seasonal permit fee be increased to \$300 and therefore be cost recovery.

In Favour: (4): Councillor Davies, Councillor Donauer, Councillor Dubois, and Councillor Iwanchuk

Against: (6): Mayor C. Clark, Councillor Block, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Hill

DEFEATED

VOTE on Motion 9

In Favour: (7): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen

Against: (3): Councillor Davies, Councillor Dubois, and Councillor Iwanchuk

Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Gough

Seconded By: Councillor Block

1. That the Environmental Health Business Line Operating Budget for 2020 totalling \$23,536,700 in expenditures and \$6,862,600 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda and subject to amended Motion 8;
2. That the Environmental Health Business Line Operating Plan for 2021 totalling \$26,726,400 in expenditures and \$7,977,900 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda and subject to amended Motion 8;

IN AMENDMENT to Motions 1 and 2:

Moved By: Councillor Dubois

Seconded By: Councillor Davies

That the operating expenditures for the Environmental Health Business Line be reduced by \$659,000 in 2020 and \$443,000 in 2021. That this expenditure decrease be applied to the organics program, thereby reducing the proposed property tax increase for the program to 0.6% in both 2020 and 2021.

In Favour: (4): Councillor Davies, Councillor Donauer, Councillor Dubois, and Councillor Iwanchuk

Against: (6): Mayor C. Clark, Councillor Block, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Hill

DEFEATED

IN AMENDMENT to Motions 1 and 2:

Moved By: Councillor Iwanchuk

Seconded By: Councillor Davies

That Option 3, Slow Phase-In, as outlined in the report of the Administration dated November 25, 2019 be implemented.

In Favour: (4): Councillor Davies, Councillor Donauer, Councillor Dubois, and Councillor Iwanchuk

Against: (6): Mayor C. Clark, Councillor Block, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Hill

DEFEATED

VOTE on Motions 1 and 2

In Favour: (6): Mayor C. Clark, Councillor Block, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen

Against: (4): Councillor Davies, Councillor Donauer, Councillor Dubois, and Councillor Iwanchuk

Absent (1): Councillor Hill

CARRIED

The final resolution reads as follows:

1. That the Environmental Health Business Line Operating Budget for 2020 totalling \$23,536,700 in expenditures and \$6,862,600 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda and subject to resolution 8;
2. That the Environmental Health Business Line Operating Plan for 2021 totalling \$26,726,400 in expenditures and \$7,977,900 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda and subject to resolution 8;
3. That the 2020 Capital Budget totalling \$12,271,200 be approved, subject to adjustments under the Business Plan Options section of the agenda;

4. *That the 2021 Capital Plan totalling \$1,099,200 be approved, subject to adjustments under the Business Plan Options section of the agenda;*
5. *That the Landfill entry fee, tipping fees (pro-rata weight charges), specific disposal fees, and discount for small loads remain unchanged for 2020 and 2021;*
6. *That the City Solicitor be instructed to amend Schedule “A” of Bylaw No. 8310, The Waste Bylaw, 2004, specifically to revise the commercial garbage collection rates listed within the report of the Chief Financial Officer dated November 25, 2019;*
7. *That the 2020 and 2021 Landfill Replacement Reserve provision remain unchanged at \$29.50 per tonne for all waste landfilled, per the previous airspace valuation calculation;*
8. *That the 2020 and 2021 Green Cart Program seasonal subscription fees increase to \$65 (from \$55) until April 30 of each year. Any renewals or new subscriptions paid after April 30 will cost \$85 (from \$75); and*
9. *That the Compost Depot Commercial Hauler Seasonal permit fee be increased to \$300 and therefore be cost recovery.*

The meeting recessed at 3:08 p.m. and reconvened at 3:24 p.m. with all members of Council present, except Councillor Hill.

6.7 UTILITIES [Budget Book pages 79-112]

Includes - Saskatoon Light & Power; Storm Water Management; Waste Services Utility; Wastewater Utility; Water Utility

A report from the Administration was provided.

General Manager, Utilities & Environment Gardiner presented the Business Line and answered questions of Council.

Moved By: Councillor Gersher

Seconded By: Councillor Gough

3. That the 2020 Capital Budget totalling \$91,305,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher

Seconded By: Councillor Gough

4. That the 2021 Capital Plan totalling \$122,280,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher

Seconded By: Councillor Gough

5. That the Curbside Residential Recycling Program fees per household per month, as outlined in Appendix 1, be set at \$7.38 in 2020, and \$7.47 in 2021;

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Gersher

Seconded By: Councillor Gough

6. That the Multi-Unit Residential Recycling Program fees per household per month, as outlined in Appendix 1, be set at \$3.71 in 2020, and \$3.86 in 2021;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher

Seconded By: Councillor Gough

7. That the City Solicitor be instructed to amend Schedule “D” of Bylaw No. 8310, The Waste Bylaw, 2004, specifically to revise the residential recycling fees listed within the report of the Chief Financial Officer dated November 25, 2019;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher

Seconded By: Councillor Gough

8. That the City Solicitor be instructed to amend Schedule “E” of Bylaw No. 8310, The Waste Bylaw, 2004, specifically to remove polycoat, black plastic, and plastic #6 expanded polystyrene from the list of permitted recyclable material;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher

Seconded By: Councillor Gough

9. That the 2020 and 2021 water and wastewater rate changes, as outlined in Appendix 2, be approved effective January 1 of each year;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher

Seconded By: Councillor Gough

10. That the 2020 and 2021 infrastructure rate change, as outlined in Appendix 2, be approved effective January 1 of each year;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher

Seconded By: Councillor Gough

11. That the City Solicitor be requested to prepare the appropriate bylaws.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher

Seconded By: Councillor Gough

1. That the Utilities Business Line Operating Budget for 2020 totalling \$370,522,300 in expenditures and \$370,522,300 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
2. That the Utilities Business Line Operating Plan for 2021 totalling \$384,508,400 in expenditures and \$384,508,400 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

The final resolution reads as follows:

1. That the Utilities Business Line Operating Budget for 2020 totalling \$370,522,300 in expenditures and \$370,522,300 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
2. That the Utilities Business Line Operating Plan for 2021 totalling \$384,508,400 in expenditures and \$384,508,400 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
3. That the 2020 Capital Budget totalling \$91,305,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;
4. That the 2021 Capital Plan totalling \$122,280,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;
5. That the Curbside Residential Recycling Program fees per household per month, as outlined in Appendix 1, be set at \$7.38 in 2020, and \$7.47 in 2021;
6. That the Multi-Unit Residential Recycling Program fees per household per month, as outlined in Appendix 1, be set at \$3.71 in 2020, and \$3.86 in 2021;
7. That the City Solicitor be instructed to amend Schedule “D” of Bylaw No. 8310, The Waste Bylaw, 2004, specifically to revise the residential recycling fees listed within the report of the Chief Financial Officer dated November 25, 2019;
8. That the City Solicitor be instructed to amend Schedule “E” of Bylaw No. 8310, The Waste Bylaw, 2004, specifically to remove polycoat, black plastic, and plastic #6 expanded polystyrene from the list of permitted recyclable material;
9. That the 2020 and 2021 water and wastewater rate changes, as outlined in Appendix 2, be approved effective January 1 of each year;
10. That the 2020 and 2021 infrastructure rate change, as outlined in Appendix 2, be approved effective January 1 of each year; and
11. That the City Solicitor be requested to prepare the appropriate bylaws.

6.8 TRANSPORTATION [Budget Book pages 113-162]

Includes - Access Transit; Bridge, Subways, Overpasses; Engineering; Impound Lot; Parking; Road Maintenance; Snow & Ice Management; Street Cleaning & Sweeping; Street Lighting; Transit Operations; Transportation Services

A report from the Administration was provided.

General Manager, Transportation & Construction Schmidt presented the Business Line and answered questions of Council with other members of the Administration.

Moved By: Councillor Iwanchuk

Seconded By: Councillor Dubois

3. That the 2020 capital budget totalling \$44,305,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Iwanchuk

Seconded By: Councillor Dubois

4. That the 2021 capital plan totalling \$46,595,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Iwanchuk

Seconded By: Councillor Dubois

5. That proposed fees for entrance and storage at the municipal Impound Lot for 2020-2021, effective January 1, 2020, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Iwanchuk

Seconded By: Councillor Dubois

6. That Bylaw No. 6774 – Capital Reserve Bylaw, 1993, be amended to specify that the Parking Capital Reserve shall be funded annually from an authorized provision in the City of Saskatoon's Operating Budget.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Iwanchuk

Seconded By: Councillor Dubois

1. That the Transportation Business Line Operating Budget for 2020 totalling \$143,706,300 in expenditures and \$24,228,500 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
2. That the Transportation Business Line Operating Plan for 2021 totalling \$147,601,500 in expenditures and \$24,299,600 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

The final resolution reads as follows:

1. *That the Transportation Business Line Operating Budget for 2020 totalling \$143,706,300 in expenditures and \$24,228,500 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;*
2. *That the Transportation Business Line Operating Plan for 2021 totalling \$147,601,500 in expenditures and \$24,299,600 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;*
3. *That the 2020 capital budget totalling \$44,305,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;*

4. *That the 2021 capital plan totalling \$46,595,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;*
5. *That proposed fees for entrance and storage at the municipal Impound Lot for 2020-2021, effective January 1, 2020, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved; and*
6. *That Bylaw No. 6774 – Capital Reserve Bylaw, 1993, be amended to specify that the Parking Capital Reserve shall be funded annually from an authorized provision in the City of Saskatoon's Operating Budget.*

6.9 URBAN PLANNING AND DEVELOPMENT [Budget Book pages 163-206]

Includes - Attainable Housing; Building and Plumbing Permits & Standards; Business Improvement Districts; Bylaw Compliance; Development Review; Licenses & Permits; Long Range Planning; Neighbourhood Planning; Planning Project Services; Regional Planning; Research & Mapping; Urban Design

A report from the Administration was provided.

General Manager, Community Services Lacroix presented the Business Line and sub-reports, noting the proposed fee changes within Items 6.9.1 and 6.9.2 are included in the budget. She answered questions of Council.

Moved By: Councillor Gersher

Seconded By: Councillor Davies

That the time of the meeting be extended to complete the business line.

In Favour: (7): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Dubois, Councillor Gersher, Councillor Gough, and Councillor Iwanchuk

Against: (3): Councillor Donauer, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Hill

CARRIED

Sub-reports 6.9.1 and 6.9.2 were considered prior to consideration of the recommendations contained in 6.9 as decisions in Item 6.9 would be impacted.

Moved By: Councillor Dubois

Seconded By: Councillor Jeffries

3. That the 2020 Capital Budget totalling \$2,420,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Dubois

Seconded By: Councillor Jeffries

4. That the 2021 Capital Plan totalling \$1,933,000, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Dubois

Seconded By: Councillor Jeffries

5. That the proposed fee adjustment for development permits and other development applications, as outlined in Appendix 1 and included in the 2020/2021 Preliminary Business Plan and Budget, be approved as amended under Item 6.9.2;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Dubois

Seconded By: Councillor Jeffries

6. That Council Policy No. C03-003, Reserves for Future Expenditures, be amended, as outlined in Appendix 1A, to provide for a Development Review Program Stabilization Reserve;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Dubois

Seconded By: Councillor Jeffries

7. That the Administration undertake the necessary steps to implement the proposed fee changes for development permits and other development applications, including preparing the required notices for advertising the proposed amendments to the Zoning Bylaw and preparing the required bylaws and policy amendments;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Dubois

Seconded By: Councillor Jeffries

8. That the proposed commercial building permit fees for 2020–2022, as outlined in Appendix 2 and included in the 2020/2021 Preliminary Business Plan and Budget, be approved;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Dubois

Seconded By: Councillor Jeffries

9. That the City Solicitor be instructed to draft the appropriate amendments to Bylaw No. 9455, Building Bylaw, 2017;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Dubois

Seconded By: Councillor Jeffries

10. That the proposed fee increase for portable sign licensing, effective January 1, 2021, as outlined in Appendix 3 and included in the 2020/2021 Preliminary Business Plan and Budget, be approved.

IN AMENDMENT:

Moved By: Councillor Dubois

Seconded By: Councillor Donauer

That the effective date be April 1, 2020.

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Gersher
Absent (1): Councillor Hill

CARRIED

VOTE on Motion 10 as amended

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Gersher
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Dubois

Seconded By: Councillor Jeffries

1. That the Urban Planning and Development Business Line Operating Budget for 2020 totalling \$15,015,900 in expenditures and \$8,129,300 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda, as amended;
2. That the Urban Planning and Development Business Line Operating Plan for 2021 totalling \$16,447,700 in expenditures and \$9,585,500 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda, as amended;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

The final resolution reads as follows:

1. *That the Urban Planning and Development Business Line Operating Budget for 2020 totalling \$14,943,600 in expenditures and \$8,063,000 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;*
2. *That the Urban Planning and Development Business Line Operating Plan for 2021 totalling \$16,364,800 in expenditures and \$9,502,600 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;*
3. *That the 2020 Capital Budget totalling \$2,420,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;*
4. *That the 2021 Capital Plan totalling \$1,933,000, subject to adjustments under the Business Plan Options section of the agenda;*
5. *That the proposed fee adjustment for development permits and other development applications, as outlined in Appendix 1 and included in the 2020/2021 Preliminary Business Plan and Budget, be approved;*
6. *That Council Policy No. C03-003, Reserves for Future Expenditures, be amended, as outlined in Appendix 1A, to provide for a Development Review Program Stabilization Reserve;*
7. *That the Administration undertake the necessary steps to implement the proposed fee changes for development permits and other development applications, including preparing the required notices for advertising the proposed amendments to the Zoning Bylaw and preparing the required bylaws and policy amendments;*

8. *That the proposed commercial building permit fees for 2020–2022, as outlined in Appendix 2 and included in the 2020/2021 Preliminary Business Plan and Budget, be approved;*
9. *That the City Solicitor be instructed to draft the appropriate amendments to Bylaw No. 9455, Building Bylaw, 2017; and*
10. *That the proposed fee increase for portable sign licensing, effective April 1, 2020, as outlined in Appendix 3 and included in the 2020/2021 Preliminary Business Plan and Budget, be approved.*

**6.9.1 Commercial Building Permit Program - Proposed Fee Changes
[File No. CK 301-1 and PL 4240-9]**

Report of the City Clerk:

"City Council, at its Regular Business meeting held on November 18, 2019 considered the attached report of its Standing Policy Committee on Planning, Development and Community Services and resolved that the proposed fee changes and policy changes for the Commercial Building Permit Program be forwarded for consideration by City Council at the 2020/2021 Budget Deliberations."

Moved By: Councillor Donauer
Seconded By: Councillor Dubois
That the information be received.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

6.9.2 Development Review Program – Proposed Fee Changes [File No. CK 4350-1 and PL 4350-Z7/19]

Report of the City Clerk:

"City Council, at its Regular Business meeting held on November 18, 2019 considered the attached report of its Standing Policy Committee on Planning, Development and Community Services and resolved that the proposed fee changes and policy changes for

the Development Review Program be forwarded for consideration by City Council at the 2020/2021 Budget Deliberations."

Moved By: Councillor Donauer

Seconded By: Councillor Dubois

That Option 1 - Improved Services with Lower Reserve Contribution, as outlined in the report of the General Manager, Community Services Department dated November 25, 2019 and provided as Item 6.9.2.1, be approved.

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

Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

6.9.2.1 Development Review Program – Proposed Fee Changes – Additional Information (File No. CK. 1700-1 x 4350-1)

An information report from the Administration was provided.

The meeting recessed at 5:20 p.m. and reconvened at 6:05 p.m. with all members of Council present, except Councillor Hill.

6.10 COMMUNITY SUPPORT [Budget Book pages 207-228]

Includes - Animal Services; Cemeteries; Community Development; Community Investments & Supports

A report from the Administration was provided.

General Manager, Community Services Lacroix presented the Business Line and answered questions of Council.

Moved By: Councillor Davies

Seconded By: Councillor Iwanchuk

3. That the 2020 Capital Budget totalling \$100,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Davies

Seconded By: Councillor Iwanchuk

4. That the pet licensing rates for 2021, effective January 1, 2021, as included in the 2020/2021 Preliminary Business Plan and Budget be approved;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Davies

Seconded By: Councillor Iwanchuk

5. That the proposed fee increase for services provided at Woodlawn Cemetery, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Davies

Seconded By: Councillor Iwanchuk

6. That the City Solicitor be requested to prepare the necessary amendments to Bylaw No. 6453, Cemeteries Bylaw.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Davies

Seconded By: Councillor Iwanchuk

1. That the Community Support Business Line Operating Budget for 2020 totalling \$18,635,000 in expenditures and \$2,580,700 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
2. That the Community Support Business Line Operating Plan for 2021 totalling \$19,216,700 in expenditures and \$2,587,500 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

The final resolution reads as follows:

1. *That the Community Support Business Line Operating Budget for 2020 totalling \$18,635,000 in expenditures and \$2,580,700 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;*
2. *That the Community Support Business Line Operating Plan for 2021 totalling \$19,216,700 in expenditures and \$2,587,500 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;*
3. *That the 2020 Capital Budget totalling \$100,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;*
4. *That the pet licensing rates for 2021, effective January 1, 2021, as included in the 2020/2021 Preliminary Business Plan and Budget be approved;*
5. *That the proposed fee increase for services provided at Woodlawn Cemetery, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved; and*

6. *That the City Solicitor be requested to prepare the necessary amendments to Bylaw No. 6453, Cemeteries Bylaw.*

6.11 RECREATION AND CULTURE [Budget Book pages 229-298]

Includes - Marketing Services; Spectator Ballfields; Community Partnerships; Forestry Farm Park & Zoo; Golf Courses; Gordon Howe Campground; Indoor Rinks; Nutrien Playland; Outdoor Pools; Outdoor Sports Fields; Parks Maintenance & Design; Playground & Recreation Areas; Program Research & Design; Leisure Centres-Program; Leisure Centres-Rentals; Targeted Programming; Albert Community Centre; Marr Residence; River Landing

A report from the Administration was provided.

General Manager, Community Services Lacroix presented the Business Line and answered questions of Council with other members of the Administration.

The meeting recessed at 7:44 and reconvened at 7:52 p.m.

Councillor Davies excused himself from the meeting at 7:55 p.m.

Moved By: Councillor Gersher

Seconded By: Councillor Block

1. That the Recreation and Culture Business Line Operating Budget for 2020 totalling \$57,243,400 in expenditures and \$24,691,600 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
2. That the Recreation and Culture Business Line Operating Plan for 2021 totalling \$58,425,200 in expenditures and \$24,890,100 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
3. That the 2020 Capital Budget totalling \$4,830,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;
4. That the 2021 Capital Plan totalling \$5,215,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;
5. That the rates for indoor arenas for 2021, effective October 1, 2021 to September 30, 2022, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved;
6. That the golf course rates and fees for the three City of Saskatoon municipal golf courses, effective April 1, 2021, to March 31, 2022, as

included in the 2020/2021 Preliminary Business Plan and Budget, be approved;

7. That rates and fees for sport fields for 2020-2021, effective January 1, 2020, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved;
8. That the Nutrien Playland at Kinsmen Park (Nutrien Playland) admission rates and group rental rates for 2020-2021, effective January 1, 2020, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved; and
9. That the Special Event Application Fee for 2021, effective January 1, 2021, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved.

IN AMENDMENT to Motion 4:

Moved By: Councillor Dubois

Seconded By: Councillor Iwanchuk

That Motion #4 be amended to remove Project No. 1578 in the amount of \$1.88M from the 2021 Capital Plan. (new amount \$3,335,000)

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

VOTE on Motions 1-9 including Motion 4, as amended

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

The final resolution reads as follows:

1. *That the Recreation and Culture Business Line Operating Budget for 2020 totalling \$57,243,400 in expenditures and \$24,691,600 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;*
2. *That the Recreation and Culture Business Line Operating Plan for 2021 totalling \$58,425,200 in expenditures and \$24,890,100 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;*

3. *That the 2020 Capital Budget totalling \$4,830,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;*
4. *That the 2021 Capital Plan totalling \$3,335,000 be approved, subject to adjustments under the Business Plan Options section of the agenda;*
5. *That the rates for indoor arenas for 2021, effective October 1, 2021 to September 30, 2022, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved;*
6. *That the golf course rates and fees for the three City of Saskatoon municipal golf courses, effective April 1, 2021, to March 31, 2022, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved;*
7. *That rates and fees for sport fields for 2020-2021, effective January 1, 2020, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved;*
8. *That the Nutrien Playland at Kinsmen Park (Nutrien Playland) admission rates and group rental rates for 2020-2021, effective January 1, 2020, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved; and*
9. *That the Special Event Application Fee for 2021, effective January 1, 2021, as included in the 2020/2021 Preliminary Business Plan and Budget, be approved.*

Moved By: Councillor Dubois

Seconded By: Councillor Block

That the meeting recess and reconvene Wednesday, November 27, 2019 at 1:00 p.m.

In Favour: (3): Councillor Block, Councillor Dubois, and Councillor Iwanchuk

Against: (6): Mayor C. Clark, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen

Absent (2): Councillor Davies, and Councillor Hill

DEFEATED

Moved By: Councillor Gough

Seconded By: Councillor Loewen

That the meeting recess after consideration of Items 6.12, 6.13 and 6.16 and reconvene Wednesday, November 27, 2019 at 1:00 p.m.

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

6.12 CORPORATE ASSET MANAGEMENT [Budget Book pages 299-312]

Includes - Facilities Management; Fleet Services; City Accommodation

A report from the Administration was provided.

General Manager, Utilities & Environment Gardiner presented the Business Line and answered questions of Council with other members of the Administration.

Moved By: Councillor Donauer

Seconded By: Councillor Gersher

1. That the Corporate Asset Management Business Line Operating Budget for 2020 totalling \$12,949,200 in expenditures and \$573,000 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
2. That the Corporate Asset Management Business Line Operating Plan for 2021 totalling \$13,551,600 in expenditures and \$573,000 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
3. That the 2020 Capital Budget totalling \$22,481,000 be approved, subject to adjustments under the Business Plan Options section of the agenda; and
4. That the 2021 Capital Plan totalling \$20,586,000 be approved, subject to adjustments under the Business Plan Options section of the agenda.

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

6.13 CORPORATE GOVERNANCE AND FINANCE [Budget Book pages 313-352]

Includes - Legislative; City Manager's Office; City Clerk's Office; City Solicitor's Office; Corporate Support; General Services; Assessment & Taxation; Revenue Services; Financial Services; Debt Servicing; Service Saskatoon

A report from the Administration was provided.

Chief Financial Officer Tarasoff presented the Business Line and answered questions of Council with other members of the Administration.

Moved By: Councillor Donauer

Seconded By: Councillor Dubois

1. That the Corporate Governance and Finance Business Line Operating Budget for 2020 totalling \$77,740,000 in expenditures and \$12,104,100 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
2. That the Corporate Governance and Finance Business Line Operating Plan for 2021 totalling \$78,588,300 in expenditures and \$9,943,000 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
3. That the 2020 Capital Budget totalling \$1,446,000 be approved, subject to adjustments under the Business Plan Options section of the agenda; and
4. That the 2021 Capital Plan totalling \$1,079,000 be approved, subject to adjustments under the Business Plan Options section of the agenda.

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

Pursuant to earlier resolution, agenda Item 6.16 was considered next.

Following consideration of Item 6.16, the meeting recessed at 8:55 p.m. and reconvened November 27, 2019 at 1:03 p.m. with all Council members present except Councillors Hill and Jeffries to commence with Item 6.14.

6.14 BUSINESS PLAN AND BUDGET OPTIONS

Moved By: Councillor Dubois
Seconded By: Councillor Block

That City Council suspend the rules of having electronic participation of members limited to emergencies for Day 3 of this meeting to permit Councillor Davies the option to attend the meeting, or a portion of, via teleconference.

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, and Councillor Loewen
Absent (2): Councillor Hill, and Councillor Jeffries

CARRIED UNANIMOUSLY

Councillor Jeffries entered the meeting following the above vote.

Chief Financial Officer Tarasoff outlined the process for considering the business plan and budget options, noting Item 6.14.1 contains a table of capital projects and funding sources to be considered first, by requesting capital additions to the list from the sub-reports that followed and any additional requests, then voting of project by project in order of highest to lowest cost, then final approval of the list. The same process would follow for operating.

6.14.1 2020/2021 Business Plan and Budget Options – Capital Projects (File No. CK. 1702-1)

A report from the Administration was provided that contained a list of capital projects identified as Table 1.

6.14.1.1 2020/2021 Business Plan and Budget Capital Prioritization Process (File No. CK. 1700-1 x 430-72)

A report of the Governance and Priorities Committee was provided for information.

6.14.1.2 Central Avenue Streetscaping Project – Update and Request for Capital Budget Funding [File No. CK 4125-15, x1700-1 and PL 0217-71-14 (BF 055-18)]

A report of the Standing Policy Committee on Planning, Development and Community Services was provided.

Moved By: Councillor Jeffries

Seconded By: Councillor Donauer

That an increase of \$600,000 for the Central Avenue Streetscape Project be recommended for consideration under the Capital Prioritization List under 6.14.1.

In Favour: (6): Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Iwanchuk, and Councillor Jeffries

Against: (4): Mayor C. Clark, Councillor Gersher, Councillor Gough, and Councillor Loewen

Absent (1): Councillor Hill

CARRIED

6.14.1.3 Decorative Lighting Replacement Program – 2020-2021 Budget Considerations (File No. CK. 6300-1 x 1700-1)

The City Clerk reported that City Council, at its Regular Business meeting held on August 26, 2019, considered a report of the Administration regarding the above and resolved that the matter of an allocation of Reserve for Capital Expenditure funding of \$200,000 for the Decorative Lighting Replacement Program be considered with the budget options for the 2020/2021 Business Plan and Budget.

Moved By: Councillor Iwanchuk

Seconded By: Councillor Gough

That an increase of \$200,000 for the Decorative Lighting Replacement Program be recommended for consideration under the Capital Prioritization List under 6.14.1.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

6.14.1.4 Additional Capital Projects

Moved By: Councillor Gough

Seconded By: Councillor Iwanchuk

That an increase of \$200,000 for 2020 for Capital Project 2448 - Intelligent Transportation System, be recommended for consideration under the Capital Prioritization List under 6.14.1.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher

Seconded By: Councillor Loewen

That an increase of \$150,000 for 2020 and \$150,000 for 2021 for Green Infrastructure Implementation be recommended for consideration under the Capital Prioritization List under 6.14.1.

In Favour: (6): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, and Councillor Loewen
Against: (4): Councillor Davies, Councillor Dubois, Councillor Iwanchuk, and Councillor Jeffries
Absent (1): Councillor Hill

CARRIED

6.14.2 Stand-Alone Funding Agreements for 2020 and 2021 (File No. CK. 1871-1 x 1700-1)

A report of the Governance and Priorities Committee was provided.

Moved By: Councillor Gough

Seconded By: Councillor Davies

That \$69,400 for the Stand-Alone Funding Agreement with Saskatoon Crisis Intervention Services within the Community Support Business Line be added to the Operating Budget Options List for consideration.

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Jeffries

Seconded By: Councillor Gough

That \$14,700 for the Stand-Alone Funding Agreement with Wanuskewin Heritage Park within the Community Support Business Line be added to the Operating Budget Options List for consideration.

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois
Absent (1): Councillor Hill

CARRIED

Motion Arising

Moved By: Councillor Gough

Seconded By: Councillor Gersher

That this item be forwarded to a Joint Governance and Priorities Committee meeting with the Saskatoon Board of Police Commissioners.

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Donauer
Absent (1): Councillor Hill

CARRIED

6.14.3 Municipal Planning Commission – 2020 Proposed Budget (File No. CK. 1704-5)

A report of the Governance and Priorities Committee was provided.

Moved By: Councillor Gersher

Seconded By: Councillor Gough

That \$2,000 for the request from the Municipal Planning Commission within the Corporate Governance and Finance Business Line be added to the Operating Budget Options List for consideration.

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois
Absent (1): Councillor Hill

CARRIED

6.14.4 Business Improvement District Weekly Sweeping Proposal (File No. CK. 6315-3)

A report of the Governance and Priorities Committee was provided.

Moved By: Councillor Gersher

Seconded By: Councillor Donauer

That the information be received.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

6.14.5 Corporate Asset Management Update – Phase-In Options and Implications (File No. CK. 1295-1)

A report of the Governance and Priorities Committee was provided.

Moved By: Councillor Loewen

Seconded By: Councillor Donauer

That Option 3 as outlined in the report of the Interim Chief Strategy and Transformation Officer dated November 12, 2019 for the Phase-In Options within the Corporate Asset Management Business Line be added to the Operating Budget Options List for consideration.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

6.14.5.1 Asset Management Plan for Saskatoon Light and Power - Building a Better Electric Utility (File No. CK. 1295-1 x 2000-1)

A report of the Governance and Priorities Committee was provided.

Moved By: Councillor Donauer

Seconded By: Councillor Loewen

That the information be received.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

6.14.5.2 Supplementary Report for Roadways and Sidewalks Asset Management Plans (File No. CK. 1295-1 x 1700-1)

An information report from the Administration was provided.

Moved By: Councillor Dubois
Seconded By: Councillor Iwanchuk
That the information be received.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

6.14.6 Low Emissions Community Plan Funding Options (File No. CK. 375-4 x 1700-1)

A report of the Governance and Priorities Committee was provided, along with a letter providing feedback from the Saskatoon Environmental Advisory Committee.

Moved By: Councillor Gersher
Seconded By: Councillor Loewen
That \$610,000 for Low Emissions Community Plan Funding (.25% dedicated property tax increase contribution) within the Environmental Health Business Line be added to the Operating Budget Options List for consideration.

In Favour: (6): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, and Councillor Loewen
Against: (4): Councillor Davies, Councillor Dubois, Councillor Iwanchuk, and Councillor Jeffries
Absent (1): Councillor Hill

CARRIED

6.14.7 Proposed Downtown Stimulus Strategy (File No. CK 4130-1)

A report of the Standing Policy Committee on Planning, Development and Community Services was provided.

Moved By: Councillor Block

Seconded By: Councillor Loewen

That an increase of \$150,000 for the Proposed Downtown Stimulus Strategy be recommended for consideration under the Capital Prioritization List under 6.14.1.

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois
Absent (1): Councillor Hill

CARRIED

6.14.7.1 Proposed Downtown Stimulus Strategy – Additional Information (File No. CK. 1700-1 x 4130-1)

An information report from the Administration was provided.

6.14.8 Inquiry – Councillor Z. Jeffries (August 26, 2019) Dust Issues – Beef Research Road (File No. CK. 6315-1)

A report of the Standing Policy Committee on Transportation was provided.

Moved By: Councillor Jeffries

Seconded By: Councillor Block

That \$34,000 for dust suppression on Beef Research Road as outlined in Option 1 in the report of the General Manager, Transportation and Construction Department dated November 4, 2019 within the Transportation Business Line be added to the Operating Budget Options List for consideration.

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

Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

**6.14.9 Supplemental Information - Business Plan and Budget Options
- Appendix 2 to the Report of the Interim CFO dated August 19,
2019**

Report of the City Clerk:

"The Governance and Priorities Committee, when considering a report from the Administration regarding 2020/2021 Business Plan and Budget Options at its meeting held on August 19, 2019, resolved in part, that Appendix 2 to the report of the Interim Chief Financial Officer be included as supplemental information for the Preliminary Business Plan and Budget Deliberations."

After deliberation and population of the Capital Prioritization List, Administration answered questions of Council, and spoke to implications of reducing budgets.

Votes on Capital Prioritization List:

Moved By: Councillor Loewen

Seconded By: Councillor Block

**Growth Plan Implementation and Corridor Planning / Infill
Development** as presented in Item 6.14.1 – Table 1

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Loewen
Seconded By: Councillor Dubois

Cottony Ash Psyllid / Pest Management Reserve as presented in Item 6.14.1 – Table 1

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher
Seconded By: Councillor Gough

City-Wide Solar Strategy as presented in Item 6.14.1 – Table 1

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Gersher
Seconded By: Councillor Block

Curbside Organics Bin Purchase as presented in Item 6.14.1 – Table 1

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Jeffries
Seconded By: Councillor Iwanchuk

Utility Solar Scale Solar Energy Project Implementation Parcel M – allocate funding of \$500,000 to the project

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Davies
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Dubois
Seconded By: Councillor Iwanchuk

Sidewalk Asset Management as presented in Item 6.14.1 – Table 1

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Donauer
Seconded By: Councillor Dubois

Regional Planning (P4G) Requirements as presented in Item 6.14.1 – Table 1

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Iwanchuk
Seconded By: Councillor Block

Arena & Convention Centre Business Case Development as presented in Item 6.14.1 – Table 1

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Jeffries
Seconded By: Councillor Gough

Property Assessed Clean Energy (PACE) Financing Program as presented in Item 6.14.1 – Table 1

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Block
Seconded By: Councillor Gough

Waste Reduction - Industrial, Commercial, Institutional (ICI) and Multi-Unit – allocate total funding of \$700,000 to the project

In Favour: (7): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen

Against: (3): Councillor Davies, Councillor Dubois, and Councillor Iwanchuk

Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Loewen

Seconded By: Councillor Jeffries

High Performance Civic Building Policy – New Building Phase

I – allocate funding of \$75,000 to the project

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

Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Dubois

Seconded By: Councillor Donauer

Parks Asset Management Plan - increase funding allocation by \$200,000 for total of \$450,000

In Favour: (4): Councillor Davies, Councillor Donauer, Councillor Dubois, and Councillor Iwanchuk

Against: (6): Mayor C. Clark, Councillor Block, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen

Absent (1): Councillor Hill

DEFEATED

Moved By: Councillor Loewen

Seconded By: Councillor Donauer

Parks Asset Management Plan as presented in Item 6.14.1 – Table 1

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Block
Seconded By: Councillor Loewen

Community Electrical Vehicle (EV) Adoption Strategy and Charging Infrastructure as presented in Item 6.14.1 – Table 1

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher
Seconded By: Councillor Gough

Triple Bottom Line Implementation Support as presented in Item 6.14.1 – Table 1

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Gough
Seconded By: Councillor Block

Zoning Bylaw Update as presented in Item 6.14.1 – Table 1

In Favour: (4): Councillor Block, Councillor Gersher, Councillor Gough, and Councillor Loewen
Against: (6): Mayor C. Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Iwanchuk, and Councillor Jeffries
Absent (1): Councillor Hill

DEFEATED

Moved By: Councillor Jeffries
Seconded By: Councillor Block

Zoning Bylaw Update reduced to \$375,000 for 2020 and 2021

In Favour: (7): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen
Against: (3): Councillor Davies, Councillor Dubois, and Councillor Iwanchuk
Absent (1): Councillor Hill

CARRIED

The following motion was deemed irrelevant as it was a lesser amount; therefore, was not voted on.

Moved By: Councillor Dubois
Seconded By: Councillor Donauer

Zoning Bylaw Update reduced to \$340,000 for 2020 and 2021

The meeting recessed at 3:00 p.m. and reconvened at 3:16 p.m.

Moved By: Councillor Gough
Seconded By: Councillor Loewen

Research Grant Program as presented in Item 6.14.1 – Table 1

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Davies
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Jeffries

Seconded By: Councillor Donauer

Central Avenue Streetscaping Project (added per Agenda Item 6.14.1.2) reduced to \$500,000

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Gersher
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Iwanchuk

Seconded By: Councillor Gough

Decorative Lighting Replacement Program (added per Agenda Item 6.14.1.3) as presented - increase \$200,000

In Favour: (8): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (2): Councillor Dubois, and Councillor Gersher
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Block

Seconded By: Councillor Davies

Proposed Downtown Stimulus Strategy (added per Agenda Item 6.14.7) as presented – increase \$150,000

In Favour: (8): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (2): Councillor Dubois, and Councillor Gersher
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Gough
Seconded By: Councillor Dubois

Intelligent Transportation System (added per Agenda Item 6.14.1.4) reduced to \$180,000

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher
Seconded By: Councillor Loewen

Green Infrastructure Implementation (added per Agenda Item 6.14.1.4) as presented - \$150,000 in 2020 and 2021

In Favour: (7): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen
Against: (3): Councillor Davies, Councillor Dubois, and Councillor Iwanchuk
Absent (1): Councillor Hill

CARRIED

MOTION to RECONSIDER

Moved By: Councillor Jeffries
Seconded By: Councillor Iwanchuk

That the Item **Growth Plan Implementation and Corridor Planning / Infill Development** as presented, be reconsidered

Minutes

City Council – Preliminary Business Plan & Budget

November 25-27, 2019

Page 60

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Jeffries
Seconded By: Councillor Block

Growth Plan Implementation and Corridor Planning / Infill Development reduced to \$2,000,000 for 2020 and \$800,000 for 2021

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Gersher
Absent (1): Councillor Hill

CARRIED

In Summary, Capital Projects:

Project(s) Description	2020 TOTAL	2021 TOTAL
Growth Plan Implementation / Corridor Planning/Infill Development	2,000,000	800,000
Cottony Ash Psyllid/Pest Mgmt Reserve	340,000	340,000
City-Wide Solar Strategy (P2650)	180,000	-
Curside Organics Bin Purchase	10,000,000	-
Utility Solar Scale Solar Energy Project Implementation Parcel M (P2313)	500,000	-
Sidewalk Asset Mgmt	200,000	200,000
Regional Planning (P4G) Requirements	-	406,000
Arena & Convention Centre Business Case Development	100,000	-
Property Assessed Clean Energy (PACE) Financing Program	80,000	-
Waste Reduction - Industrial, Commercial, Institutional (ICI) & Multi-Unit	646,000	54,000
High Performance Civic Building Policy - New Building Phase I	75,000	-
Parks Asset Mgmt Plan	250,000	-
Community Electric Vehicle (EV) Adoption Strategy & Charging Infrastructure	100,000	-
Triple Bottom Line Implementation Support	260,000	-
Zoning Bylaw Update	375,000	375,000
Research Grant Program (P2625)	100,000	-
Central Ave Streetscaping Project (Agenda item 6.14.1.2)	500,000	-
Decorative Lighting Replacement Program (Agenda item 6.14.1.3)	200,000	-
Downtown Stimulus Strategy (Agenda item 6.14.7)	150,000	-
Intelligent Transportation System (P2448)	180,000	-
Green Infrastructure Implementation (P2390)	150,000	150,000
TOTAL FUNDS ALLOCATED	16,386,000	2,325,000

Additional Operating Budget Options (Item 6.14.9)

Moved By: Councillor Davies

Seconded By: Councillor Iwanchuk

That \$25,000 for the Game Plan Phase-In (Optimist Hill) within the Recreation and Culture Business Line be added for the years 2020 and 2021 to the Budget Options List for consideration.

In Favour: (8): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

Against: (2): Councillor Gersher, and Councillor Gough

Absent (1): Councillor Hill

CARRIED

The above motion by Councillor Davies, seconded by Councillor Iwanchuk, was subsequently WITHDRAWN in light of information provided by the Administration.

Moved By: Councillor Donauer

Seconded By: Councillor Gough

That \$25,000 for the Culture Plan Implementation within the Recreation and Culture Business Line be added to the Operating Budget Options List for consideration. (2020 base)

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

Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gough

Seconded By: Councillor Gersher

That \$100,000 in 2020 and \$100,000 in 2021 for the Attainable Housing Phase-In within the Urban Planning and Development Business Line be added to the Operating Budget Options List for consideration.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gough

Seconded By: Councillor Loewen

That \$8,800 for Anti-Racism Initiatives within the Community Support Business Line be added to the Operating Budget Options List for consideration.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gough

Seconded By: Councillor Loewen

That \$100,000 in 2020 and \$100,000 in 2021 for Urban Forestry and Pest Management Reserve Increased Contribution within the Environmental Health Business Line be added to the Operating Budget Options List for consideration.

In Favour: (6): Councillor Block, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, and Councillor Loewen

Against: (4): Mayor C. Clark, Councillor Davies, Councillor Donauer, and Councillor Jeffries

Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Dubois

Seconded By: Councillor Iwanchuk

That \$175,000 in 2020 for Rosewood Transit Service Area Expansion within the Transportation Business Line be added to the Operating Budget Options List for consideration.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gersher

Seconded By: Councillor Gough

That \$175,000 in 2021 for Brighton Transit Service Area Expansion within the Transportation Business Line be added to the Operating Budget Options List for consideration.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Motion Arising

Moved By: Councillor Block

Seconded By: Councillor Gersher

1. That a sustainability reserve be established;

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Block

Seconded By: Councillor Gersher

2. That a green loan model be used to fund the new sustainability reserve on a go-forward basis, excluding projects that are currently underway; and

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois
Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Block

Seconded By: Councillor Gersher

3. That that Administration report back to the Governance and Priorities Committee in Q1 on the impact and timeline of directing carbon tax rebates to the sustainability reserve.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Following deliberation and population of the Operating Options List -

Votes on Operating Budget Options List (in order of largest amount to smallest amount):

Low Emissions Community Plan Funding Options (added per Agenda Item 6.14.6) - \$610,000

In Favour: (2): Councillor Block, and Councillor Gersher
Against: (8): Mayor C. Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent: (1): Councillor Hill

DEFEATED

Moved By: Councillor Gough

Seconded By: Councillor Gersher

Low Emissions Community Plan Funding Options - \$250,000

In Favour: (7): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Jeffries, and Councillor Loewen

Against: (3): Councillor Davies, Councillor Dubois, and Councillor Iwanchuk

Absent (1): Councillor Hill

CARRIED

Corporate Asset Management Plan Phase-In - Bridges (added per Agenda Item 6.14.5) as presented - \$330,000 in 2020, \$440,000 in 2021

In Favour: (8): Mayor C. Clark, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

Against: (2): Councillor Block, and Councillor Dubois

Absent (1): Councillor Hill

CARRIED

Corporate Asset Management Plan Phase-In - Parks (added per Agenda Item 6.14.5) as presented - \$250,000 in 2020, \$350,000 in 2021

In Favour: (9): Mayor C. Clark, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

Against: (1): Councillor Block

Absent (1): Councillor Hill

CARRIED

Moved By: Councillor Gough

Seconded By: Councillor Donauer

Corporate Asset Management Plan Phase-In - Sidewalks (added per Agenda Item 6.14.5) increased to \$250,000 in 2020

In Favour: (5): Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, and Councillor Loewen
Against: (5): Mayor C. Clark, Councillor Davies, Councillor Dubois, Councillor Iwanchuk, and Councillor Jeffries
Absent (1): Councillor Hill

DEFEATED ON A TIED VOTE

Corporate Asset Management Plan Phase-In - Sidewalks
(added per Agenda Item 6.14.5) as presented - \$175,000 in 2020,
\$250,000 in 2021

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Rosewood Transit Service Area Expansion (added per additional motion above under Item 6.14.9) as presented - \$175,000 in 2020

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Donauer
Absent (1): Councillor Hill

CARRIED

Motion Arising

Moved By: Councillor Dubois

Seconded By: Councillor Iwanchuk

That the Administration report back before the 2021 budget process on service options and costs for expanding transit service in Rosewood.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Moved By: Councillor Gough

Seconded By: Councillor Gersher

Attainable Housing Phase-In (added per above motion under Item 6.14.9) reduced to \$50,000 in 2020 and \$50,000 in 2021

In Favour: (2): Councillor Gersher, and Councillor Gough
Against: (8): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

DEFEATED

Urban Forestry and Pest Management Reserve Increased Contribution (added per above motion under Item 6.14.9) as presented - \$100,000

In Favour: (3): Councillor Gersher, Councillor Gough, and Councillor Loewen
Against: (7): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Iwanchuk, and Councillor Jeffries
Absent (1): Councillor Hill

DEFEATED

Stand-Alone Funding Agreement with Saskatoon Crisis Intervention Services (added per Agenda Item 6.14.2) as presented - \$69,400

In Favour: (8): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (2): Councillor Davies, and Councillor Dubois
Absent (1): Councillor Hill

CARRIED

Dust Suppression - Beef Research Road (added per Agenda Item 6.14.8) as presented - \$34,000

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

Game Plan Phase-In (Optimist Hill) (added per above motion under Item 6.14.9) – WITHDRAWN

Motion Arising

Moved By: Councillor Loewen

Seconded By: Councillor Davies

1. That in lieu of a direct contribution, support the project through the phase-in of a game plan (\$25,000 in 2020); and
2. That the Administration report back to the Standing Policy Committee on Planning, Development, and Community Services on how the funding relationship would be structured.

In Favour: (8): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (2): Councillor Dubois, and Councillor Gersher
Absent (1): Councillor Hill

CARRIED

Culture Plan Implementation (added per above motion under Item 6.14.9) as presented - \$25,000

In Favour: (8): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (2): Councillor Dubois, and Councillor Gersher
Absent (1): Councillor Hill

CARRIED

Stand-Alone Funding Agreement with Wanuskewin Heritage Park (added per Agenda Item 6.14.2) as presented - \$14,700

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois
Absent (1): Councillor Hill

CARRIED

Anti-Racism Initiatives (added per above motion under Item 6.14.9) as presented - \$8,800

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois
Absent (1): Councillor Hill

CARRIED

Municipal Planning Commission Operating Increase (added per Agenda Item 6.14.3) as presented - \$2,000

In Favour: (6): Mayor C. Clark, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Iwanchuk, and Councillor Loewen
Against: (4): Councillor Block, Councillor Dubois, Councillor Gough, and Councillor Jeffries
Absent (1): Councillor Hill

CARRIED

Brighton Transit Service Area Expansion (added per above motion under Item 6.14.9) as presented - \$175,000 in 2021

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (1): Councillor Hill

CARRIED UNANIMOUSLY

In Summary, Operating Budget Options:

Operating Options	2020 Option (\$)	2020 Property Tax Change (%)	2021 Option (\$)	2021 Property Tax Change (%)	Business Line
6.14.6 LEC Plan Funding Options	\$ 250,000	0.10%	\$ -	0.00%	Environmental Health
6.14.5 Asset Mgmt Plan Phase-in - Bridges	\$ 330,000	0.13%	\$ 440,000	0.17%	Transportation
6.14.5 Asset Mgmt Plan Phase-in - Parks	\$ 250,000	0.10%	\$ 350,000	0.14%	Recreation & Culture
6.14.5 Asset Mgmt Plan Phase-in - Sidewalks	\$ 175,000	0.07%	\$ 250,000	0.10%	Transportation
6.14.9 Rosewood Transit Service Area Expansion (p.553)	\$ 175,000	0.07%	\$ -	0.00%	Transportation
6.14.2 Funding Agreements - Saskatoon Crisis Intervention Services	\$ 69,400	0.03%	\$ -	0.00%	Community Support
6.14.8 Dust Issues - Beef Research Road	\$ 34,000	0.01%	\$ -	0.00%	Transportation
New Add - Game Plan Phase-in (Optimist Hill)	\$ 25,000	0.01%	\$ -	0.00%	Recreation & Culture
6.14.9 Culture Plan Implementation (p.547)	\$ 25,000	0.01%	\$ -	0.00%	Community Support
6.14.2 Funding Agreements - Wanuskewin	\$ 14,700	0.01%	\$ -	0.00%	Community Support
6.14.9 Anti-Racism Initiatives (p.548)	\$ 8,800	0.00%	\$ -	0.00%	Corporate Gov. & Finance
6.14.3 Municipal Planning Commission Operating increase	\$ 2,000	0.00%	\$ -	0.00%	Corporate Gov. & Finance
6.14.9 Brighton Transit Service Area Expansion (p.553)	\$ -	0.00%	\$ 175,000	0.07%	Transportation
TOTAL	\$ 1,358,900	0.55%	\$ 1,215,000	0.47%	

As per earlier resolution, Item 6.1.2 was considered next.

6.15 TAXATION AND GENERAL REVENUES [Budget Book pages 353-370]
Includes - General Revenues; Fines and Penalties; Grants in Lieu of Taxes; Municipal Revenue Sharing Grant; Other Levies; Property Levy

A report from the Administration was provided.

Chief Financial Officer Tarasoff presented the Business Line.

Moved By: Councillor Gough

Seconded By: Councillor Block

1. That the Taxation and General Revenues Business Line Operating Budget for 2020 totalling \$5,179,200 in expenditures and \$434,294,700 in revenues be approved, subject to adjustments under the Property Levy Service Line required to balance the 2020 budget from decisions impacting the levy, as amended; and

2. That the Taxation and General Revenues Business Line Operating Plan for 2021 totalling \$5,350,700 in expenditures and \$451,349,500 in revenues be approved, subject to adjustments under the Property Levy Service Line required to balance the 2021 budget from decisions impacting the levy, as amended.

In Favour: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Against: (1): Councillor Dubois

CARRIED

6.16 LAND DEVELOPMENT [Budget Book pages 371-380]

Includes - Saskatoon Land; Land Development-Capital

This matter was brought forward and considered following Item 6.13 on November 26, 2019.

A report from the Administration was provided.

Chief Financial Officer Tarasoff presented the Business Line and answered questions of Council with Director of Saskatoon Land Long.

Moved By: Councillor Gough

Seconded By: Councillor Loewen

1. That the Land Development Business Line Operating Budget for 2020 totalling \$5,311,300 in expenditures and \$5,311,300 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
2. That the Land Development Business Line Operating Plan for 2021 totalling \$5,892,800 in expenditures and \$5,892,800 in revenues be approved, subject to adjustments under the Business Plan Options section of the agenda;
3. That the 2020 Capital Budget totalling \$53,496,000 be approved, subject to adjustments under the Business Plan Options section of the agenda; and
4. That the 2021 Capital Plan totalling \$89,604,000 be approved, subject to adjustments under the Business Plan Options section of the agenda.

Minutes

City Council – Preliminary Business Plan & Budget

November 25-27, 2019

Page 72

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen
Absent (2): Councillor Davies, and Councillor Hill

CARRIED UNANIMOUSLY

7. BUDGET SUMMARY - VERBAL REPORT

Former Interim Chief Financial Officer Hack provided the status on the budget numbers after completion of Council's deliberations (Property tax increase - 3.7% for 2020 and 3.87% for 2021).

City Manager Jorgenson spoke to the benefits of a multi-year budget.

Business Line	2020 Revenue Total	2020 Expense Total	2021 Revenue Total	2021 Expense Total
Arts, Culture and Events Venues	-	8,473,500	-	8,697,600
Community Support	(2,580,700)	18,744,100	(2,587,500)	19,325,800
Corporate Asset Management	(573,000)	12,949,200	(573,000)	13,551,600
Corporate Governance and Finance	(12,104,100)	77,750,800	(9,943,000)	78,599,100
Environmental Health	(6,862,600)	23,686,700	(7,977,900)	26,876,400
Land Development	(5,311,300)	5,311,300	(5,892,800)	5,892,800
Recreation and Culture	(24,691,600)	57,518,400	(24,890,100)	59,050,200
Saskatoon Fire	(1,260,900)	52,684,100	(1,269,900)	53,992,400
Saskatoon Police Service	(10,749,000)	110,431,100	(10,779,000)	114,776,900
Saskatoon Public Library	(27,192,800)	27,192,800	(28,466,600)	28,466,600
Taxation and General Revenues	(435,667,600)	5,179,200	(453,943,400)	5,350,700
Transportation	(24,228,500)	144,420,300	(24,299,600)	149,180,500
Urban Planning and Development	(8,063,000)	14,943,600	(9,502,600)	16,364,800
Utilities	(370,622,300)	370,622,300	(384,608,400)	384,608,400
TOTALS	(929,907,400)	929,907,400	(964,733,800)	964,733,800

8. INQUIRIES

9. MOTIONS (NOTICE PREVIOUSLY GIVEN)

10. GIVING NOTICE

10.1 Councillor Z. Jeffries - Berm Mowing Service Levels (File No. CK. 116-2)

"TAKE NOTICE, that at the next regularly scheduled meeting of City Council, I will move the following motion:

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

10.2 Councillor Z. Jeffries - Contingency Amounts in Capital Projects (File No. CK.

"TAKE NOTICE, that at the next regularly scheduled meeting of City Council, I will move the following motion:

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

11. URGENT BUSINESS

12. IN CAMERA SESSION (OPTIONAL)

13. ADJOURNMENT

The meeting adjourned at 6:06 p.m. on Wednesday, November 27, 2019.

Mayor

City Clerk



MINUTES

REGULAR BUSINESS MEETING OF CITY COUNCIL

Monday, December 16, 2019, 1:00 p.m.

Council Chamber, City Hall

PRESENT:

His Worship, Mayor C. Clark, in the Chair
Councillor C. Block
Councillor T. Davies
Councillor R. Donauer
Councillor B. Dubois
Councillor S. Gersher
Councillor H. Gough
Councillor D. Hill, via teleconference at 1:08 p.m.
Councillor A. Iwanchuk
Councillor Z. Jeffries
Councillor M. Loewen

A/City Manager L. Lacroix
City Solicitor C. Yelland
Chief Financial Officer, Corporate Financial Services K. Tarasoff
General Manager, Transportation & Construction T. Schmidt
General Manager, Utilities & Environment A. Gardiner
City Clerk J. Sproule
Deputy City Clerk S. Bryant

1. NATIONAL ANTHEM AND CALL TO ORDER

The National Anthem was played and Mayor Clark called the meeting to order on Treaty 6 Territory and the Homeland of the Métis People.

2. CONFIRMATION OF AGENDA

Moved By: Councillor Dubois

Seconded By: Councillor Jeffries

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.

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

Absent: (1): Councillor Hill

CARRIED UNANIMOUSLY (10 to 0)

3. DECLARATION OF CONFLICT OF INTEREST

3.1 Councillor Gersher - Incentives for Wheelchair Accessible Taxis [File No. CK 307-4]

Her family is in a business that could be seen to be in conflict with the Taxi and TNC industries.

3.2 Councillor Loewen - 2020 Annual Appointments – Board of Police Commissioners (File No. CK. 175-23)

A member of her extended family applied for appointment to the Board of Police Commissioners.

4. ADOPTION OF MINUTES

Moved By: Councillor Davies

Seconded By: Councillor Gough

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

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

Absent: (1): Councillor Hill

CARRIED UNANIMOUSLY (10 to 0)

5. PUBLIC ACKNOWLEDGMENTS

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

Mayor Clark congratulated Lesia Thachuk on receiving the 2019 IBEW 319 / City of Saskatoon Scholarship and noted that she was not able to be in attendance.

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

Mayor Clark and Stan Macala, President of CUPE 59, presented Jackson Hardy, who was in attendance with Valerie Hardy, and Esprit Farmer, Karen Farmer accepting on her behalf, with the 2019 CUPE 59 / City of Saskatoon Joint Scholarship.

Councillor Hill joined the meeting via teleconference at 1:08 p.m.

6. UNFINISHED BUSINESS

7. QUESTION PERIOD

7.1 Councillor H. Gough - Railway Relocation Update

Councillor Gough asked for an update on the City's work regarding the possibility of railway relocation in light of the recent train derailment.

General Manager, Transportation & Construction indicated that there is continuous work being done on the railway relocation policy project and Director of Transportation Magus provided an update on phase 2. Councillor Gough further inquired regarding timelines and reporting.

7.2 Councillor D. Hill - Process for Voting at Regular Business Meetings

Councillor Hill asked if the policy and procedures for voting on matters at the Regular Business meeting and the process for challenging the Chair is under review.

City Solicitor Yelland indicated that there was nothing currently being worked on and suggested he put forward the appropriate Notice of Motion.

8. CONSENT AGENDA

Items 8.1.1; 8.2.1; 8.3.1; 8.3.4; 8.4.1 and 8.4.2 were removed from the Consent Agenda.

Moved By: Councillor Donauer

Seconded By: Councillor Dubois

That the Committee recommendations contained in Items 8.2.2 to 8.2.4; 8.3.2; 8.3.3; 8.4.3; and 8.5.1 to 8.5.3 be adopted as one motion.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Item 8.4.1 was considered next.

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]

This item was removed from the Consent Agenda.

Councillor Iwanchuk presented the item as Vice Chair of the Standing Policy Committee on Planning, Development and Corporate Services.

General Manager, Community Services Lacroix and Sustainability Manager South responded to questions.

Moved By: Councillor Iwanchuk

Seconded By: Councillor Gough

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.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Item 8.2.1 was considered next.

8.2 Standing Policy Committee on Finance

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

This item was removed from the Consent Agenda.

Councillor Iwanchuk presented the item as Chair of the Standing Policy Committee on Finance.

Councillor Loewen provided an update regarding the request for additional information around the advocacy portion of the membership and indicated she would circulate the information to Council members.

Moved By: Councillor Dubois

Seconded By: Councillor Gersher

That a decision on the matter be deferred to the January 27, 2020 meeting in order to receive the information referenced by Councillor Loewen and requested at the Standing Policy Committee on Finance.

In Favour: (1): Councillor Dubois

Against: (10): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

DEFEATED (1 to 10)

Moved By: Councillor Iwanchuk

Seconded By: Councillor Block

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

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

Against: (1): Councillor Dubois

CARRIED (10 to 1)

Item 8.3.1 was considered next.

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

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

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.

CARRIED UNANIMOUSLY

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

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.

CARRIED UNANIMOUSLY

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

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.

CARRIED UNANIMOUSLY

8.3 Standing Policy Committee on Environment, Utilities & Corporate Services

8.3.1 Naming Rights, Sponsorship and Advertising [CK. 100-25]

This item was removed from the Consent Agenda.

Councillor Gersher presented the item as Chair of the Standing Policy Committee on Environment, Utilities and Corporate Services.

Moved By: Councillor Gersher

Seconded By: Councillor Davies

That the information be received.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Item 8.3.4 was considered next.

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

That the information be received.

CARRIED UNANIMOUSLY

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

That information be received.

CARRIED UNANIMOUSLY

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

This item was removed from the Consent Agenda.

Councillor Gersher presented as Chair of the Standing Policy Committee on Environment, Utilities and Corporate Services.

General Manager, Utilities & Environment along with Director of Water and Waste Operations Munro responded to questions.

Council recessed at 2:34 p.m. during consideration of this matter and reconvened at 2:44 p.m. with all members of Council present.

Moved By: Councillor Gersher

Seconded By: Councillor Gough

That Option 3: Additional Recovery, Scaled and Non-Scaled, be approved for the Recovery Park site design, and that the Administration report back with a funding plan for the revised project costs.

In Favour: (9): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

Against: (2): Councillor Davies, and Councillor Hill

CARRIED (9 to 2)

Item 8.4.2 was considered next.

8.4 Standing Policy Committee Transportation

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

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

Councillor Gersher declared a conflict of interest on this item. (Her family is in a business that could be seen to be in conflict with the Taxi and TNC industries.) She excused herself from discussion and voting on the matter and left the Council Chamber.

This item was removed from the Consent Agenda.

Councillor Jeffries introduced the item as Chair of the Standing Policy Committee on Transportation.

Mark Gill, Captain Taxi, spoke in support of the incentives.

Business and Licensing Manager Wilson responded to questions of Council.

Moved By: Councillor Jeffries

Seconded By: Councillor Donauer

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.

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

CARRIED UNANIMOUSLY (10 to 0)

Item 8.1.1 was considered next.

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

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

This item was removed from the Consent Agenda.

Councillor Jeffries presented the matter as Chair of the Standing Policy Committee on Transportation.

Moved By: Councillor Jeffries

Seconded By: Councillor Block

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.

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

Against: (2): Councillor Davies, and Councillor Iwanchuk

CARRIED (9 to 2)

Item 9.5.1 was considered next.

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

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.

CARRIED UNANIMOUSLY

8.5 Governance and Priorities Committee

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

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.

CARRIED UNANIMOUSLY

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

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.

CARRIED UNANIMOUSLY

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

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

CARRIED UNANIMOUSLY

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)

Moved By: Councillor Dubois

Seconded By: Councillor Davies

That Ms. Jess Hamm be appointed the Saskatchewan Intercultural Association Representative on the Diversity, Equity and Inclusion Advisory Committee to the end of 2020.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

9.5.2 2020 Annual Appointments – Board of Police Commissioners (File No. CK. 175-23)

Councillor Loewen declared a conflict on this item. (A member of her extended family applied for appointment to the Board of Police Commissioners.) She excused herself from discussion and voting on the matter and left the Council Chamber.

Moved By: Councillor Donauer

Seconded By: Councillor Davies

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

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

CARRIED UNANIMOUSLY (10 to 0)

Councillor Loewen re-entered the Council Chamber.

9.5.3 2020 Annual Appointments – Remai Modern Art Gallery of Saskatchewan and Saskatoon Gallery and Conservatory Corporation (Mendel Art Gallery) Board of Trustees (File No. CK. 175-27)

Moved By: Councillor Gough

Seconded By: Councillor Davies

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 Remai 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

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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

Moved By: Councillor Gough

Seconded By: Councillor Davies

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.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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

Moved By: Councillor Gough

Seconded By: Councillor Davies

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

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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

Moved By: Councillor Gough

Seconded By: Councillor Davies

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.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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

Moved By: Councillor Gough

Seconded By: Councillor Davies

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

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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]

Chief Financial Officer Tarasoff presented the report.

Moved By: Councillor Donauer

Seconded By: Councillor Davies

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.

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

Against: (1): Councillor Dubois

CARRIED (10 to 1)

10.6 Strategy & Transformation

10.7 Human Resources

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

Director of Labour Relations McInnes presented the report.

Moved By: Councillor Gersher

Seconded By: Councillor Block

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.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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**

A motion to consider First Reading of Bylaw No. 9669 was passed.

City Solicitor Yelland presented the report.

Moved By: Councillor Donauer

Seconded By: Councillor Davies

That permission be granted to introduce Bylaw No. 9669, *The Plumbing Permits Amendment Bylaw, 2019* and give same its FIRST reading.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Iwanchuk

That Bylaw No. 9669 now be read a SECOND time.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Gough

That permission be granted to have Bylaw No. 9669 read a third time at this meeting.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Davies

That Bylaw No. 9669 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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

A motion to consider First Reading of Bylaw No. 9668 was passed.

City Solicitor Yelland presented the report.

Moved By: Councillor Donauer

Seconded By: Councillor Jeffries

That permission be granted to introduce Bylaw No.9668, *The Traffic Amendment Bylaw, 2019 (No. 3)* and give same its FIRST reading.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Gough

That Bylaw No. 9668 now be read a SECOND time.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Block

That permission be granted to have Bylaw No. 9668 read a third time at this meeting.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Dubois

That Bylaw No. 9668 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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]

A motion to consider First Reading of Bylaw No. 9603 was passed.

City Solicitor Yelland presented the report.

Moved By: Councillor Donauer

Seconded By: Councillor Dubois

That permission be granted to introduce Bylaw No. 9603, *The Campaign Disclosure and Spending Limits Amendment Bylaw, 2019* and give same its FIRST reading.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Gersher

That Bylaw No. 9603 now be read a SECOND time.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Jeffries

That permission be granted to have Bylaw No. 9603 read a third time at this meeting.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Block

That Bylaw No. 9603 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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

A motion to consider First Reading of Bylaw No. 9670 was passed.

City Solicitor Yelland presented the report.

Moved By: Councillor Donauer

Seconded By: Councillor Gough

That permission be granted to introduce Bylaw No. 9670, *The Impounding Amendment Bylaw, 2019 (No. 2)* and give same its FIRST reading.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Block

That Bylaw No. 9670 now be read a SECOND time.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Dubois

That permission be granted to have Bylaw No. 9670 read a third time at this meeting.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Gersher

That Bylaw No. 9670 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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

A motion to consider First Reading of Bylaw Nos. 9662, 9663, 9664, 9665, 9666. and 9667 was passed.

City Solicitor Yelland presented the report.

Moved By: Councillor Donauer

Seconded By: Councillor Jeffries

That permission be granted to introduce Bylaw No. 9662, *The Cemeteries Amendment Bylaw, 2019 (No. 2)*, Bylaw No. 9663, *The Waste Amendment Bylaw, 2019 (No. 2)*, Bylaw No. 9664, *The Building Amendment Bylaw, 2019 (No. 3)*, Bylaw No. 9665, *The Waterworks Amendment Bylaw, 2019 (No. 2)*, Bylaw No. 9666, *The Sewer Use Amendment Bylaw, 2019, and* Bylaw No. 9667, *The Animal Control Amendment Bylaw, 2019 (No. 3)* and give same their FIRST reading.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Dubois

That Bylaw Nos. 9662, 9663, 9664, 9665, 9666, and 9667 now be read a SECOND time.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Iwanchuk

That permission be granted to have Bylaw Nos. 9662, 9663, 9664, 9665, 9666, and 9667 read a third time at this meeting.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Gough

That Bylaw Nos. 9662, 9663, 9664, 9665, 9666, and 9667 now be read a THIRD time, that the bylaws be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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]

The City Clerk reported that 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."

Moved By: Councillor Jeffries

Seconded By: Councillor Iwanchuk

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

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

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

The City Clerk reported that 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."

Moved By: Councillor Jeffries

Seconded By: Councillor Block

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

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

Against: (1): Councillor Gersher

CARRIED (10 to 1)

15. GIVING NOTICE

16. URGENT BUSINESS

16.1 January 2020 Electrical Rate Change – Federal Carbon Charge

Pursuant to earlier resolution, this matter was added to the agenda as Urgent Business.

General Manager, Utilities & Environment Gardiner presented the report.

Moved By: Councillor Donauer

Seconded By: Councillor Davies

1. That the proposed January 1, 2020 rate changes be approved for Saskatoon Light & Power's rates, as outlined in this report;
2. That permission be granted to introduce Bylaw No. 9671, *The Election Light and Power Amendment Bylaw*, and give same its FIRST reading.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Dubois

That Bylaw No. 9671 now be read a SECOND time.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Block

That permission be granted to have Bylaw No. 9671 read a third time at this meeting.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

Moved By: Councillor Donauer

Seconded By: Councillor Jeffries

That Bylaw No. 9671 now be read a THIRD time, that the bylaw be passed and the Mayor and the City Clerk be authorized to sign same and attach the corporate seal thereto.

In Favour: (11): Mayor C. Clark, Councillor Block, Councillor Davies, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Iwanchuk, Councillor Jeffries, and Councillor Loewen

CARRIED UNANIMOUSLY (11 to 0)

17. IN CAMERA SESSION (OPTIONAL)

18. ADJOURNMENT

The Regular Business Meeting adjourned at 3:19 p.m.

Mayor

City Clerk

Bryant, Shellie

From: Candace Skrapek [REDACTED]
Sent: January 27, 2020 8:28 AM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Monday, January 27, 2020 - 08:27

Submitted by anonymous user: 167.129.141.87

Submitted values are:

Date Monday, January 27, 2020

To His Worship the Mayor and Members of City Council

First Name Candace

Last Name Skrapek

Email [REDACTED]

Address [REDACTED] College Drive

City Saskatoon

Province Saskatchewan

Postal Code [REDACTED]

Name of the organization or agency you are representing (if applicable) Saskatoon Council on Aging

Subject Age Friendly Saskatoon Award

Meeting (if known) City Council

Comments

I would like to say a few words and present City Council with the Age Friendly Award recently received from the Provincial Government

Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/362517>



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Marr Residence 2019 Annual Report

Recommendation of the Committee

That the Marr Residence 2019 Annual Report be received as information.

History

At the January 14, 2020 Standing Policy Committee on Planning, Development and Community Services meeting the Marr Residence 2019 Annual Report was considered.

Attachment

Marr Residence 2019 Annual Report



Marr Residence 2019 Annual Report

Submitted by the Marr Residence Management Board

Councillor Sarina Gersher

City of Saskatoon

Andrew Whitting

MVA

Della Greer

Saskatoon Heritage Society

Caroleen Wright

Nutana Community Association

Dean Boyle

Infrastructure Services Department

Fiona Boyko

Member at Large

Michael Boyko

Member at Large

Barb Lucas

Recording Secretary

**The Marr Management Board respectfully submits to the City of Saskatoon it's
Annual Report for 2018**

The Marr Board mandate is to :

Maintain and enhance the historical integrity of the site

Provide public access

**Develop programing which increases public awareness of
Saskatoon's heritage**

The website continues to be effective in getting The Marr and our programing out to the public.

Facebook Page gives us positive results and will continue to be used.

We continue to have the Historical Society use The Marr for their January Levee

We welcome any not-for-profit groups to use the house as long as they fit within the rental policy guide lines (Rental Policy revised 2017)

Our School Tour Program continues to be popular and gives us the opportunity to educate our youth about our history. This year we had 3 schools (four classes) book tours for a total of 106. We also did 2 tours for Sask Intercultural Association for a total of 29 , one tour for the Open Door Society for a total of 10 and two private tours for a total of 11.

Once again special thanks goes to our gardeners, Jan Robbins and Marianne Amos and Brownwin for their hard work and dedication in keeping the Marr Garden so lovely. We also thank Jan Robbins for her hard work in keeping the snow cleared at the Marr during the winter.

I also want to thank Taren Meyer , for continuing the Vintage Sewing programing.

Repairs required at the house are dealt with by Dean Boyle, from the City of Saskatoon , and his team in a very quick manner. Our back yard deck was expanded this summer giving us a very welcoming space. Vandalism continues to be a costly problem , we appreciate Dean's quick response in dealing with these issues.

The Marr Board would like to acknowledge all the volunteers who give countless hours towards presenting and making the Marr available to the public. We welcome the addition of new volunteers . I also want to thank my Board members for their commitment to the Marr Board not only by attending meetings but also by assisting in our programming.

Programming and Special Events for 2019

January 6 -	The Saskatoon Heritage Society New Year's Levee
January 27 -	Victorian Sewing - with Taran Meyer and Laura Hansen
February - 3	Heritage Festival at the Western Development Museum -
February 24 -	Victorian Sewing with Taren Meyer
March - 24	Victorian Sewing with Taran Meyer
April 29	Victorian Sewing with Taran Meyer
May 7	Nutana Community Association (NCA) lecture series
May 14	NCA lecture series
May 22	"Two Sherlocks " presented by John Huston
June 2	Doors Open
June 4	NCA lecture series
June 11	NCA Lecture Series
July - 1	Canada Day presentation - Lorne Deighton -
	" Son's of Django "
July 7	Open house
July 14	Antique Appraisal
July 21	Walking Tour of Nutana with Dianne Wilson
July - 26	Marr Summer Dance

July - 28	Open House
August 4	Marr Rhubarb Festival
August 11 -	“Trounce Family Letters “– by Andrew Whitting
August 18	“City of Medicine Hat” – by Andrew Whitting
August 25	Heritage Rug Hookers of Saskatoon
September 29	Open House
October 20	Open House
November 10	“Honouring Canada’s War Dead “– by Alan Morton
December 2 , 3, 4, 6, 7,	

John Huston Presents “A Christmas Carol “

“ ontheboards.ca “ was used as the on-line ticketing provider for this event. Over the five show run 90 of the 125 tickets were sold

In July Michael and Fiona Boyko put on a Community Dance Evening Though numbers were small the event went over well . Whether the event will be repeated will be discussed in the new year.

I wish to acknowledge the contribution of Fiona Boyko to the Marr Board as steps away from the as she continues her education

I also want to thank Sarina Gersher our City Council representative for all she has done. We wish her well in the new city boards she is joining. We also welcome Cynthia Block our new city council representative.

On behalf of the Marr Board I would like to express our appreciation to the City of Saskatoon for their commitment and support in maintaining The Marr Residence making it accessible to the public. Because of the Marr being open we had 1790 people visit the house representing a wide range of ages , nationalities and countries participating in a variety of events ,tours and programing. This number dose not include responses to phone calls and emails asking about the Marr.

I want to also acknowledge the partnership that is developing between the Marr Residence and the Nutana Community Association (NCA) A lecture series developed by the NCA utilized the Marr for several presentations. We look forward to this partnership growing.

Respectfully Submitted by

Della Marshall , Board Chair



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Acquisition of Artworks into Public Art Collection

Recommendation of the Committee

1. That the donation of the artworks Contrapuntal Jazz, Dream Walker, Cascadence and River and Sky be accepted as donations into the City of Saskatoon public art collection, as recommended by the Public Art Advisory Committee and Civic Administration;
2. That the Office of the City Solicitor prepare the necessary agreements evidencing the donations for signing by the Artists, the Mayor and the City Clerk; and
3. That the Office of the City Solicitor prepare the necessary agreement with the Saskatchewan Craft Council to allow for the display of the artwork River and Sky on the Craft Council building at 813 Broadway Avenue.

History

At the January 14, 2020 Standing Policy Committee on Planning, Development and Community Services meeting a report of the General Manager, Community Services Department dated January 14, 2020 was considered.

Attachment

January 14, 2020 report of the General Manager, Community Services Department

Acquisition of Artworks into Public Art Collection

ISSUE

The Public Art Advisory Committee and Administration is recommending the acquisition of four artworks, by way of donation, into the City's Public Art Collection.

RECOMMENDATION

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council:

1. That the donation of the artworks Contrapuntal Jazz, Dream Walker, Cascadence and River and Sky be accepted as donations into the City of Saskatoon public art collection, as recommended by the Public Art Advisory Committee and Civic Administration;
2. That the Office of the City Solicitor prepare the necessary agreements evidencing the donations for signing by the Artists, the Mayor and the City Clerk; and
3. That the Office of the City Solicitor prepare the necessary agreement with the Saskatchewan Craft Council to allow for the display of the artwork River and Sky on the Craft Council building at 813 Broadway Avenue.

BACKGROUND

The City of Saskatoon (City) Municipal Culture Plan includes specific strategies to facilitate cultural investments including public art in Saskatoon neighbourhoods. Further, donations and purchases of public art are encouraged in Council Policy No. C10-025, the Public Art Policy.

The City has recently been presented with an opportunity to acquire four artworks into its public art collection. All four are currently on display around Saskatoon.

DISCUSSION/ANALYSIS

The goal of the City's Placemaker Program is to add significance to civic spaces through temporary public art. These temporary exhibits transform public spaces and engage with audiences to promote an appreciation for contemporary art practices. Placemaker artworks are leased by the City from the artist. Four Placemaker artworks, with leases that have expired, have been offered to the City as donations. Details for each of the artworks are provided in Appendix 1.

With the expiration of any Placemaker lease, the following options exist:

1. Extend the lease;
2. Do not extend the lease, requiring the artist to remove the artwork;
3. Purchase the artwork; or
4. Acquire the artwork through donation.

In this case, all four artworks are being offered as donations. As per Council Policy No. C10-025, Public Art Policy, the Public Art Advisory Committee, at their November 8, 2019 Committee meeting, considered the offers to donate and resolved to recommend acceptance of the four artworks offered for donation.

The artworks being offered as donations are:

1. Contrapuntal Jazz by Leslie Potter;
2. Cascadence by Edward Gibney;
3. River and Sky by Tony Stallard, Kenneth Williams and Joseph Naytowhow; and
4. Dream Walker by Leslie Potter.

All four of the artworks being made available to the permanent collection are currently on exhibit:

1. Contrapuntal Jazz - 20th Street and Avenue C;
2. Cascadence - 22nd Street and 5th Avenue;
3. River and Sky - 813 Broadway Avenue; and
4. Dream Walker - Central Avenue and 110th Street.

Administration supports acquisition of these artworks, as each in its own way, helps to animate the public space in which it is exhibited and each promotes an appreciation for contemporary art practices.

The Broadway, Downtown, Riversdale and Sutherland Business Improvement Districts (BIDs) were consulted regarding acquisitions specific to their areas with all four supporting the City in acquiring the artworks as donations into the permanent collection. If approved, the neon light installation River and Sky will complement a similar installation by the same artist team led by Tony Stallard; Land of Berries currently affixed to the north wall of The Remai Arts Centre/Persephone Theatre building.

FINANCIAL IMPLICATIONS

The total ongoing operating impact to the City for maintenance and conservation of all four artworks is estimated at \$1,000 per year and will be accommodated within the existing budget for public art maintenance.

OTHER IMPLICATIONS

The Public Art Advisory Committee recommendation to City Council is in compliance with Public Art Policy No. C10-025 and Gifts and Memorial Program Policy No. C09-027.

NEXT STEPS

Should City Council accept the donation, Administration will prepare and finalize donation agreements with the artists and arrange a long-term agreement with the Saskatchewan Craft Council for exhibition of River and Sky.

Acquisition of Artworks into Public Art Collection

Further, if approved, Administration will include all four artworks on the interactive public art map application (iMap) located on the City's website.

APPENDICES

1. Acquisition of Sculptures into the Public Art Collections

REPORT APPROVAL

Written by: Kevin Kitchen, Community Development Manager

Reviewed by: Andrew Roberts, Director Recreation and Community Development Division

Approved by: Lynne Lacroix, General Manager Community Services

SP/2019/RCD/Admin Report - Acquisition of Artworks into Public Art Collection/jdw

Acquisition of Artworks into Public Art Collection

Contrapuntal Jazz

Leslie Potter

Welded Steel

20th Street and Avenue C

Leased since 2007 – offered for donation

Artist statement:

This sculpture speaks to what jazz is like in 3-D; combining the musician, the instrument(s) and the music.



Cascadence
Edward Gibney
Dolomite and Steel
22nd Street and 5th Avenue
Leased since 2002 - offered for donation

Artist statement:

This sculpture is about movement and texture. It amalgamates the rhythmic climbing of the stone up the column and the flowing cascade back down the steel elements.



Nipy Mina Kisik (River and Sky)

Tony Stallard, Kenneth Williams and Joseph Naytowhow

Neon Light

Saskatchewan Craft Council Building, 813 Broadway Avenue

Leased since 2017 - offered for donation

Artist statement:

The intention of Nipy Mina Kisik is to create a poetic site-specific artwork that reflects the sacred and ritualistic space of Treaty 6. The artwork embodies the historic importance of the elders meeting place near the river and as a contemporary location to gather, meet and socialize.



Dream Walker
Leslie Potter
Steel and Concrete
Central Avenue and 110th Street
Leased since 2006 - offered for donation

Artist statement:

The soft colours and quirky gestures of this sculpture are integrated to provide a gentle quietude.





STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Corridor Transformation Plan

Recommendation of the Committee

1. That the Corridor Transformation Plan be endorsed to guide future corridor land use planning activities as the basis for implementing the Corridor Growth Portfolio of the Growth Plan to Half a Million; and
2. That the Corridor Transformation Plan be forwarded to the Municipal Planning Commission for information.

History

At the January 14, 2020 Standing Policy Committee on Planning, Development and Community Services meeting a report of the General Manager, Community Services Department dated January 14, 2020 was considered.

Attachment

January 14, 2020 report of the General Manager, Community Services Department

Corridor Transformation Plan

ISSUE

The Growth Plan to Half a Million (Growth Plan) established Corridor Growth as a key initiative to help balance future outward growth of the City with infill development opportunities. Specifically, the Growth Plan identifies a target of providing 15% of new residential development, or approximately 22,000 new residential units, along Saskatoon's major corridors.

The Corridor Transformation Plan (Transformation Plan) responds to objectives of the Growth Plan by outlining the long-term principles and guidelines to be incorporated into the Corridor Planning Program (Program).

RECOMMENDATIONS

1. That the Corridor Transformation Plan be endorsed to guide future corridor land use planning activities as the basis for implementing the Corridor Growth Portfolio of the Growth Plan to Half a Million; and
2. That the Corridor Transformation Plan be forwarded to the Municipal Planning Commission for information.

BACKGROUND

The Growth Plan was approved in principle by City Council in April 2016, establishing a new approach for growth in Saskatoon in the coming decades. It also outlined the vision for rebalancing the future growth of Saskatoon through long-term targets of 50% infill and 50% greenfield development, with 15% of the infill target allocated to Corridor Growth.

As part of this long-term vision, the Corridor Growth Portfolio was created to work toward achieving the infill targets, while also leveraging and supporting the Bus Rapid Transit (BRT) system. The Corridor Growth Portfolio incorporates programs for Corridor Planning and Transit Villages, which are intended to support and provide transformational ideas and options for Saskatoon's major transportation corridors, as well as the Brownfield Renewal Strategy, which aims to assess and prioritize redevelopment of abandoned, vacant, derelict or underutilized properties along major corridors that have real or perceived contamination.

Corridor Planning Program

City Council established the Corridor Planning Program on June 26, 2017, through amendments to the Official Community Plan, Bylaw 8769. The Program includes a framework of objectives and policies that will guide future detailed land-use activities along the city's major transportation corridors. An excerpt of the policy framework, Section 21.0 of the Official Community Plan (OCP) has been included as Appendix 1.

Corridor Transformation Plan

The first phase of the Program, beginning in the fall of 2017, included the four stages of Research; Ideas; Concepts and Options; and Transform. The key deliverable of Phase One is the Corridor Transformation Plan.

DISCUSSION/ANALYSIS

Corridor Transformation Plan

The Transformation Plan (see [Appendix 2](#)) brings together the principles, objectives and guidelines from the Program and the Transit Villages project into one transformative long-term vision for the city's corridors. It is intended to provide high-level direction for detailed land use planning activities to occur within the Corridor Growth Area, as depicted in the attached map, and as part of the Corridor Planning Program (see Appendix 3).

Guiding Principles outlined in Chapter 2 are the central component of the Transformation Plan and will help future growth and development achieve the intentions of the Growth Plan, while enabling a degree of flexibility and responsiveness for the real estate market. They will serve as the framework for each Corridor Planning process as well as assist in the analysis of development proposals within the Corridor Growth Area where a Corridor Plan has not yet been prepared.

The Guiding Principles have been organized into the following categories:

1. Transit Oriented Development Principles – focused on buildings and streetscapes that support the relationship between land use and transit.
2. Land Use Principles – focused on the types and mix of uses, building sizes and relationships with adjacent neighbourhoods.
3. Transit Villages Principles – focused on locations that have the opportunity to be re-imagined into mixed-use destinations combining housing, employment and open spaces.
4. Public Realm Principles – focused on creating public streets and spaces that are visually appealing, safe, inviting, universally accessible and livable on a year-round basis.

The Transformation Plan also includes Corridor Design Guidelines (Chapter 3) and an Implementation Framework (Chapter 4) that outline the intent and objectives for the Corridor Growth Area.

Corridor Planning Program – Phase Two

Phase Two of the Program includes additional work to prepare Official Community Plan (OCP) and Zoning Bylaw amendments, a development financing and incentives framework, and the review of current parking standards. This work will be completed in advance of completion of the first Corridor Plan. Additional details of this work are highlighted in the Next Steps section of this report and in the Transformation Plan Implementation Framework found in Chapter 4.

Corridor Transformation Plan

The next phase of the Program will include work to prepare a series of detailed Corridor Plans for distinct portions of the Red, Green and Blue BRT corridors over a span of approximately ten years. The Administration will prioritize Corridor Plans to respond to needs and opportunities. Each Corridor Plan is to be developed through a collaborative and consultative process with land owners, neighbourhood residents, local business owners and community stakeholder groups. The intended outcome of each Corridor Plan is approval of the necessary land use policy, zoning, and infrastructure and public realm improvements to enable Corridor Growth to occur in each plan area.

Corridor Land Uses

The current OCP policy framework for the Program outlines the intent, objectives and detailed policies on how the Program will be implemented. To support this work, new land uses are being developed to provide clarity and direction on the necessary land use mix, densities and other built form components. New land uses will include Station Mixed Use, Transit Villages, Corridor Mixed Use, Corridor Residential and Corridor Main Street designations (see Appendix 4).

These land uses will be supported by new zoning districts that will provide technical components necessary to achieve the built form and public realm objectives of the Program.

Parking

The introduction of the BRT System and increased land use mix and densities along the corridors also provides an opportunity to reconsider current parking standards and regulations within the Corridor Growth Area. A review of parking regulations is currently underway, with the aim of finding opportunities for revising Zoning Bylaw parking standards suitable for high-frequency transit corridors. This will be the subject of a future report to City Council, anticipated in the first quarter of 2020.

Engagement Summary

A comprehensive engagement strategy has been incorporated into the development of each of the components of the Corridor Growth Portfolio, beginning in the spring of 2017, with the first online questionnaire related to the Program's OCP policy language. In order to solicit a wide variety of opinions, ideas and comments for the Corridor Growth Portfolio projects (Corridor Planning, Transit Villages & Brownfield Renewal Strategy), a total of 53 engagement events and opportunities, targeted toward the general public and specific stakeholder groups, have occurred with approximately 2,500 comments and suggestions received.

Future Corridor Plans will incorporate engagement strategies and tactics aimed at improving participation and feedback from under-represented residents and stakeholders, in order to reduce any potential data limitations. A link to the Corridor Planning Engagement Summary has been included as [Appendix 5](#).

Corridor Transformation Plan

Infill Roundtable

On September 4, 2018, a report was presented to the Standing Policy Committee on Planning, Development and Community Services providing Administration's response to the Infill Roundtable report. Direction from the Standing Policy Committee was:

“That the Administration report further on how the Corridor Planning process can be reconciled with the development of overlay districts to provide more predictability for both residents and the development industry regarding where to expect future density with the ability of the City of Saskatoon to achieve its growth targets.”

The new corridor-focused land uses outlined in this report and the attached Transformation Plan are intended to be incorporated into future amendments to the Official Community Plan. They will be supported by the preparation of new zoning districts, development incentives and additional regulations and guidelines related to parking standards, interim uses and public realm improvements. These tools will form the basis for detailed land use planning activities in the Program. Collectively, they are intended to provide the future clarity and predictability that residents and the development industry are seeking.

IMPLICATIONS

There are no environmental, privacy, financial, or CPTED implications or considerations at this time.

NEXT STEPS

The following sequence of reports are anticipated to support the principles and objectives of the Transformation Plan. These tools are expected to be developed in advance of the first Corridor Plan beginning in 2020.

Future Corridor Growth reports:

1. Proposed corridor land use designations (Q1 2020);
2. Parking standards review (Q1 2020);
3. Corridor development incentives framework – (TBD); and
4. Corridor-focused zoning districts and supporting development regulations (TBD).

APPENDICES

1. OCP Section 21.0 Corridor Planning Program
2. [Corridor Transformation Plan](#)
3. Corridor Growth Area Map
4. Corridor Planning Program - Land Uses
5. [Corridor Planning Engagement Summary](#)

REPORT APPROVAL

Written by: Jim Charlebois, Senior Planner II, Planning and Development

Reviewed by: Chris Schulz, Manager of Planning Project Services
Lesley Anderson, Director of Planning and Development

Approved by: Lynne Lacroix, General Manager, Community Services Department

SP/2019/PL/PDCS – Corridor Growth Transformation Plan/pg

21.0 Corridor Planning Program

(Revised – Bylaw No. 9458 – June 26, 2017)

21.1 Intent:

The Corridor Planning Program provides a framework within which detailed land-use planning activities will occur along the City's major transportation corridors as a means of providing a balanced approach to growth, as outlined in the Growth Plan to Half a Million. Corridor growth areas are intended to accommodate a mixture of residential, commercial and institutional uses that are oriented towards the street at a pedestrian scale, with active building frontages as a means of addressing the following items:

- i) major transportation corridors in the City are often car-oriented with a low-density built form and limited land uses that do not encourage transit use or other multi-modal transportation options, such as cycling, walking, or accessible modes of travel;
- ii) an over-reliance on outward growth and development can be expensive and sometimes does not maximize the use of municipal infrastructure, putting the City in long-term financial risk; and
- iii) amenities that serve adjacent neighbourhoods are limited along the City's major corridors.

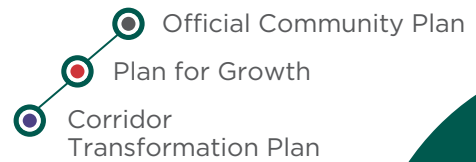
21.2 Objectives:

- a) To provide a mix of land uses that provide a balance of employment opportunities along major corridors to address city-wide and adjacent residential neighbourhood employment needs.
- b) To provide a mix of land uses and densities that support and encourage the use of the Bus Rapid Transit service and multi-modal transportation options.
- c) To guide the development and evolution of the corridor in a way that incorporates transit-oriented development principles for streetscape, pedestrian, and building design components to create a built form and pedestrian environment that is visually appealing, physically comfortable, safe, universally accessible and livable on a year-round basis.
- d) To maximize the use of existing infrastructure and to provide new infrastructure and servicing needs in a cost effective, sustainable,
- e) and efficient manner.

21.3 Policies:

- a) The City will encourage a mix of land uses and densities along its major transportation corridors to provide employment opportunities, commercial services, housing options, amenities, and other uses that support surrounding neighbourhoods and that help to create year-round vibrant and accessible urban corridors.
- b) The City will encourage, through the Corridor Planning Program process, the building densities necessary to support the establishment and use of a Bus Rapid Transit system and other multi-modal transportation options.
- c) The City will engage with residents and stakeholders at each phase of the Corridor Planning Program process in order to identify issues, opportunities, and solutions that are reflective of community needs, while striving to encourage infill development to provide a balanced approach to growth.
- d) The City will strive to maximize the use of existing water and sewer infrastructure and will assess the impacts of increasing density on the capacity of the system. Necessary infrastructure upgrades and replacement cost estimates will be identified through each Corridor Planning Program process, along with potential financial strategies to address the estimated costs.
- e) The City will encourage the use of renewable energy sources, sustainable building technologies, materials, and practices and Low Impact Development guidelines to help reduce energy consumption, greenhouse gas emissions, promote storm water infiltration and the long-term maintenance requirements for the City's waste management infrastructure and facilities.
- f) The Corridor Planning Program will incorporate transit-oriented development design principles, including street-level analysis of the existing built form and public realm to identify potential form and character guidelines and strategies for new development. Components may include, but are not limited to:
 - i) building scale and massing elements;
 - ii) streetscape design elements and landscaping;
 - iii) universal accessibility;
 - iv) four-season environmental considerations and strategies;
 - v) shadow-cast studies and strategies; and
 - vi) building and public realm materials.

Corridor Transformation Plan



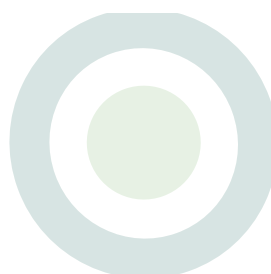
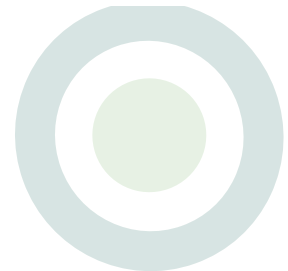


TABLE OF CONTENTS

Executive Summary 1

Chapter 1 Corridor Growth Policy Framework 4

1.1 Growth Plan to Half a Million	4
a. Corridor Growth	4
b. Corridor Growth Project Scope	5
c. Corridor Planning Process	5
d. Engagement Program	5
1.2 Municipal Policy Framework	9
a. Official Community Plan	9
b. Reconciliation	9
c. Strategic Plan 2018-2021	10
d. Green Infrastructure Strategy	10
e. Active Transportation	10
f. Complete Streets Guidelines	11
g. Culture Plan	11
h. Climate Action Plan	11
1.3 Corridor Growth	12
a. CPP/OCP Policy Framework	12
b. Transit Villages	14
1.4 Corridor Planning Land Uses	16
a. Character Areas	16
b. Land Use Categories	16
1.5 Corridor Visualization	22
a. Land Use Transition Model	22
b. Corridor 3D Model	24

Chapter 2 Corridor Growth Guiding Principles 28

2.1 Transit Oriented Development Principles	28
2.2 Corridor Growth Land Use Principles	29
2.3 Transit Villages Principles	30
2.4 Public Realm Principles	31

Chapter 3 Corridor Growth Design Guidelines 34

3.1 Spatial Configurations	34
a. X-Axis - Cross Streets	34
b. Y-Axis - Corridor Length	34
c. Z-Axis - Massing/Proportions	34
3.2 Built Environment Design Components	35
a. Street Proportion & Building Placement	35
b. Building Massing	36
c. Connectivity	36
d. Active Frontages	37
e. Building & Site Access	38
f. Sustainability	39
g. Safety and Security	39
3.3 Public Realm Components	40
a. Corridor Identity	40
b. Street Furniture/Hardscaping	41
c. Street Trees & Plantings	41
d. Four Season Design	42
3.4 Open Space Design Components	43
a. Open Space Opportunities	43
b. Time and Seasonal Considerations	44

Chapter 4 Growth Plan Implementation Framework 48

4.1 Corridor Planning Program	
a. Corridor Planning Program Process	48
b. Land Use	48
c. Priorities, Sequence & Timelines	48
d. Corridor Parking Standards Review	48
e. Ongoing Operations and Maintenance	49
f. Additional Development Regulations & Guidelines	50
4.2 Development Financing & Incentives	
a. Financial Incentives	50
b. Development Approval Timelines	50
c. Development Rights	50



*Saskatoon, 2nd Ave & 21st St. July 1960
Source: Saskatoon Public Library*

CORRIDOR TRANSFORMATION PLAN

EXECUTIVE SUMMARY

The Corridor Transformation Plan is a long-term visionary plan. The intent of the Plan is to highlight the opportunities and methods for implementing the Corridor Growth core initiative of the **Growth Plan to Half a Million (Growth Plan)** and the intent and objectives of the Corridor Planning Program policy framework outlined in the Official Community Plan.

In setting out the long-term vision for Corridor Growth, **Chapter 2** of this Plan includes Guiding Principles for:

- Future land uses within the Corridor Growth Area;
- The components of Transit Oriented Development and examples of ways in which they can be applied along the corridors;
- The evolution of 'traditional' shopping malls into vibrant mixed-use locations that provide employment opportunities, residential dwellings and new open spaces; and
- Improvements to the 'public realm' – the places and spaces, accessible to all, where we live, work and play.

These Principles will enable future growth to respond to changes in the development and real estate markets, adapt to transit system improvements and reflect changing community priorities and values, while remaining consistent to the overall goals and objectives of the Corridor Growth initiative of the Growth Plan.

The Design Guidelines in **Chapter 3** provide an additional layer of information and support for the Guiding Principles. They outline ways in which the Corridor Planning Program could incorporate new design elements into the built environment. This flexibility will enable each future Corridor Plan to incorporate local neighbourhood characteristics through design elements and materials that celebrate the area's unique qualities.

Finally, the Implementation Items outlined in **Chapter 4** provide an overview of the additional work necessary to successfully implement the long-term vision and Guiding Principles of the Transformation Plan. The action items are organized into the three main categories of 1) Corridor Planning Program; 2) Development Regulations and Guidelines; and 3) Development Incentives. Each category contains specific items that will help advance the Corridor Planning Program.



Chapter 1
Policy Framework



Chapter 2
Guiding Principles



Chapter 3
Design Guidelines



Chapter 4
Implementation Items



CHAPTER 1 - POLICY FRAMEWORK



PLAN INTENT

The Corridor Transformation Plan provides a long-term framework for growth and development along the city's major corridors, while working toward providing a broad mix of land uses, high-quality public realm and connections to multi-modal transportation options. The transformational ideas and Guiding Principles outlined within the Plan will serve as the basis for future detailed land use planning activities.

1. CORRIDOR GROWTH POLICY FRAMEWORK

1.1 Growth Plan to Half a Million

The **Growth Plan** was endorsed in principle by City Council in April 2016 and outlines the long-term vision and opportunities for a balanced approach to growth for Saskatoon.

The Growth Plan presents a challenge for Saskatoon to rethink the way we accommodate and plan for physical growth and development in the city. It identifies seven components to develop a new growth planning model for Saskatoon — three core initiatives (Transit Improvements, Corridor Growth and Core Bridges) and four supporting themes (employment areas, active transportation, water and sewer, and financing growth). It also includes a long-term infill target of 50 per cent of new growth to be accommodated through strategic infill opportunities (25 per cent), corridor growth (15 per cent) and neighbourhood infill (10 per cent).

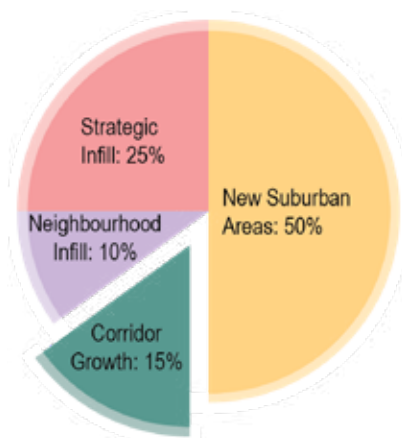
a. Corridor Growth

The Corridor Growth initiative explores ways to encourage growth and redevelopment along Saskatoon's major transportation corridors in order to reduce outward growth pressures, provide more housing options close to employment areas, and enhance transportation choices throughout the city. Residents have expressed a desire for sustainable growth options and a better balance of outward and upward growth. Corridor growth is essential to transforming low-density, auto-centric land uses into vibrant, complete communities that support attractive transit and transportation options. Corridor growth will enable the city to meet its targets for infill development as we approach a population of 500,000 by accounting for up to 15 per cent of that future growth.

These targets effectively set the framework for the need to accommodate a significant population increase within the current footprint of the city. This is an important time in Saskatoon's history, with significant choices to be made about how the city will continue to grow.

Today's development and transportation infrastructure investments will last for decades and have a critical role in shaping land use patterns for generations to come. The City of Saskatoon has set a vision for economic prosperity, quality of life and environmental responsibility. It is essential that today's land use and transportation choices set Saskatoon up to realize this vision.

Fig. 1 Growth Plan Infill Growth Targets

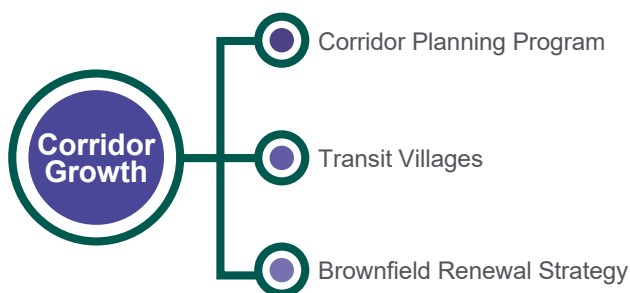


By making the right choices now, Saskatoon will be in a position to:

- better utilize its land and infrastructure assets;
- provide opportunities for the public to use an efficient, convenient transit system;
- have a scale and density of development and mixture of land uses that support walking and cycling and other forms of non-motorized movement;
- provide a range of housing types and tenures to meet the needs of all people;
- provide jobs close to homes;
- provide the social infrastructure required to support families and other community needs;
- protect the natural environment;
- enable economic development and reinvestment opportunities; and,
- be more affordable to manage over the long-term.

b. Corridor Growth Project Scope

Corridor Growth explores opportunities for developing complete communities along major corridors, supported by improved transit services. The Corridor Growth portfolio is comprised of a number of projects aimed at providing a framework within which future growth can occur, while working toward the infill growth targets outlined in the Growth Plan. Corridor Growth includes the **Corridor Planning Program**, the **Transit Villages** project and the **Brownfield Renewal Strategy**.



Each of these three components will provide a set of principles and guidelines for future growth opportunities along the city's major transportation corridors, focused on:

- encouraging a variety of building types, densities and forms;
- creating streets and public spaces that are inviting, active and memorable for residents and visitors;
- improving access to employment opportunities, commercial businesses and services;
- improving transportation options along, and to, the major corridors;
- enhancing the connectivity between and within neighbourhoods adjacent to the major corridors; and
- supporting the efficient use and provision of infrastructure.

c. Planning Process

The Corridor Planning Process diagram on the following page (*Figure 2*) outlines the planning phases and activities involved in the preparation of this Plan.

d. Engagement Program

From mid-2017 through 2019, the Corridor Planning Program conducted a comprehensive analysis, engagement and policy development process to inform the development of this Corridor Transformation Plan.

In the spring 2017, an online questionnaire on the Corridor Planning Program policy framework was released. From 2017 through to the end of 2019, 34 engagement events and opportunities targeted toward the general public, the development industry and other professional and community stakeholder groups were held. Through these events, meetings and surveys, almost 2,000 people participated in completing 1,112 surveys and provided 1,334 general and location based comments. The feedback received guided the preparation of the Official Community Plan policy framework, land uses, building densities and public realm components contained in this plan.

See *Figure 3* for a timeline of the engagement events.

Corridor Planning Program Process



BACKGROUND & RESEARCH

June 2017- March 2018

- Corridor Planning Program amendment to the Official Community Plan
- Gathered data and analyzed current conditions, land uses and building densities
- Created a digital 3D model
- Transit-oriented development case studies



IDEAS

March - August 2018

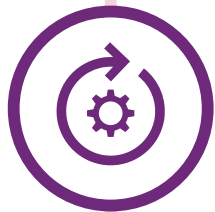
- Information gathering through numerous engagement events
- Place-making principles and project examples
- Zoning analysis and needs assessment
- Tested projected development/density distribution along the corridors using the 3D model



CONCEPTS & OPTIONS

August 2018 - January 2019

- Identified and developed corridor densities, land use mix, and public realm design opportunities and options
- Developed 'Character Areas' to define provide examples of building forms and typologies for land use and the public realm design options
- Gathered feedback on options for zoning, land use and public realm improvements



TRANSFORM

February - December 2019

- Complete the Transformation Plan that incorporates the information prepared in the first three phases, including a list of key deliverables
- Prepare new Official Community Plan policy framework for Corridor Growth
- Create new land use designations and zoning



IMPLEMENTATION

Starting 2020

- Prepare Land Use and Zoning amendments for approval
- Create strategy for corridor development incentives
- Investigate opportunities for developing catalyst sites
- Implement recommendations from the Brownfield Renewal Strategy
- Begin Corridor Plans
- Monitor Corridor Growth infill targets

Engagement Timeline





1.2. Municipal Policy Framework

The City of Saskatoon has a number of policies, plans and strategies that provide direction and guidance for the long-term management of the city's growth and evolution. While they each have their own specific focus, collectively they contribute to accomplishing the goals and objectives of the City of Saskatoon. The Corridor Growth initiative and the Corridor Planning Program are informed by these other plans and policies and they also provide a policy framework against which short and long-term growth management decisions are made by City Council.

a. Official Community Plan

An **Official Community Plan (OCP)** is the primary community planning tool in Saskatchewan. Legislated by The Planning and Development Act, 2007 it is essential for managing future growth and development of Saskatchewan municipalities. It is a bylaw adopted by a council providing the policy framework to define, direct, and evaluate development of land resources. The City of Saskatoon Official Community Plan Bylaw No. 8769 ensures that development takes place in an orderly and rational manner, balancing the environmental, social and economic needs of the community.

In order to accommodate this new growth, the establishment of a new Corridor Planning Program was determined to be necessary to provide a framework for future detailed land use planning activities. City Council approved the Official Community Plan Amending Bylaw No. 9458 on June 26, 2017. These policies lay the groundwork for the land use planning activities needed in order to realize our vision for corridor growth as a fundamental part of the Growth Plan.

It is this policy framework upon which the Corridor Transformation Plan is based. These policies enable the long-term development, administration and implementation of detailed land-use planning activities. These activities will be carried out through the creation of area-specific Corridor Plans.

b. Reconciliation

The City of Saskatoon committed to responding to the **Truth and Reconciliation Commission (TRC) of Canada Calls to Action**, starting with City Council declaring the 'Year of Reconciliation' in July 2015. City Council is committed to working with Indigenous communities and honouring the true history of Treaty 6 Territory and Homeland of the Métis, lands now known as Saskatoon.

"The journey of Reconciliation will take time, open hearts and open minds. We all have different norms and practices for building relationships and conducting affairs. If we are open to learning and respecting each other's protocols and practices, we will grow stronger as individuals and as a community. This land, Treaty 6 and traditional homeland of the Métis, has seen many changes. Each of us is walking here for only a short time, but we each have an opportunity and a responsibility to shape our relationships with each other and make life better for those who will come after us."

- Mayor Charlie Clark (City of Saskatoon, *ayisiyiniwak: A Communications Guide* kâ-isi-pîkiskwâtoyahk. July 2019)

The public realm is also an opportunity to acknowledge and celebrate Indigenous cultures and histories and to provide opportunities for learning. There are many examples throughout Saskatoon where art and infrastructure inform and celebrate Indigenous culture, such as the tree grate designs at River Landing, the Rise from Water mural on the north side of the First Nations Bank (a Yellow Quill First Nation Urban Reserve), and the banners displaying the Treaty 6 medallion and the Métis medallion along the Chief Mistawasis Bridge.



Each Corridor Plan will include a specific engagement strategy that will be representative of all people who will ultimately use or interact with the corridor, including Indigenous people and newcomers. The engagement strategies will aim to address the Truth and Reconciliation Calls to Action through community dialogue and inclusion. Engagement will be done in a meaningful and respectful way, with a commitment to incorporate community suggestions and recommendations where possible.

c. Strategic Plan 2018-2021

The [Strategic Goals](#) are based on areas that the community and City Council identified in order to realize our Vision and accomplish our Mission. All civic reports, business plans, budgets and action items are designed to support one or more Strategic Goal.

The seven Strategic Goals of City Council are:

- A Culture of Continuous Improvement
- Asset and Financial Sustainability
- Quality of Life
- Environmental Leadership
- Sustainable Growth
- Moving Around
- Economic Diversity and Prosperity

Corridor Growth and the Corridor Planning Program support the Strategic Goals of [Sustainable Growth](#), [Quality of Life](#) and [Economic Diversity and Prosperity](#).

d. Green Infrastructure Strategy

The purpose of Saskatoon's [Green Infrastructure Strategy](#) is to establish the vision, actions and implementation framework to enhance Saskatoon's Green Network by integrating green infrastructure into land use planning and asset management. The values and goals of the Green Infrastructure Strategy inform various aspects of the Corridor Planning Program. It is a system of natural and human-designed assets that provide municipal and ecosystem services by protecting, restoring, or emulating nature. When green infrastructure is designed holistically, it becomes an interconnected Green Network that enhances the urban environment and improves quality of life.

The Strategy:

- Identifies existing green infrastructure in the city, and the municipal and ecosystem services it provides;
- Integrates green infrastructure such as natural areas into the urban fabric to create a cohesive Green Network;
- Manages existing green infrastructure while considering site specific factors, community needs, and financial implications;
- Strengthens green infrastructure in priority sites; and
- Partners with citizens and other organizations to strengthen and manage the Green Network.

e. Active Transportation Plan

The [Active Transportation Plan](#) helps provide more choices for moving around Saskatoon by addressing our community and infrastructure needs for cycling, walking and other modes of active transportation.

Five supporting goals were developed as part of the Active Transportation Plan. These goals will guide the development of directions and actions that are both achievable and measurable.

1. MORE walking and cycling
2. SAFER walking and cycling
3. More PLACES for walking and cycling
4. Build a CULTURE for active transportation
5. ENCOURAGE other forms of active transportation

In addition the following six key themes provide additional recommendations and action items to address opportunities and challenges regarding active transportation policies, standards and programs:

1. Connectivity
2. Safety and Security
3. Convenience
4. Land Use and Growth
5. Maintenance and Accessibility
6. Education and Awareness

f. Complete Streets Guidelines

The [Complete Streets Design and Policy Guide](#) (2017) is intended to be used by the City to work with the community and developers to consistently design the public right-of-way and ensure land uses are integrated, contributing to a people-oriented street environment that works for everyone.

Complete Streets are streets designed to address the context of the street while providing safe access for all intended users. Pedestrians, cyclists, motorists and transit riders of all ages and abilities must be able to safely move along and across a complete street. In support of the land uses they serve, complete streets help build strong, livable and vibrant communities.

Complete streets are designed to:

- Enhance safety for all modes;
- Expand transportation choice;
- Support universal accessibility;
- Enhance connection to community; and
- Develop a sense of place.

g. Culture Plan

The [Culture Plan](#) is a strategic document that will guide the City's policy and decision making as it identifies priorities to harmonize cultural endeavours, strengthen cultural development and support the arts.

The vision for the Culture Plan is:

Culture is thriving in Saskatoon – bridging communities, enhancing places, supporting our economy. Our culture is our collective traditions, religions and languages; our founding nations, stories and histories. It is our built and natural heritage. It is our Saskatoon spirit.

The Culture Plan Refresh (2018) builds on and updates the Culture Plan, ensuring it remains a relevant and responsive guide and includes three main goals:

- Identifies 2011 Culture Plan recommendations that have been completed and those that remain a priority;
- Engages with Saskatoon's cultural community; and
- Develops priorities and implementation recommendations.

In addition, the Culture Plan Refresh includes three key directions:

- Build a Resilient Culture Sector
- Grow the Creative Cultural Economy
- Foster Creative Placemaking

h. Climate Action Plan / Low Emissions Community Action Plan

The City of Saskatoon is taking action on climate change by working to reduce greenhouse gas (GHG) emissions and proactively adapting infrastructure, services and programs. Supported by the Environmental Leadership goal of the 2018-2021 Strategic Plan, the City has implemented a number of initiatives and is developing a plan to continue to improve Saskatoon's environmental performance.

The City is currently creating the following strategies that focus on the local causes and effects of climate change, as well as solutions and opportunities that reflect what's possible in our community:

- Mitigation Strategy – focused on reducing greenhouse gas emissions in order to slow future climate change activity. A Low Emissions Community Plan has been prepared which outlines the actions required to meet community and corporate emissions reduction targets; and
- Adaptation Strategy – focused on reducing the risks, damages and impacts of climate change through built and natural infrastructure improvements and emergency response programs.

These strategies will guide action and investment by the City, as well as outline ways in which community initiatives can be supported.

1.3. Corridor Growth

The Corridor Planning Program has been established to implement the Corridor Growth goals of the Growth Plan. Each individual Corridor Plan will be prepared through a collaborative and consultative process with land owners, neighbourhood residents, local business owners and community and stakeholder groups.

The vision for Corridor Planning is:

Corridors are more than just city streets that get you from point A to B – they are enjoyable and productive destinations themselves, where thousands of people work, live, and play. They connect neighbourhoods and neighbours together. They're places for people – whether you're walking, riding, driving, or spending time with your family and friends.

a. Corridor Planning Program Official Community Plan Policy Framework

The Corridor Planning Program (CPP) provides a framework within which detailed land-use planning activities will occur along the City's major transportation corridors as a means of providing a balanced approach to growth (*Figure 4*).

The target of 15 per cent infill growth along the corridors equates to approximately 22,000 new dwelling units.



i. CPP Policy Intent:

Corridor growth areas are intended to accommodate a mixture of residential, commercial and institutional uses that are oriented towards the street, at a pedestrian scale, with active building frontages and as a means of addressing the following items:

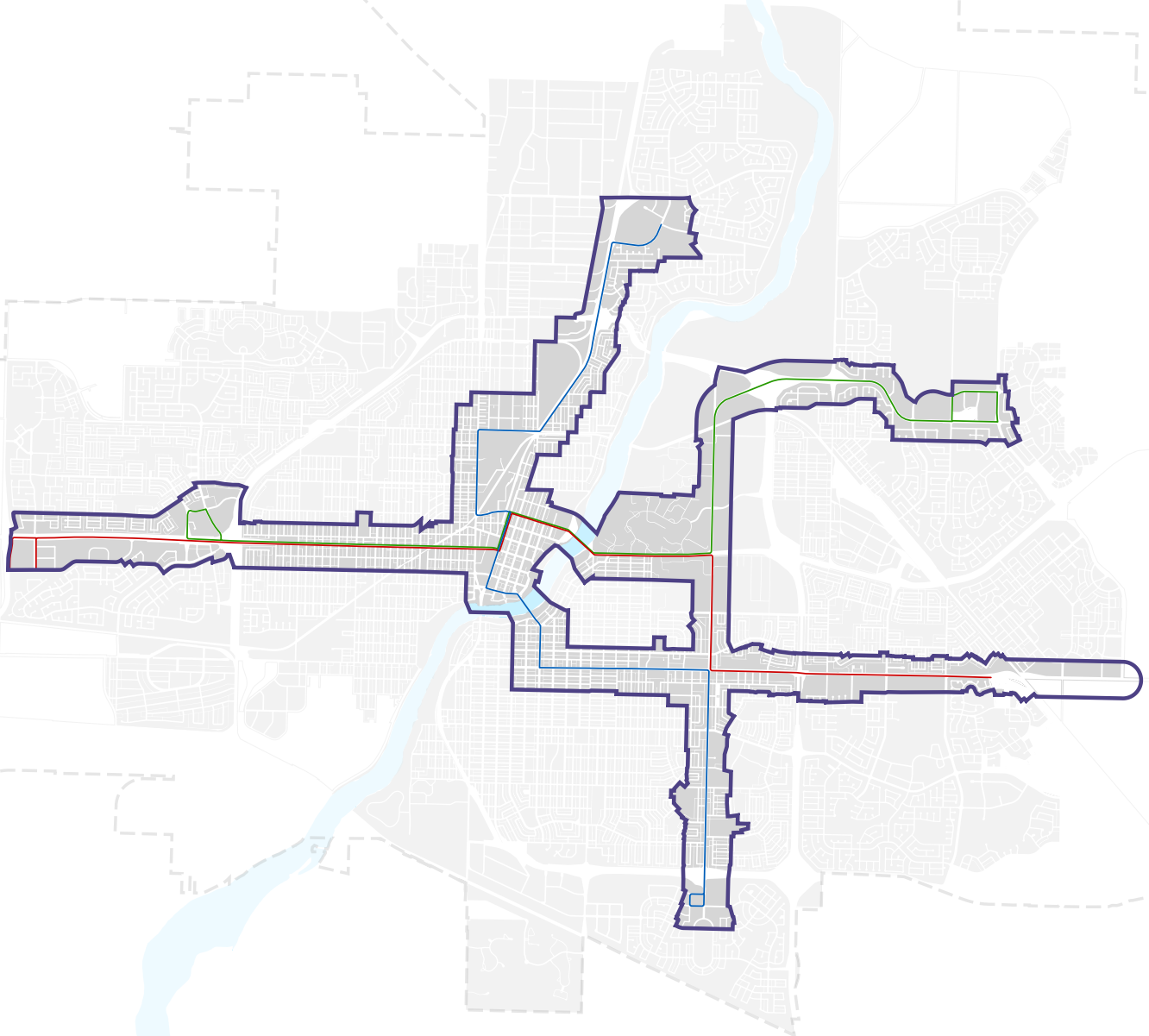
- major transportation corridors in the City are often car-oriented with a low-density built form and limited land uses that do not encourage transit use or other multi-modal transportation options, such as cycling, walking, or accessible modes of travel;
- an over-reliance on outward growth and development can be expensive and sometimes does not maximize the use of municipal infrastructure, putting the City in long-term financial risk; and
- amenities that serve adjacent neighbourhoods are limited along the City's major corridors.

ii. CPP Policy Objectives:

- To provide a mix of land uses that provide a balance of employment opportunities along major corridors to address city-wide and adjacent residential neighbourhood employment needs.
- To provide a mix of land uses and densities that support and encourage the use of the Bus Rapid Transit service and multi-modal transportation options.
- To guide the development and evolution of the corridor in a way that incorporates transit-oriented development principles for streetscape, pedestrian, and building design components to create a built form and pedestrian environment that is visually appealing, physically comfortable, safe, universally accessible, and livable on a year-round basis.
- To maximize the use of existing infrastructure and to provide new infrastructure and servicing in a cost effective, sustainable, and efficient manner.

Fig. 4 Corridor Growth Study Area

Corridor Growth Study Area



b. Transit Villages

Saskatoon has a successful retail environment, but we are still subject to many of the forces and trends that are affecting retail uses in general. As strategic locations within the Corridor Growth Area, large commercial sites represent an opportunity for these sites to - over time - transition to mixed use, transit-oriented communities or 'villages'.

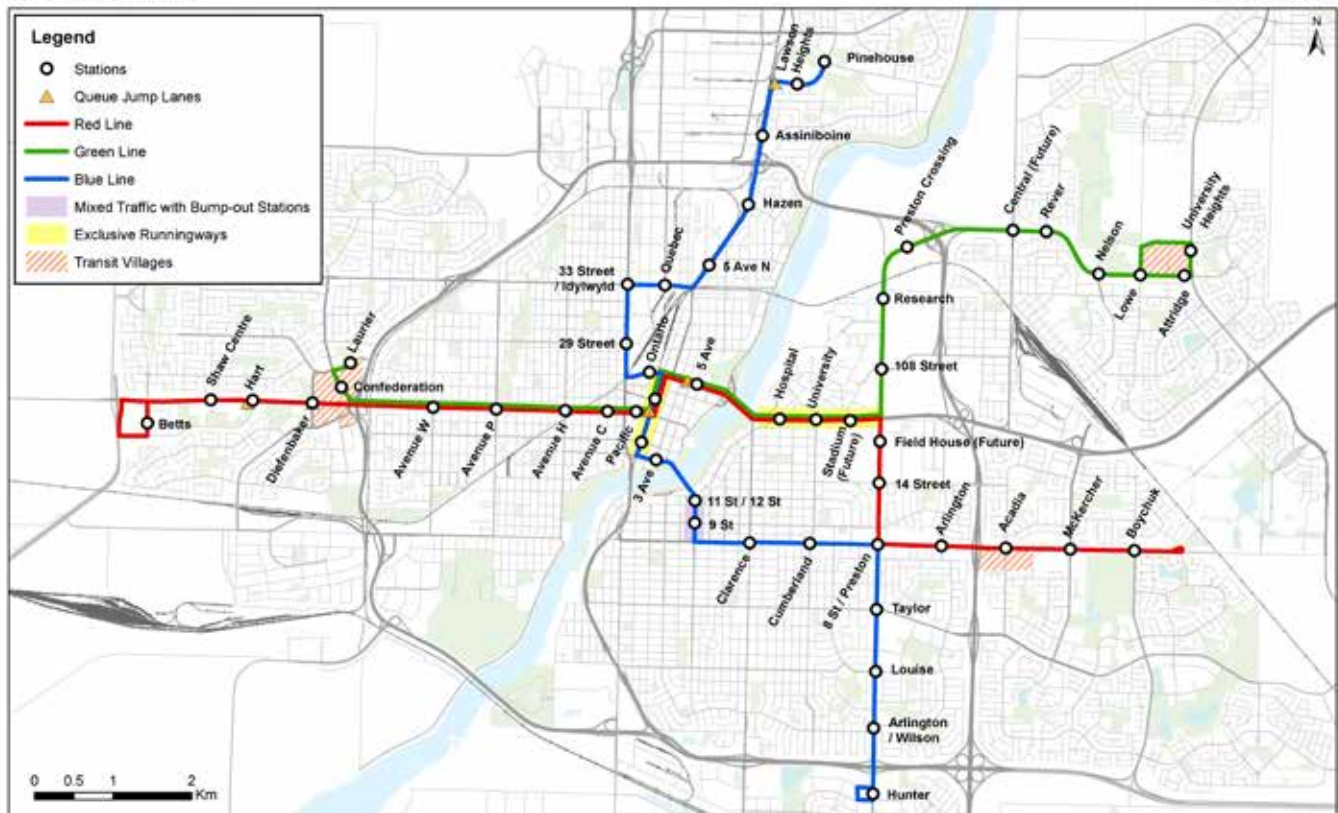
As part of the vision for Corridor Growth, key Transit Village locations were identified at commercial centres throughout the city that offer high potential for major shopping centre redevelopment, adjacent to significant planned Bus Rapid Transit (BRT) stations (*Figure 5*). In August 2017, a comprehensive planning process was initiated to envision the redevelopment of these Transit Village sites.



Fig. 5 Final BRT Routing and Transit Village Location Map

Saskatoon BRT

Approved 2019 April 29



These sites (*Figures 6-8*) were selected in part for their location along the BRT corridors and potential to deliver a high-quality and vibrant hub for local neighbourhoods. To varying degrees, the three Transit Villages—Confederation, Centre Mall, and University Heights—already fulfill that role of being local hubs. They also have significant opportunities to create a vibrant public realm and improved connections to their surrounding neighbourhoods.

In January 2018, workshops were held with landowners, industry experts, business owners, the public and other stakeholders to create design illustrations for how these sites might change in the future. As the retail landscape continues to change, the City will work with the landowners of these sites to help achieve the vision and redevelopment of these sites. To a significant extent, the timing of redevelopment at the Transit Villages will be driven by the market and private interests.

For more information on Transit Villages, please refer to the Transit Villages report prepared by DIALOG Architecture, available on the City of Saskatoon website: saskatoon.ca/transit-villages.

Fig. 7 The Centre Mall



Fig. 6 Confederation Suburban Centre



Fig. 8 University Heights Commercial Centre



1.4 Corridor Planning Land Uses

Following the establishment of the Corridor Planning Program in the OCP, work began on developing a long-term implementation framework, the first step of which was to identify a Program Study Area. With the Program focused along the BRT system corridors, a study area boundary of approximately 250m on either side of the corridors was identified.

The next step was to complete a comprehensive review of current conditions along the BRT corridors. Information on current land uses, population data, housing size, types of jobs, existing off-street parking, site access and transportation mode share was collected in order to establish baseline information to track future changes. Full details can be found in the Corridor Growth Existing Conditions report on the City of Saskatoon website: saskatoon.ca/corridor-planning.

Through this initial phase (*Figure 9*, the Process Diagram) of the Corridor Planning process, uses within the study area were organized into locations with different characteristics based on future land use, function and form.

a. Character Areas

Character Areas were devised as an engagement tool to help stakeholders and residents understand the potential density and building forms that could be included along the BRT corridors and within the 'transition area' of adjacent neighbourhoods.

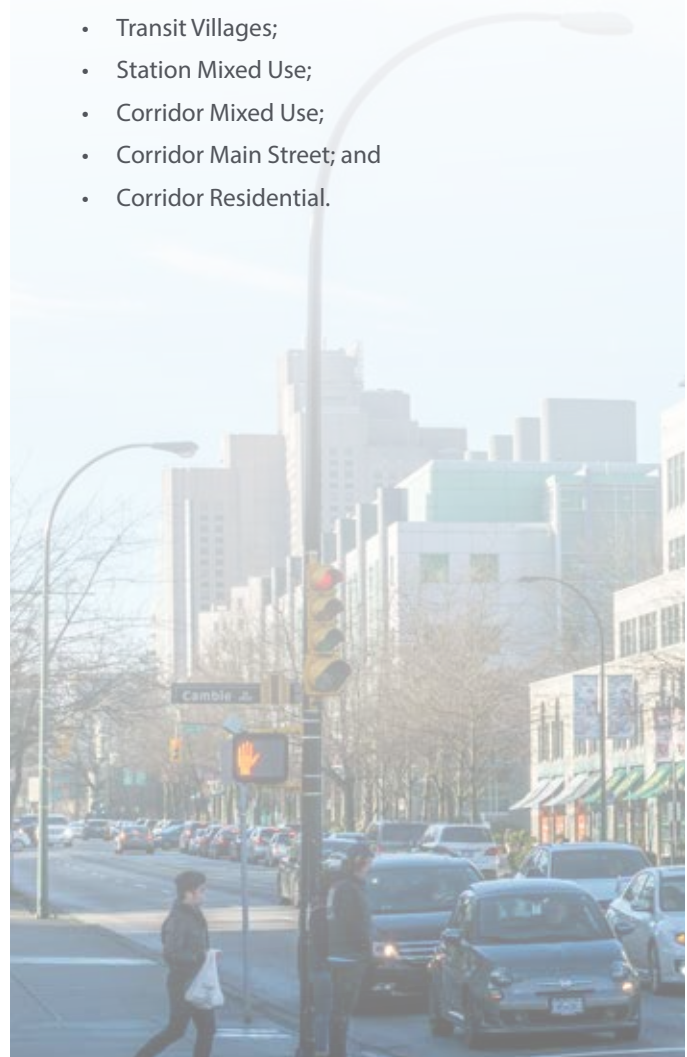
The locations of the character areas incorporate factors such as proximity to BRT stations, right-of-way characteristics, existing land use, adjacent land use and neighbourhood characteristics.

They were the starting point for the development of new land uses that will be incorporated into the Corridor Planning Program.

b. Corridor Growth Land Use Categories

Building from the Character Area descriptions, the following land use categories further refine the locations, land use mix, proposed densities and building forms. The following land uses are only intended to be used within the Corridor Growth Area:

- Transit Villages;
- Station Mixed Use;
- Corridor Mixed Use;
- Corridor Main Street; and
- Corridor Residential.



Corridor Growth is essential to transforming low-density, auto-centric land uses into vibrant, complete communities that support active transit.

**- Growth Plan to Half a Million
Summary Report, 2016**

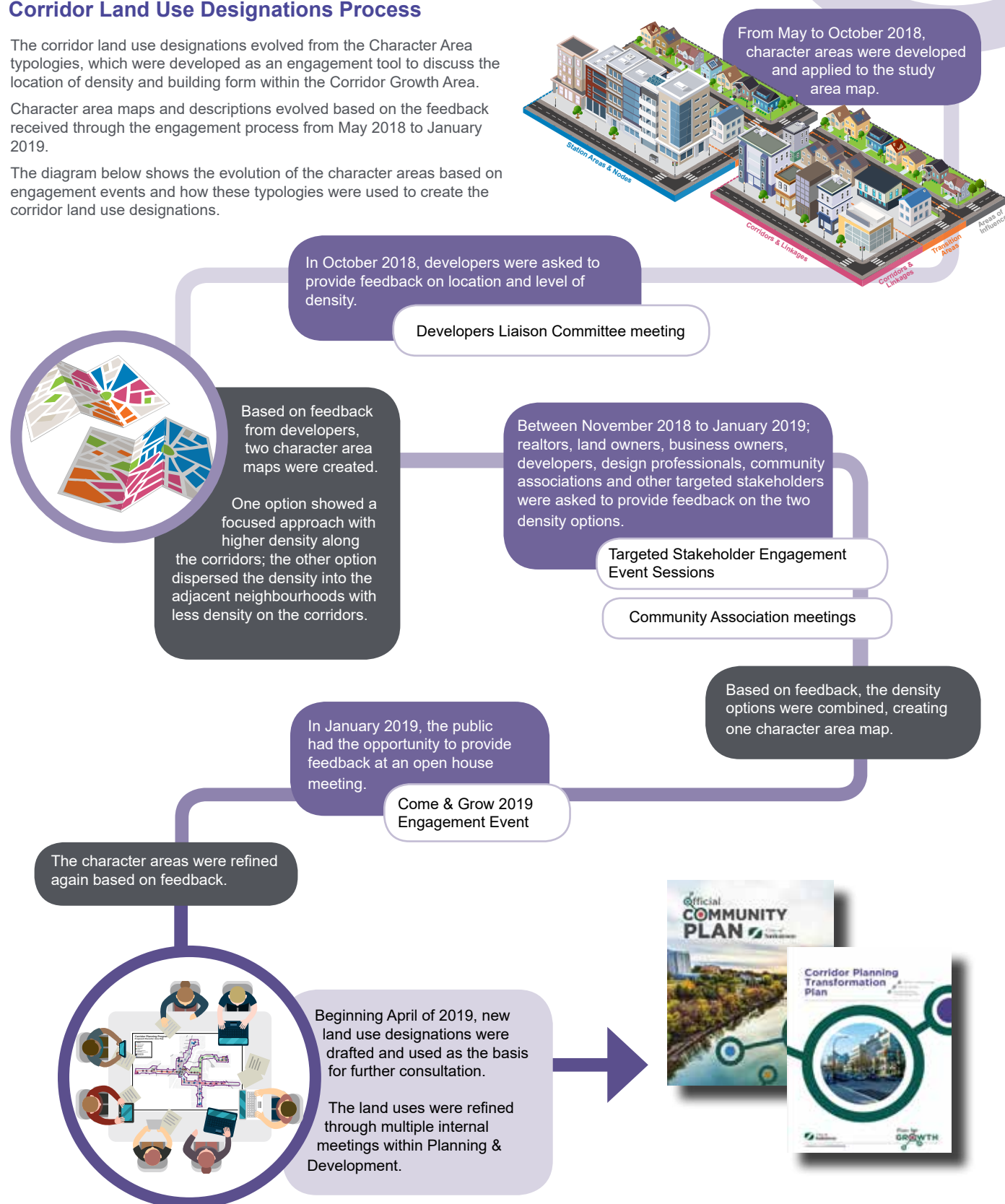
Fig. 9 Process Diagram

Corridor Land Use Designations Process

The corridor land use designations evolved from the Character Area typologies, which were developed as an engagement tool to discuss the location of density and building form within the Corridor Growth Area.

Character area maps and descriptions evolved based on the feedback received through the engagement process from May 2018 to January 2019.

The diagram below shows the evolution of the character areas based on engagement events and how these typologies were used to create the corridor land use designations.



i. Corridor Growth Area:

The Corridor Growth Area is the priority location for medium density mixed-use, commercial, institutional and residential uses and activities that are designed to support an attractive high-frequency transit service. It is intended to provide infill development opportunities along the city's major corridors and BRT network in order to work toward achieving the Corridor Growth 15 per cent infill target outlined in the Growth Plan. The Corridor Planning Study Area (identified in Figure 4) has become the Corridor Growth Area (CGA).

The objectives of the Corridor Growth Area are as follows:

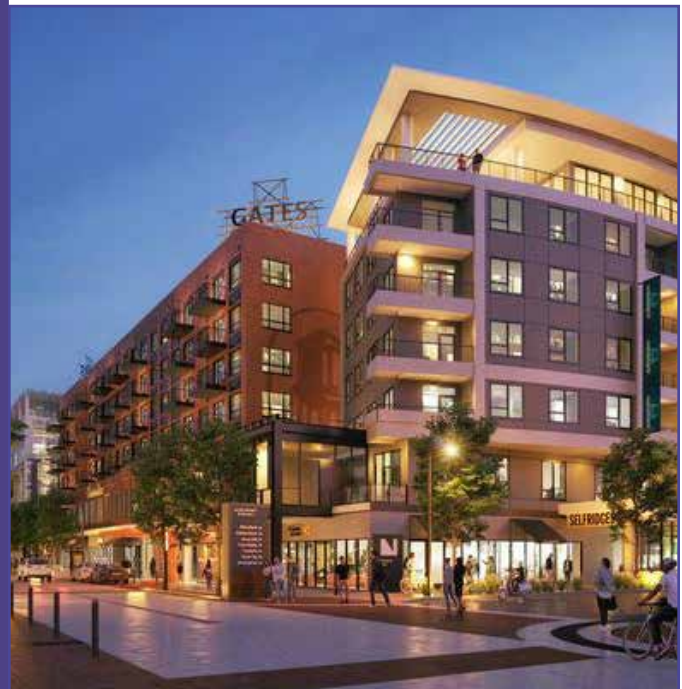
- To provide a moderate scale and intensity of land uses that supports the Downtown as the primary location for corporate office use;
- To create a comfortable, safe, functional and inviting public realm that reflects the unique history and characteristics of adjacent neighbourhoods;
- To focus the greatest development density, mix of uses, and intensity of activity occurring within the CGA at key BRT stations;
- To encourage medium density development opportunities along the corridors;
- To incorporate four-season elements into the design and construction of new buildings and public spaces;
- To ensure a sensitive transition of development densities from the BRT corridor into existing adjacent lower-density neighbourhoods;
- To conserve historic commercial elements within the Corridor Growth Area that provide examples of a development scale and building typology that are supportive of the intent of the Corridor Growth objectives of the Growth Plan; and
- To integrate with the Active Transportation Plan and multi-modal transportation options over the long-term.

ii. Transit Villages:

Transit Villages have the potential for a mixture of medium to high density residential, commercial, institutional and recreational uses, located in strategic locations along the Bus Rapid Transit network. They are intended to enable locations within the CGA with sufficient area and access, the opportunity to re-imagine sites to enable greater densities, mix of uses and building forms than would otherwise be possible within the Corridor Growth Area.

The objectives of Transit Villages are:

- To strengthen the long term success of existing and future large commercial areas in a changing retail environment;
- To work toward meeting the infill targets of the Growth Plan and find opportunities for affordable housing;
- To support BRT ridership and reduce vehicle dependency within the Corridor Growth Area; and,
- To support the establishment of new mixed-use developments by incorporating a range of commercial and open space opportunities, as well as publicly accessible, four-season spaces, that support and benefit from their location on the BRT network.



iii. Station Mixed Use:

Station Mixed Use areas are located along the CGA corridors, typically within 50 metres of a BRT station and are intended to provide a broad mix of uses in medium-density buildings that incorporate Transit Oriented Development principles, to serve both transit users and residents in adjacent neighbourhoods.

The objectives of Station Mixed Use areas are:

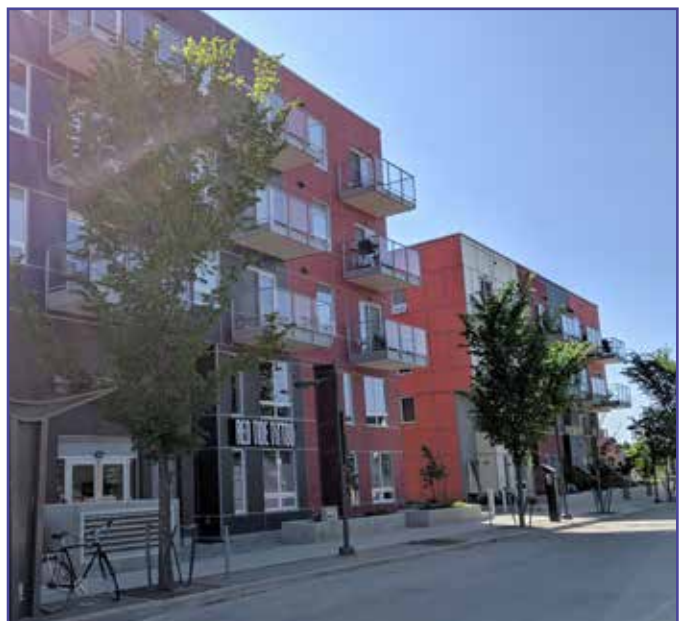
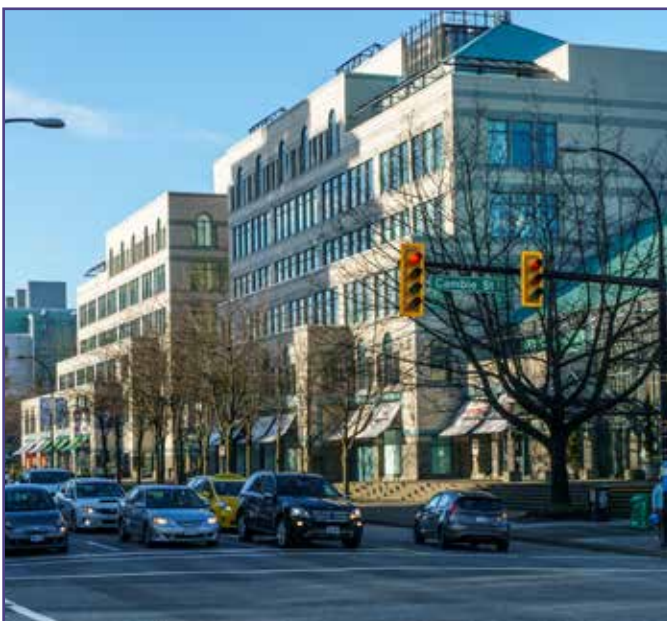
- To provide employment, commercial services, residential, community services, institutional services and/or other opportunities that serve the traveling public and the adjoining neighbourhoods;
- To function as hubs of activity that serve as community connection points:
 - between at least two and often up to four adjoining neighbourhoods; and
 - to other parts of the city by way of the BRT stations, which are prominent elements of the streetscape and a clear reason for high activity in the area; and
- To provide ground-floor commercial and/or community services that support and are supported by the traveling public and residents of nearby neighbourhoods.

iv. Corridor Mixed Use:

Corridor Mixed Use areas are located along the CGA corridors between Station Mixed Use locations and are intended to provide a mix of uses at a medium density that incorporate Transit Oriented Development principles and are pedestrian-oriented.

The objectives of Corridor Mixed Use areas are:

- To provide a wide range of residential housing options, building typologies and mix of dwelling unit types, sizes and tenures that are compatible with the surrounding neighbourhood characteristics; and
- To provide local employment, commercial services, community services, institutional services and other opportunities oriented toward both the traveling public and adjacent neighbourhoods.



v. Corridor Main Streets:

Corridor Main Street areas are sections of the CGA corridors that have evolved in conjunction with transit services. They typically contain a built form and public realm that incorporate elements of Transit Oriented Development and can provide some examples of design characteristics that could be considered for other locations within the CGA. The intent of Corridor Main Street areas are to preserve and enhance the character, function, and activity level of historic or significant commercial districts within the Corridor Growth Area.

The objectives of Corridor Main Street areas are:

- To provide employment, commercial services, residential, community services, institutional services and/or other opportunities oriented toward both the traveling public and the adjoining neighbourhoods;
- To provide a highly walkable, unique urban district of moderate density focused on a central historic street with pedestrian-scaled building façades and attractive public realm design; and
- To enhance the existing built form and urban fabric of these commercial areas to support multi-modal transportation options.

vi. Corridor Residential:

Corridor Residential areas are intended to provide opportunities for residential development at densities that enable a transition from the medium density corridor-fronting buildings to low density developments that are generally compatible with the surrounding neighbourhood characteristics and building forms.

The objectives of Corridor Residential areas are:

- To contribute to achieving the infill residential goals of the Growth Plan;
- To provide a range of residential housing types and sizes in smaller multi-unit formats; and
- To ensure that a broad range of compatible residential and a limited range of other neighbourhood-supportive uses are accommodated.

Figure 10 on the following page summarizes the transition of the Character Areas into the new Corridor land uses.



Fig. 10 Character Area Transition into Land Uses



1.5 Corridor Visualization

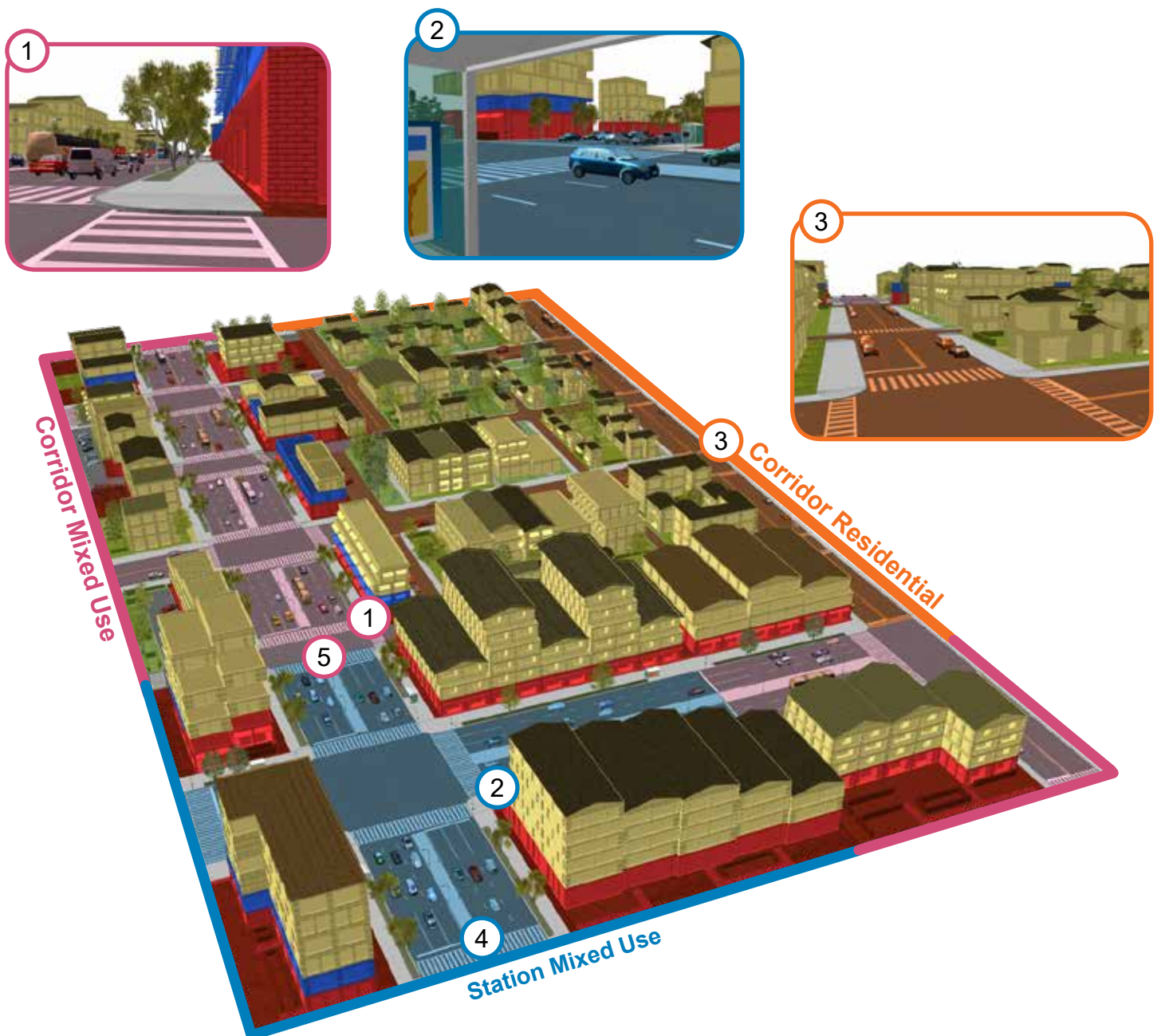
a. Land Use Transition Model

Figure 11 is a 3D visualization of the transition between Station Mixed Use, Corridor Mixed Use and Corridor Residential. The buildings demonstrate potential building heights and massing and land use mix (commercial, office residential). This model is only for visualization purposes.

For reference on Figures 11:

- Floors are colour-coded based on use: yellow for residential, red for commercial and blue for office.
- Building heights are six storeys on average around BRT stations and three to four storeys along the corridors.

Fig. 11 Transition Visualization Models

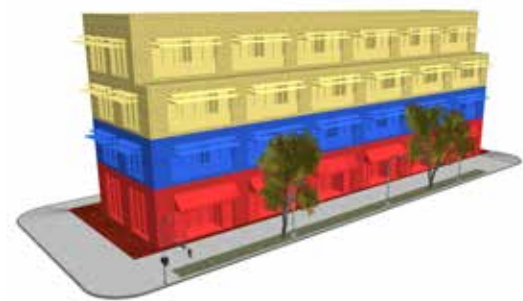




Station Mixed Use



Corridor Mixed Use



Corridor Residential



b. Corridor 3D Model

The following series of diagrams (*Figures 12-14*) provide examples of how the Corridor Growth Area could evolve if future development followed the proposed land use categories and anticipated building heights and densities. They are intended only for conceptual visualization and not to reflect any specific development priorities or projects.

Figure 12-14 are the current built form and conceptual future build out of the following corridors:

- 22nd Street
- Attridge and the University Heights Transit Village
- 8th Street and Preston

For reference on Figures 12-14:

- Floors are colour-coded based on use: yellow for residential, red for commercial and blue for office.
- Building heights are six storeys on average around BRT stations and three to four storeys along the corridors.
- Circled locations represent BRT Station Locations.

Fig.12 22nd Street Corridor



Fig. 13 University Heights



Fig. 14 8th Street and Preston





CHAPTER 2 - GUIDING PRINCIPLES



2. CORRIDOR GROWTH GUIDING PRINCIPLES

The following series of Guiding Principles have been prepared to help future growth and development adhere to the intentions of Corridor Growth, while enabling a degree of flexibility and responsiveness to the real estate market to occur. These Principles will serve as the foundation for future Corridor Plans and used to guide and evaluate development proposals within the Corridor Growth Area where a Corridor Plan has not yet been prepared.

The Guiding Principles have been organized into the following categories:

- 1: Transit Oriented Development Principles
- 2: Corridor Growth Land Use Principles
- 3: Transit Villages Principles
- 4: Public Realm Principles

2.1 Transit Oriented Development Principles

Transit Oriented Development is a central component of the Growth Plan and Corridor Growth, providing a framework to guide development within the Corridor Growth Area and recognizes the important relationship between land use and transportation planning. Integrating land use and transportation, especially transit, is an important theme in both the Growth Plan and the Official Community Plan.

To be successful, Transit Oriented Development should provide a high quality and livable urban environment that is functional and attractive, supports new employment and residential opportunities and integrates with existing adjacent neighbourhoods. It is generally described as higher density, mixed use, human-scale development, with an emphasis on providing access to frequent transit services and facilities and a range of transportation choices.

The following Transit Oriented Development Principles will be used to guide and evaluate development proposals within the Corridor Growth Area and will be incorporated into the Corridor Planning Program:

1. Streets are to be designed to be welcoming for all users and include universally accessible components and accommodate a variety of transportation modes.
2. Compact, mixed use areas should be established by providing a mixture of commercial, residential, office, and institutional uses and provide amenities close to transit for residents and local workers.
3. Fine-grained, walkable neighbourhoods should be established by enabling development parcel sizes that provide block lengths that are walkable and respond to real estate market needs.
4. Pedestrian-friendly buildings and sites should be created by requiring developments to face the street and incorporate active frontage elements into building facades to engage with the public realm and enhance the overall quality of the streetscape.
5. A high-quality, accessible public realm should be established by creating destinations for pedestrians to gather and linger through the use of landscaping, lighting, and street furniture.
6. Parking supply should be managed by ensuring that supply and demand are balanced in a reasonable manner and by including landscaping, lighting and other components that help reduce the negative impacts of large surface parking areas can have on achieving walkable streets.



2.2. Corridor Growth Land Use Principles

The OCP policy objectives outlined in Chapter 1 provide direction for the future land use mix within the Corridor Growth Area (*Figure 4*). Much of this currently contains a general mix of commercial, office and institutional uses with opportunities to expand residential uses and local employment opportunities in several areas. An increase of residential units is among the most important objectives of the Corridor Planning Program, in order to achieve the corridor infill growth target of 15 per cent, or 22,000 new dwelling units over the long-term.

The following Land Use Principles will direct the review of future development proposals within the CGA and be incorporated into future activities:

1. A diversity of residential dwelling unit sizes, building forms and tenures are a central component of the CGA.
2. A balanced mix of employment opportunities that address both city-wide and local employment needs is necessary, while recognizing that the Downtown is the primary location for corporate offices, major employment centres and destination retail facilities.
3. Land uses should serve users of the Bus Rapid Transit system, multi-modal transportation options and residents of adjacent neighbourhoods.
4. New development should contribute to the creation of a built environment and public realm that is visually appealing, physically comfortable, safe, universally accessible and livable on a year-round basis.
5. Existing large parking areas, or portions thereof, should be redeveloped to new uses that contribute to a balanced mix of land uses and that work toward achieving the residential infill targets outlined in the Growth Plan.
6. New developments should make effective use of the existing infrastructure and capacities and when required provide for infrastructure and servicing needs in a cost-effective, sustainable and efficient manner promoting storm water infiltration, to assist in the long-term maintenance of the City's waste management infrastructure and facilities.
7. The use of renewable energy sources, sustainable building technologies, materials and practices to help reduce energy consumption and greenhouse gas emissions is encouraged for new development within the CGA.



2.3 Transit Villages Principles

Transit Villages are vibrant, mixed-use locations where housing, shopping, entertainment and other services will be located within a convenient walking distance to Saskatoon's BRT system. They incorporate TOD Principles but due to the scale of existing locations and the development opportunities they contain, additional planning principles were created. The suite of principles reflect the larger, regional role these areas serve as well as the opportunity to incorporate integrated public open spaces and community amenities.

The following Principles will guide the development of Transit Villages within the Corridor Growth Area and the Corridor Planning Program:

1. Create vibrant community hubs and destinations by enabling a mix of land uses that include a range of commercial uses and medium density residential developments to reinforce gateways to the site and establish a population base that can bring vibrancy to the site.
2. Plan for public parks and open spaces that cater to a wide range of needs for the corridors and the surrounding neighbourhoods by including spaces for social gathering and passive and active recreation opportunities.
3. Encourage design excellence and an animated and welcoming sense of place throughout the year, in the overall site design for each Transit Village.
4. Encourage the use of renewable energy sources, sustainable building technologies, materials and practices to help reduce energy consumption and greenhouse gas emissions.
5. Design for a walkable, multi-modal network by establishing connections to surrounding neighbourhoods through a new internal street network, including a central 'main street' with active, at-grade retail frontages supported by office and residential uses above.

2.4 Public Realm Principles

The public realm is the everyday space that is accessible to all. It is a critical component of creating vibrant urban environments along the corridors that are visually appealing, physically comfortable, safe, universally accessible and livable on a year-round basis. The public realm is built through a combination of furniture, paving materials, plantings, lighting, signage and public art that combine to create a sense of identity and local ownership of place.

The following Principles will guide the development of the public realm within the CGA. They will be incorporated into the Corridor Planning Program to identify opportunities to integrate local identities into the design components of the public realm:

1. Create attractive, comfortable and safe public corridors and places that contribute to the vitality and livability of the Corridor Growth Area.
2. Encourage buildings with active frontages to support and animate the public realm at key locations within the Corridor Growth Area.
3. Seek opportunities to enhance local access and connectivity throughout the CGA and into adjacent neighbourhoods.
4. Seek opportunities for new open space and park locations throughout the CGA to support the anticipated increase in residential population and employment opportunities by providing spaces to accommodate a range of uses and recreational activities.
5. Incorporate design elements that recognize the unique characteristics of Saskatoon's neighbourhoods by including public realm design elements and motifs that are reflective of local neighbourhood characteristics, culture and history and that also incorporate Reconciliation actions into the planning and design of public spaces.
6. Create a high-quality public realm by:
 - a. Incorporating a range of building materials, that are high quality and low-maintenance;
 - b. Incorporating native and other drought-tolerant trees and other plant species that are low-maintenance and adapted to Saskatoon's climate; and,
 - c. Integrating four-season design elements and strategies into the placement of new buildings that contribute to an enhanced public realm.



CHAPTER 3 - DESIGN GUIDELINES



3. CORRIDOR GROWTH DESIGN GUIDELINES

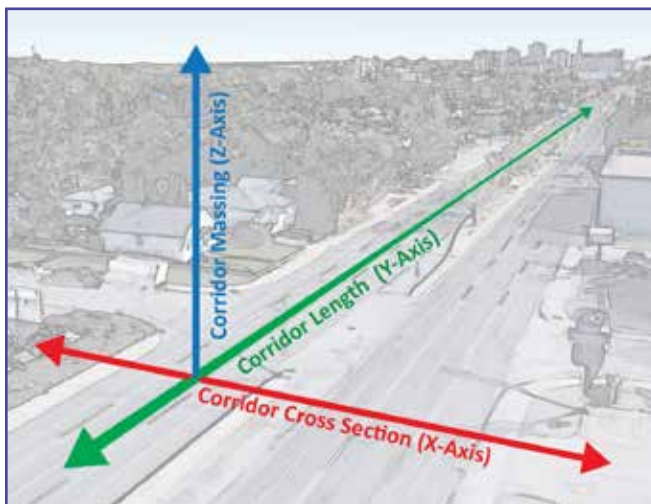
To support the **Guiding Principles** outlined in Chapter 2, a series of guidelines focused on the built environment, public realm and open spaces have been developed. They are intended to provide an additional layer of information and examples for growth and development within the Corridor Growth Area and will be used as part of the supporting information in the Corridor Planning Program.

3.1 Spatial Configuration - Corridor Cross Sections

There are many factors that contribute to the way a street is experienced and to how attractive it is for pedestrians and cyclists. Streetscapes are three-dimensional spaces with key design considerations that can be considered along each axis, but must work together in order to be successful.

The following section breaks down the major design recommendations for development and public realm components based on their spatial orientation, into the categories of Corridor Cross Streets (X-Axis), Corridor Length (Y-Axis), and Corridor Massing and Street Proportion (Z-Axis).

Fig. 15 Spatial Organization Diagram



In addition to these physical axes, the dimension of time is essential to consider. Time-of-day, season, and life-cycle, demographics, history, and culture are all added dimensions to be considered in the physical design of the corridor. While breaking these concepts down is helpful for understanding

and planning, it is the effective integration of these opportunities that will create a successful, multidimensional city moving into the future.

a. X Axis – Cross Streets

Cross streets are an important organizing element of the Corridor Growth Area street network, providing access into adjacent neighbourhoods and a sense of overall ‘connectivity’ to the built environment. The width and organization of the traffic lanes, sidewalks, boulevards, planting areas and the distance between buildings shape a pedestrian’s feelings of safety, comfort and the desirability of streetscape environment.

b. Y Axis – Corridor Length

The major design considerations along the corridors relate to connectivity and variety. As you travel down the corridor the frequency of access points from adjacent neighborhoods (perpendicular streets and pathways) and convenient crossing points (controlled intersections) contribute to the walkability of a corridor along its Y-axis. Short block lengths and strong pedestrian connections into adjacent areas are essential components of Transit Oriented Development.

Similarly, buildings that provide frequent entry points along their frontages create more accessible streetscapes, encourage pedestrian activity and improve safety. Entryways, windows, and visual variety in building frontages provide interest that encourages pedestrians to move along the street (Y-axis) and reduces the perception of distance along the corridor, thereby increasing the desirability of walking.

c. Z Axis – Building Massing & Street Proportion

Building massing and street proportions are a complex issue, combining considerations of density, development profitability, land-use, site size, street type and neighbouring built form. Street proportions and the built and natural elements that help establish it, also require attention in order to create an inviting, safe and comfortable public realm.

3.2 Built Environment Design Components

To create highly livable urban places that are compact, mixed use, and transit oriented, the existing, predominantly auto-oriented corridors will need to shift gradually toward a pedestrian-friendly design. Changes in the types, forms, and densities of private development will achieve the City's Growth Plan goals, while also playing a major role in improving the experience of the public realm.

The following Built Environment Guidelines are categorized into various components of the built environment and are intended to provide examples to support the Principles outlined in Chapter 2. (Unless otherwise stated, images and diagrams in this section are from the TOD Guidelines prepared as part of the Growth Plan by Perkins + Will Architecture).



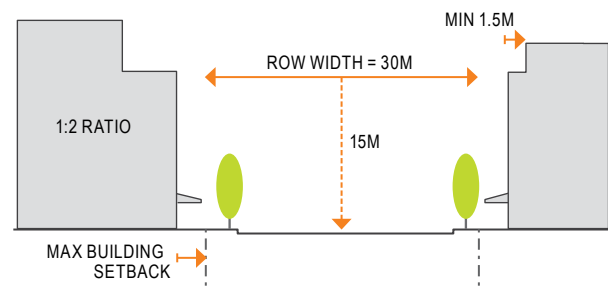
a. Street Proportion and Building Placement

A strong street enclosure is a vital element in creating places that are comfortable for pedestrians. Spaces that lack visual enclosure can feel unwelcoming and daunting. Building height helps define how people respond to the 'walls' of the street. There are a range of options for building heights in relationship to right-of-way widths, which can be considered in future Corridor Plans.

The following Street Proportion Guidelines are intended to help place and design buildings to frame the public realm within the Corridor Growth Area:

- Encourage an approximate building height to street right-of-way (ROW) ratio of 1:2 to ensure a comfortable pedestrian scale.
- Minimize the distance buildings are set back from the street to create a sense of enclosure and pedestrian comfort.
- Develop a consistent street wall of 3-6 stories (depending on ROW width) along transit corridors.
- In locations directly fronting a corridor, minimum front yard setbacks should be established to enable a more comfortable pedestrian realm. Step taller buildings back above the third storey by a minimum of 1.5m.
- Where wide street right-of-way widths are unavoidable, use street trees and boulevards to bring a pedestrian scale to the street.
- Buildings with residential uses on the main floor should generally have greater separations through elevation, setback distance, or screening.
- Properties adjacent to a lane should incorporate edge treatment elements such as landscaping.

Fig. 16 Street Proportion



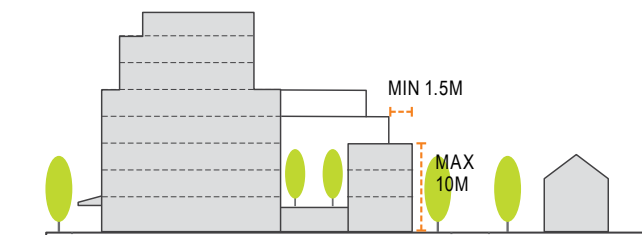
b. Building Massing

Building massing refers to the overall space that a building encompasses and is an important consideration within the Corridor Growth Area.

The following Building Massing Guidelines are intended to help reduce the visual impact of larger developments on neighbouring properties and provide a sensitive transition into adjacent neighbourhoods:

- Create a gradual transition in building height to existing single-family neighbourhoods. This can be achieved through building step backs and maximum building planes from the rear property lines.
- Where lot dimensions allow, smaller scale residential buildings in the form of townhouses or other compatible building forms are encouraged as a way to activate and enhance the lane.
- Site and design buildings to minimize shading and wind tunnelling effects on plazas, pocket parks, play areas or private outdoor spaces.
- Respond to topography by stepping down building forms to follow the slope where necessary.
- Long, horizontally-oriented monotonous exterior walls are to be avoided. In cases where the scale and massing of a building is unavoidable, mitigate their effect by breaking down large masses by varying façade heights and rooflines or other architectural elements.
- Locate taller building forms along major corridors and at important corner sites.

Fig. 17 Building Massing



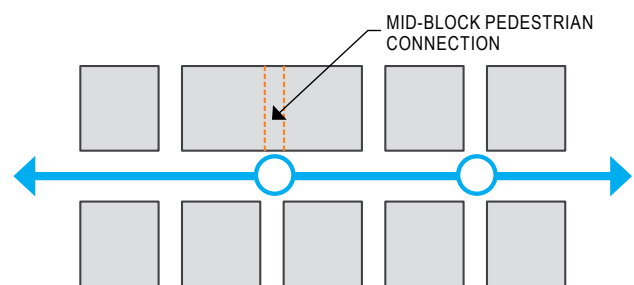
c. Connectivity

Controlled crossings are essential to safe pedestrian movement as a result of high speeds and wide crossing distances along much of the corridor. There are areas within the Corridor Growth Area where the distance between controlled crossings exceed 500m, which can contribute to jaywalking activities, putting pedestrians at risk. Different distances between crossings can be appropriate for different land uses and built forms, but regular and safe crossings are essential to a successful public realm.

The following Connectivity Guidelines are intended to support the provision of comfortable pedestrian and cycling connections to key amenities and destinations within the Corridor Growth Area:

- Provide mid-block pedestrian connections where block lengths or controlled pedestrian crossings exceed 200m.
- Design attractive building and landscape interfaces at laneways and side streets to create a more welcoming bike and pedestrian network.
- The safety and accessibility of crossings can be improved by design interventions such as reduced corner curb radii, centre median crossing islands, enhanced crosswalk markings, improved pedestrian ramp alignment, and longer and better synchronized walk-light times.

Fig. 18 Pedestrian Connectivity



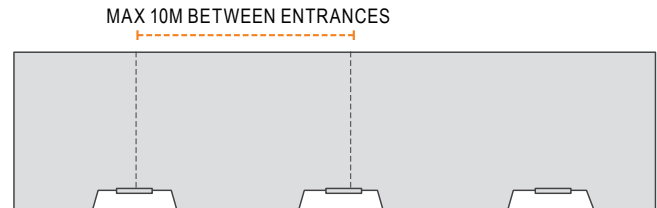
d. Active Frontages

Street-oriented buildings with transparent storefronts provide a sense of enclosure while creating a vibrant, comfortable environment for pedestrians. Retail and restaurant uses are more conducive to a vibrant street and are best suited to the ground floor adjacent to a sidewalk.

The built form and how it interacts with abutting streets and public spaces is an important factor in a lively public realm. The following Active Frontage Guidelines are intended to create a welcoming and attractive building interface with the public realm that contributes to the vitality and interest of the Corridor Growth Area:

- Buildings and their primary entrances should have active frontages.
- Buildings on corner sites should incorporate elements of active frontages on both facades that face a street.
- Primary building entrances, windows and balconies should be located to overlook public streets, sidewalks, and open spaces.
- A high degree of visibility through windows and/or doors is appropriate for all ground floor uses. Minimum glazing requirements for the ground floors of buildings could be considered as part of each future Corridor Plan.
- Recess building entrances (while maintaining sight lines) to provide door swings, weather protection, and to emphasize building entrance.
- Avoid blank walls (over 5m in length) adjacent to streets, parks, plazas etc. When blank walls are unavoidable, use landscape elements, wall murals, special lighting, canopies or horizontal trellises to minimize their visual impact.
- Exterior building and landscaping treatments should create a public realm that is interesting and comfortable at the human scale, through the addition of elements such as awnings/overhangs, recessed building entrances or informal gathering areas.
- To create a sense of separation from the street and area of 'semi-private' space, residential units should be raised above ground level by a minimum of one metre.
- Break up long building frontages by integrating courtyards and/or recessed areas.

Fig. 19 Building Entrance Spacing



source: Transit Villages Report

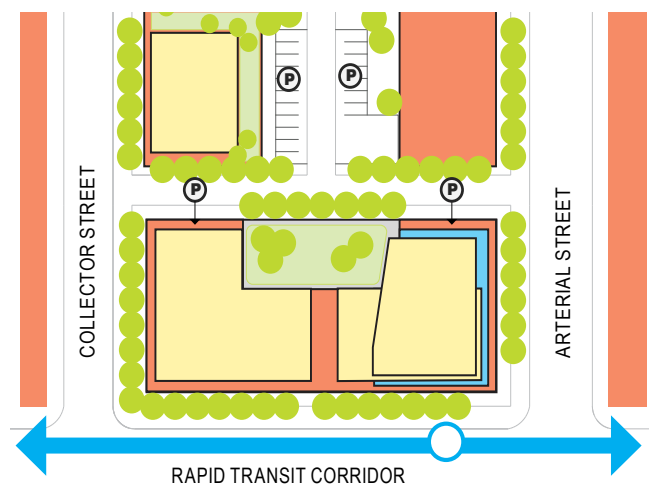
e. Building and Site Access

New development should accommodate access from multiple modes of transportation, primarily walking and transit users, as well as bicycle and automobile users. Similarly, the location of building elements related to service access, mechanical equipment and utilities need to be carefully designed to ensure functionality while minimizing adverse impacts to the pedestrian realm.

The following Building and Site Access Guidelines are intended to provide direction on access and egress locations and conditions.

- Primary building entrances should be visible from the street and incorporate entry features that encourage interaction with the street.
- Buildings should provide at least one entry close to and oriented towards the sidewalk.
- Buildings should be located and oriented to maximize convenience of customers arriving from transit stops and public sidewalks.
- Parking should be placed on the interior of blocks, behind buildings, or below ground to reduce its visual prominence, to reduce the potential for pedestrian/vehicle conflicts, and to support a more pedestrian-focused environment.
- Driveways should not be located between a building and a public street except when it provides direct access to parking within a building.
- Buildings with front façades greater than 35 metres wide should provide more than one entry.
- For multi-unit residential buildings, it is recommended that ground-floor units have direct access from the fronting street.
- In mixed-use buildings, residential and commercial entries should be differentiated but share a common underground parking and/or loading areas.
- To maintain a continuous uninterrupted sidewalk by minimizing driveway access, consolidate vehicular access points serving adjacent sites, thus minimizing curb cuts along the public streets.
- Provide direct, safe pedestrian access through parking lots.
- Parking areas should include landscaping components that improve visual and environmental quality.
- Provide clear signage and visual lines of sight to parking and loading area entrances for pedestrians and drivers.

Fig. 20 Parking Location



f. Sustainability

The integration of sustainable building technologies, materials and practices is an important consideration for the long-term growth and maintenance of the Corridor Growth Area. The following Sustainability Guidelines are intended to leverage Transit Oriented Development opportunities to support a broad range of sustainability goals related to energy, ecosystems and the urban heat island effect while creating high quality, livable urban environments:

- Enhance habitat, biodiversity and ecosystem processes through use of landscaped areas, including pocket parks, green roofs and private outdoor spaces that include native and drought-tolerant plant selections.
- Reduce demands on stormwater infrastructure by using low-impact development techniques, including maximizing infiltration in landscaped areas, installing infiltration devices and incorporating rainwater storage tanks on development sites with limited infiltration opportunities.
- Incorporate green roofs where appropriate to help absorb stormwater, improve thermal efficiency and provide additional amenity space for residents of higher density developments.
- Reduce demands on water infrastructure by installing water efficient fixtures and recycling waste water where possible (such as reusing greywater for landscape irrigation).
- Use shading devices, passive solar energy strategies and efficient mechanical systems to mitigate building energy use, particularly for taller buildings that cannot be shaded by adjacent plantings.



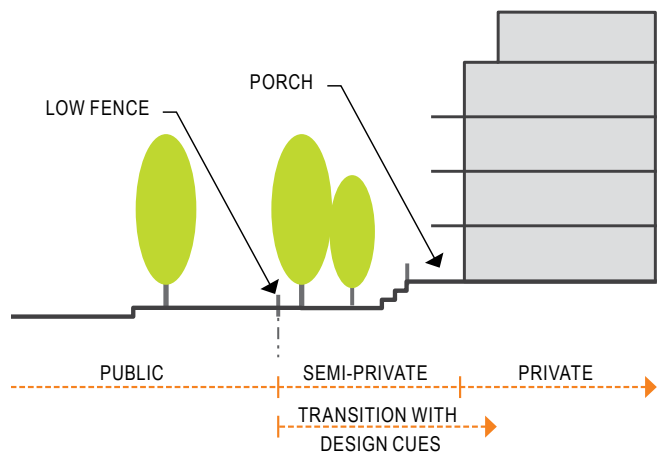
g. Safety and Security

Safety and the feeling of security is an essential component of a well-designed built environment. If pedestrians and other users don't feel safe at all times of day and year, there will be less likelihood of the street being an inviting and animated place.

The following Safety and Security Guidelines incorporate Crime Prevention Through Environmental Design (CPTED) elements to create safe and comfortable places for people to enjoy:

- Orient buildings to ensure "eyes on the street" with the placement of windows, balconies and street level uses that allows for casual surveillance of parks and open spaces.
- Design entrances and exits so they are easily identifiable and clearly visible.
- Design the built environment using materials and fittings that will hold up to heavy use by the public.
- Define ownership and intended use through obvious design cues such as low fencing, benches and paving patterns/materials.
- Ensure buildings, parking areas and the surrounding public realm are designed to meet universal access requirements.

Fig. 21 Pedestrian Realm Zones



3.3 Public Realm Design Components

There are many factors that contribute to the experience and attractiveness of a street for pedestrians, cyclists and other non-vehicular transportation users. Streetscapes are three-dimensional spaces with important design elements that can be organized into different edges, but must be co-ordinated and aligned in order to be successful. Time-of-day, season, demographics, history, and culture are all additional elements to be considered in the design elements of the public realm.

The following guidelines are intended to support the **Public Realm Guiding Principles** outlined in Chapter 2 by providing additional information and examples on elements that contribute to a safe, attractive and accessible built environment.

a. Corridor Identity

Corridors can celebrate what makes individual neighbourhoods unique while also creating a larger identity based on what several neighbourhoods and the entire city have in common. The public realm in these locations has the potential to both strengthen a wider Saskatoon identity and to bring adjacent neighbourhoods together, creating strong community and sense of ownership. Future Corridor Plans will incorporate significant community engagement and collaboration and will enable the unique characteristics and features of neighbourhoods adjacent to the Corridor Growth Area to be incorporated into future Corridor Plans.



b. Street Furniture & Hardscaping

Furniture and hardscaping can create a sense of identity and place through differences in style, motif, and materiality. High quality, affordable and low maintenance materials and plantings will be essential to making these streetscapes sustainable over time. Deterioration resistant metals and woods that don't require regular finishing, plantings that are drought and salt resistant, and simple signage are all key design considerations.

The following are examples of how a similar materials palette can be used to create different aesthetic effects.



c. Street Trees & Plantings

Trees provide shade, a sense of enclosure, wind protection, and air quality improvements and can be an effective component to creating a public realm and street proportion that is comfortable and attractive. A diversity of planting species as well as improved growing conditions will be essential to reducing stress on street trees and preparing them to withstand climactic and other environmental pressures.



Ground covers and native grass plantings also provide enhanced streetscape environments and can act as lower maintenance and more sustainable planting material than traditional sod. Native and hardy grass species can provide habitat for beneficial insects and birds and are generally better adapted to the local prairie climate. There may also be opportunities for other alternative landscaping standards and storm water mitigation techniques that may provide additional ecosystem advantages.

d. Four Season Design

Designing for four seasons can focus on mitigating the extremes of our local climate and on expanding opportunities to enjoy the built environment year-round.

At a high level, in both the public and private realm, four-season design can be organized around the following elements:

Wind – Wind is a major factor in the comfort and safety of outdoor activity in all seasons. As density and building heights along the corridors increase, localized wind effects should be considered. Elements such as building step backs, vegetation, awnings, and colonnades can contribute to lessen the impact of wind on the public realm. Prevailing winds (generally from the north and west in Saskatoon) should be considered in open space design where possible.

Sun – Sun angle, hours, and intensity are a major factor in the usability of outdoor spaces throughout the year. The urban tree canopy is an ideal tool for managing sun and should be extended and supported in all pedestrian areas along the corridors. Options such as adjusting building heights on the south side of the corridor to ensure sunlit streetscapes during winter should be considered as well as expanded setback on the north side to take advantage of winter sunshine.

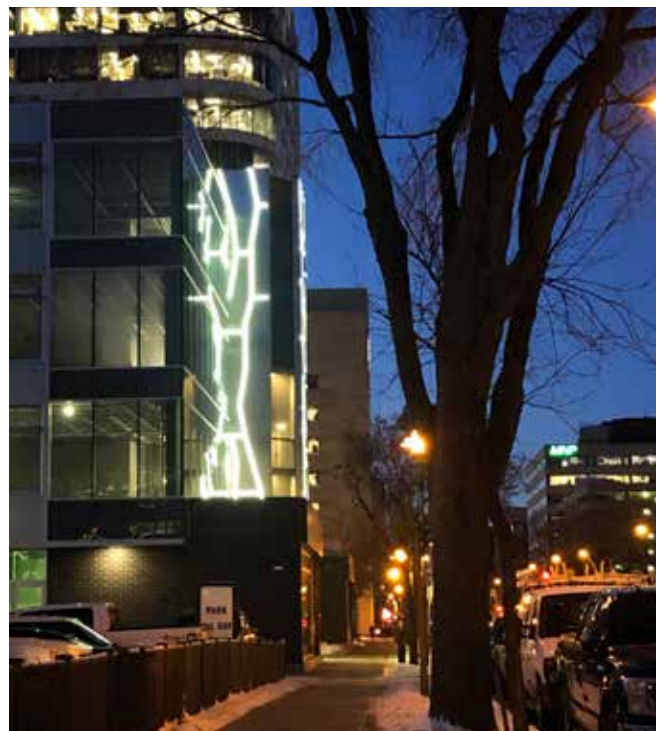
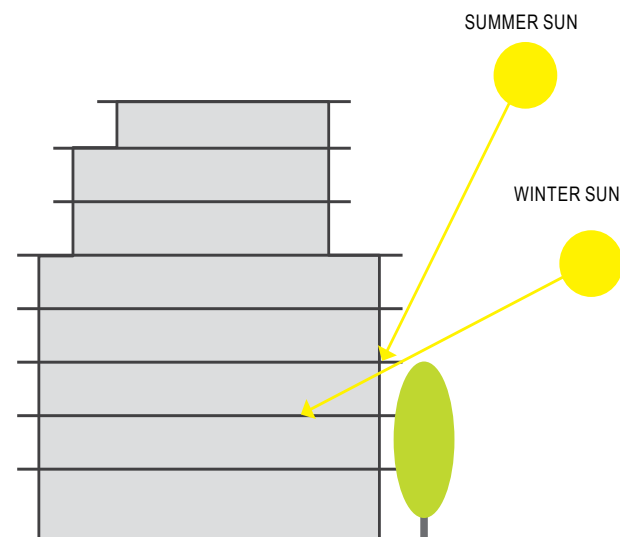
Colour and Materiality –The built environment should incorporate a variety of materials and colour palettes to enliven the times of year when tree and plant foliage is not on display. The use of insulating materials such as wood can extend the comfort of seating and other surfaces into extreme temperatures.

Lighting - The reduced hours of sunlight in winter can be an opportunity for creative lighting that can be appreciated in the mornings and evenings. Extended hours of darkness also increases the necessity for regular, pedestrian-scale lighting throughout the public realm. Similarly, there may be opportunities to take advantage of the extended hours of sunlight available in the summer, with festivals, activities and services able to extend much later into the evening in unlit areas.

Lighting design should consider the following:

- Pedestrian Scale and Experience;
- Safety;
- Light Pollution; and
- Energy Use.

Fig. 22 Passive Solar Design



3.4 Open Space Design Components

Access to quality open space is an essential goal of the City of Saskatoon. The Official Community Plan objective for Parks and Recreation Open Space is:

To provide parks and recreation open space sufficient to meet the needs of Saskatoon’s residents, ensuring that these resources are distributed throughout the City in a fair and equitable manner.”

Open spaces also provide ecosystem services such as flood protection, heat island effect reduction, and habitat for local species. Significant infill development along the corridors may put pressure on existing, often aging, greenspace and recreation infrastructure. Consideration needs to be given to ensure that increasing open space needs are identified and monitored, along with options for improving and/or expanding the parks and open spaces within and adjacent to the Corridor Growth Area.



a. Open Space Opportunities

There are a range of opportunities for enhancing or creating quality open spaces within the Corridor Growth Area.

i. Transit Villages Areas:

Transit Villages are great opportunities for planned greenspace development and may provide space for larger recreation areas to be developed adjacent to existing neighbourhoods. The demonstration plans created as part of the Transit Villages Report explores providing open spaces in very dense infill conditions.



ii Neighbourhood Pocket Parks:

There may be opportunities to obtain single or a number of adjacent lots in order to add small open spaces along the corridors or in adjacent neighbourhoods. Pocket parks can be designed to meet a variety of needs for residents and businesses, from play structures for kids, to naturalized areas.



iii Sidewalk Plazas:

Some recreation and activation requirements can be best met through very small open spaces that are well integrated into the streetscape. An additional 3 to 5 meters of setback width in key locations could allow space for activations like food truck parking next to a busy transit stop. Even a small area for additional greenspace tucked into the urban environment can foster community connectivity and sense of place.

iv. Linear Parks:

The development of linear parks or greenways have become increasingly popular in suburban neighbourhoods in Saskatoon as a way to support passive and recreation opportunities through easy access to green spaces and trail networks. Opportunities to establish new linear parks within the Corridor Growth Area could provide linkages to the existing parks for recreational purposes and to BRT stations for pedestrian and cycling commuters.

b. Time and Seasonal Considerations

Daily and seasonal cycles can change how we use the public realm, while life-cycles of materials and maintenance affect the long-term success of these spaces.

The following elements explore some of the ways the time-based design components of the public realm can be considered:

i. Changing Winters

Outdoor design and programming will need to consider variable snow and rain, stronger winds and warming average winter temperatures. Winter recreational programs, facilities and activities can be highly dependent on temperature and snowfall and may become increasingly difficult, particularly in open areas. Expanding the coniferous tree canopy or man-made shade structures can catch and protect snow and ice during short winter warming periods and also provide wind and rain protection.



ii. Changing Summers

Outdoor recreation areas and enjoyable summer spaces will require more shade and public water to support both physical safety and the desirability of summer activities and festivals. Drought and temperature tolerant plantings will become increasingly important as rainwater may become less reliable. At the same time, irrigation may become more essential to support green infrastructure during periods of drought or unusually high temperatures.

iii. Changing Spring and Fall

As climate variability increases, the spring and fall seasons may become more unpredictable with respect to temperature, precipitation and severe storm events. Urban infrastructure and recreation planning will need to address increased issues of intermittent thawing and freezing, flooding, and temperature variation. Design interventions that reduce the impact of short, extreme weather fluctuations will be important to lengthening both summer and winter activities into the shoulder seasons and to take advantage of the opportunities for more outdoor activity during these more temperate times of year.

iv. Ongoing Activation

A successful public realm requires not only the creation of desirable, safe, useable open spaces, but also opportunities for informal and programed gatherings and events. There are opportunities to create spaces to accommodate annual, weekly, and/or daily opportunities for community-led activities and events. As development occurs within the Corridor Growth Area, there may be opportunities for organizations and community groups to support the ongoing maintenance and activation of the public realm.





CHAPTER 4 - IMPLEMENTATION FRAMEWORK



4 CORRIDOR GROWTH IMPLEMENTATION FRAMEWORK

The following items are intended to provide direction and clarity on the components required to successfully implement the Corridor Planning Program and other projects that contribute to achieving the goals and objectives of the Corridor Growth initiative. Each is intended to be the subject of further research and analysis, prior to presenting any policy or regulatory options for Council consideration, or inclusion in the Corridor Planning Program.

4.1 Corridor Planning Program

The intent of the Corridor Planning Program is to provide a framework within which detailed land use planning activities will occur along the city's major transportation corridors. The land use analysis and preparation of the Principles and Guidelines outlined in this Plan, have been strengthened by the analysis of the infrastructure requirements necessary to achieve the goals of the Growth Plan and Corridor Growth.

Each Corridor Plan is to be developed through a collaborative and consultative process with land owners, neighbourhood residents, local business owners and community and stakeholder groups. The Guiding Principles and Guidelines outlined in Chapters 2 and 3 will serve as the framework for each Corridor Planning process and is intended to provide long-term direction for the Program, while being flexible and responsive to unique neighbourhood characteristics and changing real estate market conditions.

a. Corridor Planning Program Process:

- Development of a standardized approach and process for corridor plans to provide consistency and clarity to the project scope and anticipated timeline, including the establishment of an internal review group to assist in the evaluation of development applications within the Corridor Growth Area; and
- Preparation of project management tools and templates to enable a consistent approach for Corridor Plans.

b. Land Use:

- Preparation of new corridor-specific land use designations for the Official Community Plan; and
- Preparation of new zoning districts for each new corridor land use designation.

c. Priorities, Sequence & Timelines:

- Development of criteria and an analysis framework for determining the priority for Corridor Plan locations, including aligning the sequencing of Corridor Plans with Council priorities and strategic goals, other City projects and/or ongoing programs; and
- Regular updates to City Council on the progress of the Corridor Planning Program, upcoming plan areas and other program information.

d. Corridor Parking Standards Review:

With the introduction of the BRT System, it is anticipated that more people will choose to take transit or modes of transportation other than personal vehicles. As a result, the demand for parking within the study area is anticipated to decrease over time, once the BRT System is fully implemented and new infill developments within the CGA have started to occur.

Fig. 23 Percentage of Developed Commercial Land Dedicated to Parking

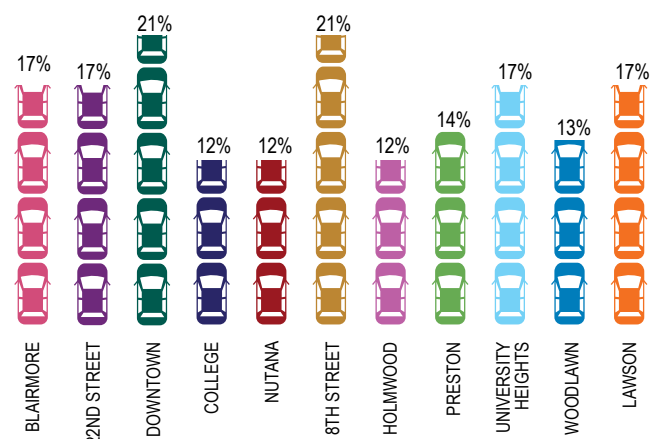


Figure 23 shows the percentage of developed land dedicated to parking. It shows that out of all the developed sites (excluding single use residential sites) within the Study Area, 18 per cent of the land is used for surface parking.

In many locations the demand for these parking spots is not reflective of the number of spaces provided, which often leaves large areas of parking lots empty. Parking lots are often located at the front of the site with the building towards the back. This can create challenges for pedestrian access because they are required to walk through parking lots that do not have direct pathways to the buildings on site.

A review of the current parking standards, including possible reductions to the existing standards, is necessary to ensure that the off-street parking requirements within the Corridor Growth Area reflect the improvements to transit services and are able to:

- effectively address the needs of the full range of potential land uses;
- address site access, parking and drive aisle configuration and dimensions; and
- consider alternative approaches such as shared parking agreements.



e. Ongoing Operations and Maintenance:

Improvements to the public realm, such as plantings, street furniture, including on-street waste receptacles, and new parks all create additional ongoing maintenance requirements. Through the preparation of future Corridor Plans, the involvement of a number of City Departments and Divisions, and other organizations will be necessary in order to project and understand the operational and maintenance needs in an improved public realm. Important partnerships and considerations include, but are not limited to:

- **Saskatoon Transit** – Transit will maintain responsibility for the station areas in the future in order to support BRT's operations. Partnership opportunities for operational functions (such as garbage pickup, snow clearing, cleaning, and security) should be considered in order to be efficient and coordinated throughout the corridor.
- **Parks Division** – Trees, plantings, and parks are all maintained by the Parks Divisions and the proposed increases in their mandate need to be coordinated with their capacity planning and resourcing.
- **Roadways and Operations** – Service levels may change significantly for areas with increased density and additional transportation needs. These operational aspects need to be identified and funded.
- **Business Improvement Districts** – Service levels within the BIDS will require ongoing management and may require additional seasonal enhancements, subject to funding and capacity allocations.

f. Additional Development Regulations & Guidelines

In addition to the work outlines in section 4.1, the review and creation of new development regulations and guidelines will help enable the forms of development outlined in this Plan to occur. They will also help provide clear direction, a consistent approach and updated technical standards and requirements for land owners and the development industry.

As part of future Corridor Plans, consideration will be given to the legislative tools most suited to the implementation of the Corridor Planning policy framework and to the intent, objectives and Guiding Principles outlined in this Plan.

4.2 Development Financing and Incentives Framework

The City's current development funding models are not oriented to the unique circumstances of infill development. A framework of options and tools to help finance and incentivize development along the corridors is necessary to encourage development that meets the infill objectives of the Growth Plan and the long-term transformational vision outlined in this Plan.

The City will need to develop and implement a funding model for infrastructure to support the unique characteristics of infill land development along the corridors, and potentially other strategic infill areas.

There are a range of tools and incentives that could be implemented to help encourage infill development within the Corridor Growth Area, incorporating the Principles outlined in Chapter 2. To develop a framework, the first step would be to outline a range of tools and options for Council discussion and seek their direction on the desirability of each. Following a comprehensive research and analysis process on each option, a follow up report, or series of reports would then be prepared outlining the recommended components of the Framework.

The following categories will be included in the research and analysis phase of preparing an incentives framework for Council consideration:

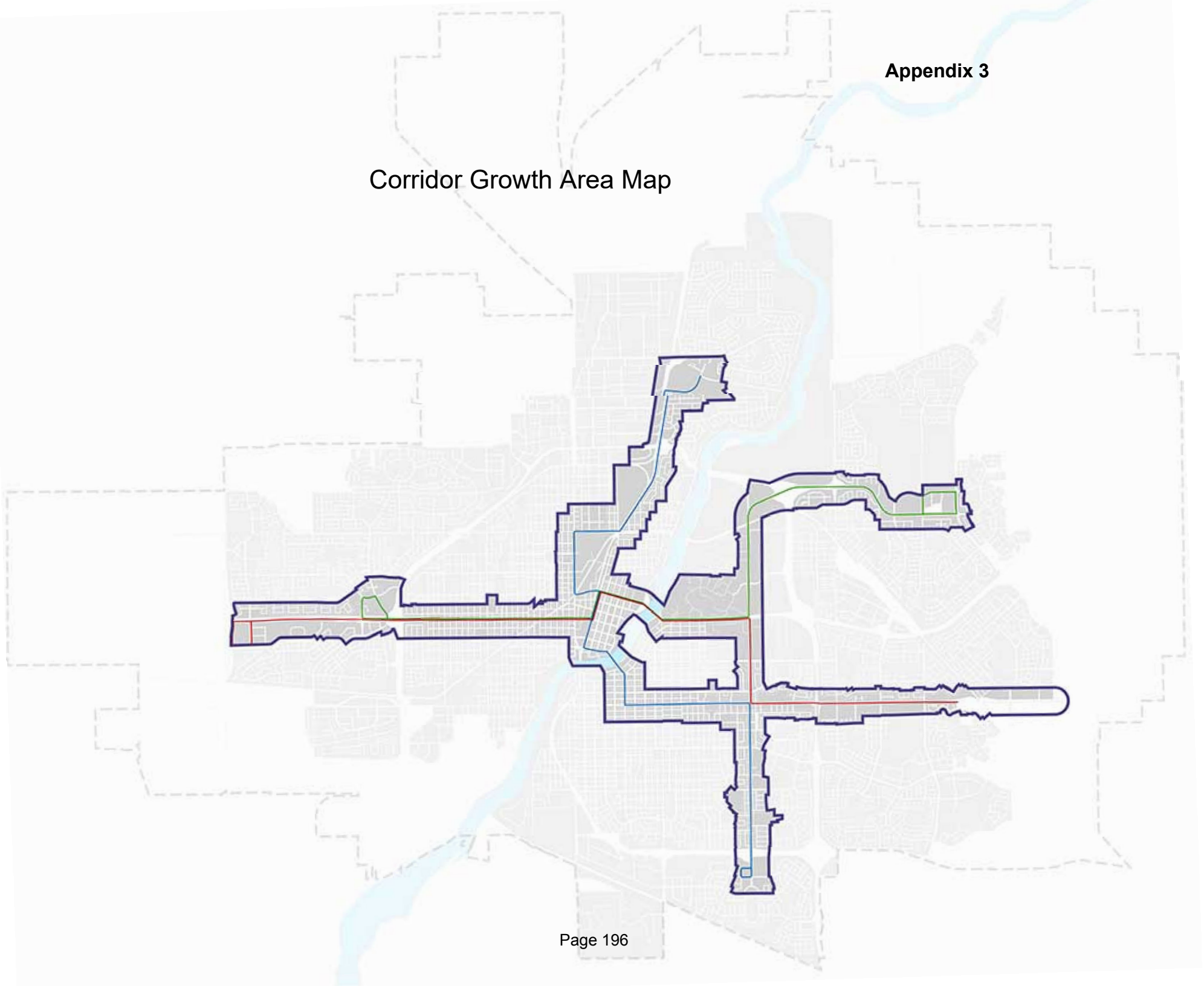
a. Financial Incentives: direct financial incentives to developers and land owners for new infill development projects within the Corridor Growth Area.

b. Development Approval Timelines: timeline and process incentives for the review and approval of development applications within the Corridor Growth Area.

c. Development Rights: potential increases in the development 'rights' or opportunities (through defined bonus provisions) within the Corridor Growth Area.



Corridor Growth Area Map



Corridor Planning Program – Land Uses

The current Official Community Plan Corridor Planning Program policy framework outlines the intent, objectives and policies on how the Corridor Growth initiative of the Growth Plan to Half a Million will be implemented.

To support this work, the following new land uses for the Corridor Planning Program have been developed to provide clarity and direction on the necessary land use mix, densities and other built form components.

- a) *Transit Villages* – for lands that have sufficient area and access to be re-imagined with greater use mix, building densities and parks and open spaces, than would otherwise be possible within the Corridor Growth Area.
- b) *Station Mixed Use* – for lands fronting a major corridor and located within 50 metres of a BRT station, requiring commercial at grade and office, residential and other uses within a medium density, three to six storey building form.
- c) *Corridor Mixed Use* – for lands fronting a major corridor, located between the Station Mixed Use / BRT station areas, combining commercial, office and residential uses within a medium density, two to four storey building form. Residential-only buildings would be permitted as part of this land use category.
- d) *Corridor Residential* – for lands not fronting a major corridor providing a range of residential housing forms and densities that transition into adjacent neighbourhoods. These areas will differ depending on the characteristics of each adjacent neighbourhood, but are primarily low density residential developments within a maximum three storey building form.
- e) *Corridor Main Street* – for lands fronting a major corridor that currently contain a mix of commercial, office and institutional within medium density building forms. These areas are typically existing commercial streets that are located along the BRT and regular transit network. This land use designation is intended to enhance the existing character, function and built form of historic or significant commercial districts.

CORRIDOR PLANNING ENGAGEMENT SUMMARY

March 2017 - October 2019



Engagement Process

March 2017 – October 2019

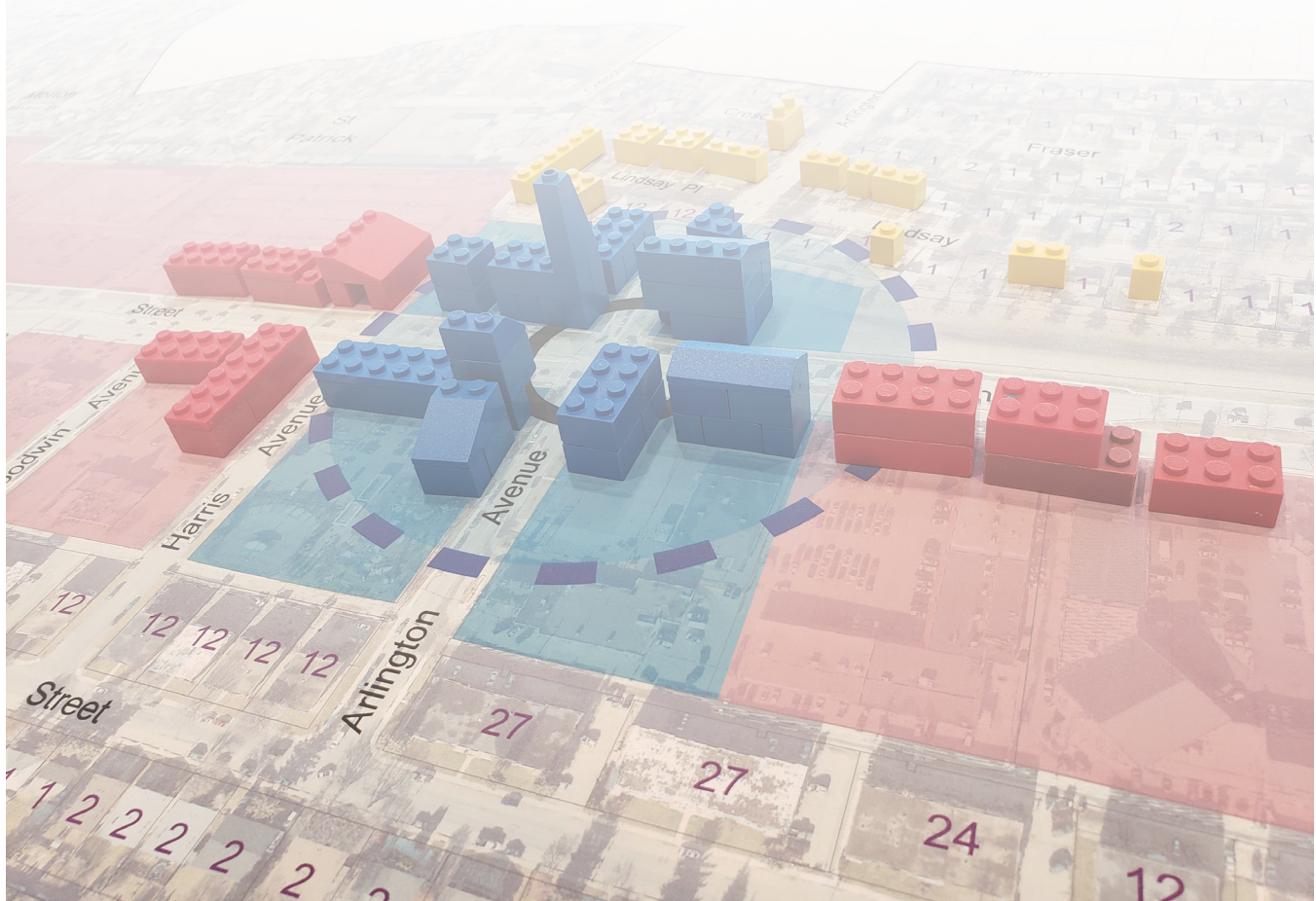
To better understand the current issues and to guide the level of development along the major transportation corridors that were identified in the Growth Plan to Half a Million, City staff engaged with multiple stakeholders between March 2017 and October 2019. Residents, land and business owners, development industry and community groups all played a role in shaping the direction of the Corridor Transformation Plan through participation in multiple engagement events.

There have been 17 stakeholder and community meetings, eight public engagement events, six walking tours and three surveys that have sought feedback on the content and directions for the Corridor Planning Program.

Feedback Themes

A number of common themes have come up through engagement activities. These themes provided direction to the Corridor Planning Program as it evolved:

- Increased building density is welcomed along the planned rapid transit corridors;
- The underutilized development potential of land along our major corridors is generally recognized;
- Parks, trees and public spaces are seen as essential components of any higher-density urban residential development;
- Increased housing availability along transit corridors, in a range of forms, is widely seen as a good city planning decision;
- A significant desire for more affordable/attainable housing, both in specific areas and across the city;
- Major improvements to the walking experience along these corridors is strongly desired;
- Reduced parking in areas adjacent to rapid transit facilities is generally seen as logical. Support for alternative parking options (i.e. rear-yard parking is seen as acceptable or logical);
- Pedestrian safety along busy streets is a concern; and
- Sunlight availability and potential shadowing resulting from tall buildings is a concern.



Stakeholders

The identified project stakeholders, the communication techniques and engagement participation is outlined in Table 1. Often the exact number of attendees by each stakeholder group is unknown; this is a limitation of the

self-recorded event sign-in sheet. However the goal to provide the opportunity for identified stakeholders to be informed, provide feedback, and influence the project outcomes was achieved based on engagement activities.

Table 1: Stakeholders

Identified Stakeholders		Communication Technique	Attendance or Response
Public	General Public	Radio, posters, social media, newspaper and City website.	Members of the general public were in attendance at events.
	Community Associations (CA)	A request to speak at CA meetings was sent to the Neighbourhood Services Section Manager.	Presented at 10 of the 13 CA meetings.
	Citizen Advisory Panel	Event invites and survey links were sent out via email.	219 members identified themselves in an online survey. Event attendance is unknown (attendees were not asked if they were a member).
Development Industry	Developers Liaison Committee (DLC) - Infill & Greenfield Subcommittees	Request to speak at the committee meeting was sent to the Chair.	Presented at meetings.
	Saskatoon & Region Home Builders Association	Sent an email requesting a meeting and invites to events.	Representatives were in attendance at all events and meetings.
	Developers	Sent invites through DLC Committee members and Infill Roundtable members.	Developers were in attendance at events.
	Realtors & Appraisers	Sent email invites to all commercial Realtors and the Saskatoon Region Association of Realtors.	Event attendance is unknown (attendees were not asked specifically if they were a member).
		Sent email invite to the Appraisal Institute of Canada - Saskatchewan for distribution to membership.	Event attendance is unknown (attendees were not asked specifically if they were a member).
	Design Professionals	Sent email invites to eight professional associations to be distributed to members.	Design professionals were in attendance at events.
	Infill Roundtable	Sent invites to events via email	Developers were in attendance at events.
Businesses	All businesses located within the study area (excluding the Blue Line)	Sent invites via mail.	Business owners were in attendance.
Business Associations	BIDs	Sent invites to events via email.	Downtown, Broadway, and Riversdale BIDs were in attendance at major events
	NSBA	Sent invites to events via email.	Members were in attendance at events.

Table 1 continues on page 4.

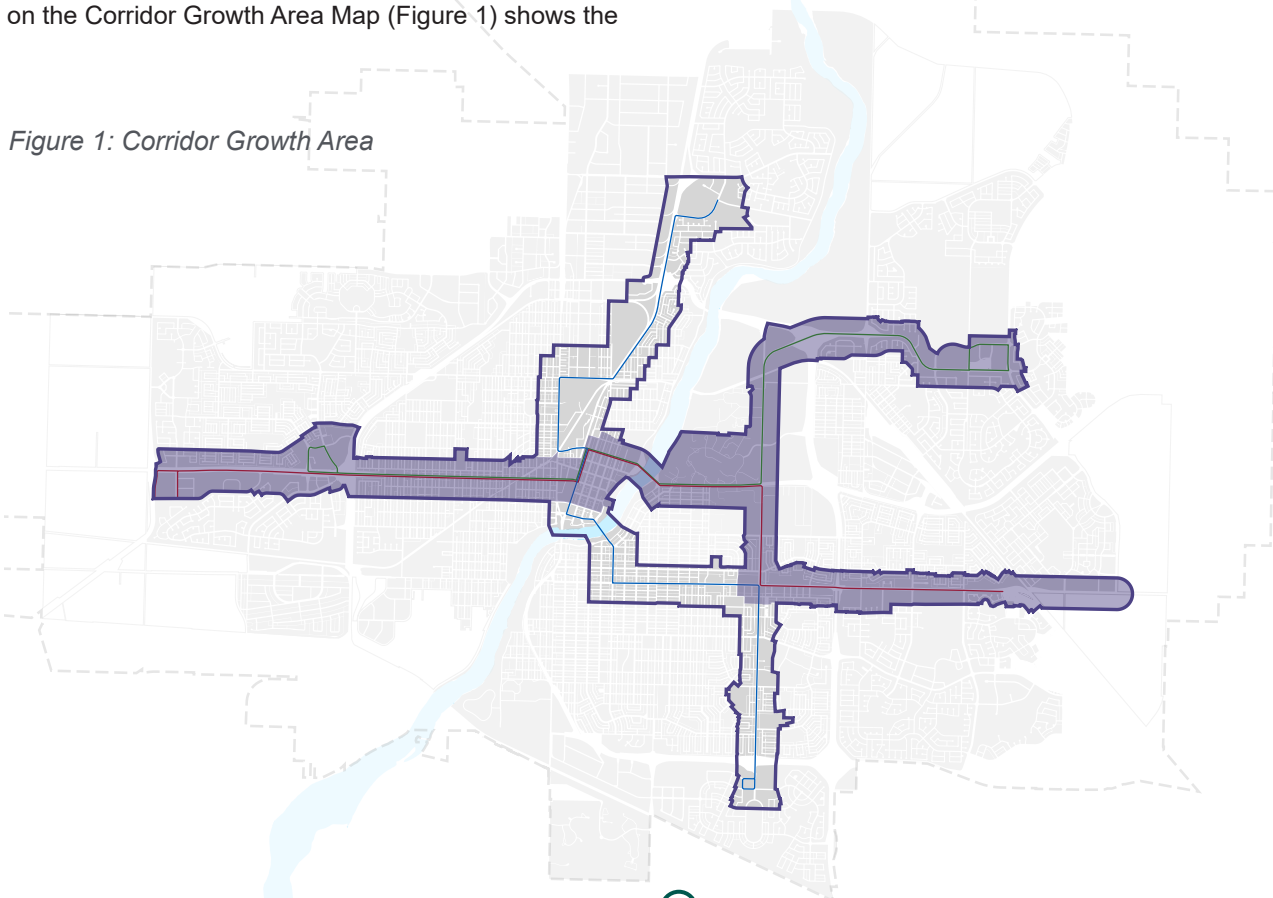
(Table 1 continued)

Identified Stakeholders		Communication Technique	Attendance or Response
Land Owners	Commercial land owners within the study area (excluding the Blue Line)	Sent invites via mail.	Commercial land owners attended.
	Residential land owners within the study area (excluding the Blue Line)	Sent invites via mail.	Residents that own land attended.
Government Partner	Population and Public Health, Saskatchewan Health Authority	Set up meeting via email.	Representatives were in attendance at meeting.
University of Saskatchewan	Office of Infrastructure Planning and Land Development	Sent invite via email.	Representatives were in attendance at event.
	The U of S Students Union (USSU)	Email, Posters and Campus News ad.	University students attended.

As indicated in Table 1, businesses and land owners within the study area were identified as stakeholders. At the time of the engagement activities the Blue Line was not part of the study area. The purple shaded area on the Corridor Growth Area Map (Figure 1) shows the

portion of the study area that received invites to public engagement events. Further stages of the project will include engagement with all stakeholders within the applicable study areas.

Figure 1: Corridor Growth Area



Engagement Strategy

The project team engaged with stakeholder groups (land and business owners, development industry and community associations) and the general public between March 2017 and October 2019.

Engagement activities included; seventeen stakeholder and community meetings, eight public engagement events, six walking tours, and three surveys. These engagement opportunities ranged from providing

information, seeking feedback to working to understand the aspirations and concerns of stakeholders related to the development of the Corridor Planning Program and the Corridor Transformation Plan.

A summary of the engagement activities that have been completed, the stakeholders that were engaged, the level of engagement, the goals and outcomes are included in Table 2.

Table 2: Summary of Engagement Strategy

Engagement Activity	Stakeholders	Level of Participation	Objective/Goal	Engagement Outcome
Official Community Plan Framework Questionnaire	Public Business Owners Citizen Advisory Panel	Involve	Work with stakeholders to ensure concerns and priorities are understood.	Feedback received resulted in changes in the wording of the Corridor Planning Program policy framework.
Come & Grow 2018	Public	Inform/ Consult	Provide information and obtain feedback.	The feedback received provided a baseline for needs and desires as the corridor study area develops.
Community Association Presentations	Community Associations (only neighbourhoods adjacent to 8th Street and 22nd Street)	Inform	Provide project information and promote the Walking Tours and the Pedestrian Experience Survey.	Met the objective of sharing information and recorded comments received during discussion.
Walking Tours and Survey	Public	Consult	Gather qualitative data on the condition of the public realm on 8th Street and 22nd Street.	Collected qualitative data on the impressions of the area through an online survey, as well as recorded observations made during the walking tours on maps.
Pop-Up Engagement Events	Public	Inform / Consult	Provide project information, help re-imagine public spaces, and gather feedback on the preference of transit-oriented design (TOD) concepts.	Feedback gathered indicated public support of TOD principles and the desire for more quality urban spaces and pedestrian amenities. Semi-permanent benches were installed at the 8th Street location.

Table 2 continues on next page 6.

(Table 2 continued)

Engagement Activity	Stakeholders	Level of Participation	Objective	Engagement Goal
Stakeholder meeting	SRHBA	Consult	To gather feedback how best to consult with the development community.	Direction was given to consult with developers through the Developers Liaison Committee.
Developers Liaison Committee Meeting	Developers Liaison Committee	Involve	To gather feedback on character area typologies.	Based on feedback two density options (character area maps) were created. One option showed a focused approach with higher density along the corridors; the other option dispersed the density into the adjacent neighbourhoods with less density on the corridors.
Stakeholder meeting	Population and Public Health, Saskatchewan Health Authority	Inform/ Consult	To begin the conversation on how we can work together in the future.	Future meetings will be needed as the project progresses.
Targeted Stakeholder Engagement Session	Developers Realtors Land Owners Business Owners Design Professionals	Consult / Involve	Obtain feedback on character area typologies. Work with stakeholders to ensure concerns and priorities are understood.	Feedback received provided direction for one density option map (character area map).
Community Association Meetings	Community Associations (only neighbourhoods within the study area)	Inform/ Consult	To gather feedback on the density options (character area maps) and record any general concerns.	
Come & Grow 2019	Public	Inform / Consult	Provide project information and obtain feedback on where density should occur and what level of development is supported (through the character area map).	Feedback received further refined the location of density (character area map) and building form.

Engagement Activities

The engagement activities that occurred between March 2017 and October 2019 are summarized in Table 3. Through these events, meetings, and surveys almost

2,000 people were able learn about Corridor Planning, sharing approximately 1300 opinions and ideas.

Table 3: Engagement Activities

Date	Engagement Activity	Description	Participation Numbers
March - April 2017	Official Community Plan Framework Questionnaire	Online questionnaire to obtain public feedback on the Corridor Planning Program policy framework. Feedback received resulted in changes to the wording of the Corridor Planning Program policy framework.	988
March - April 2018	Come & Grow 2018	341 people attended this multi-project Growth Plan public engagement event. Attendees provided 307 written comments, 593 geographically specific markers on a map, and 59 responses to a questionnaire on public realm, land use options, and building height. Also, comments were gathered at the event, as well as through an online survey that asked for input on identifying places of great significance, types of new business, and specific elements that would increase the desirability of living on one of the major corridors.	341 <i>attended</i> 307 <i>comments</i> 593 <i>sticky dots</i> 59 <i>survey</i> 40 <i>online survey</i>
April 2018	Community Association Presentations	City staff attended eight community association meetings and spoke with over 60 community members about future growth along the corridors and walkability (as part of the walking tours).	62
May - October 2018	Walking Tours and Survey	22 people attended one of six walking tours (offered as part of the Jane's Walk festival) that occurred along 8th Street E and 22nd Street W over two days. Together City staffed and participants discussed residential infill, potential land use changes, and identified pedestrian issues. Participants were asked to take a short online survey following the walk, which helped to capture their impressions of the area. The survey was open to all residents, not just those that attended a walking tour. In total, 57 people responded to the survey.	22 <i>walking tour</i> 57 <i>survey</i>
August 2018	Pop-Up Engagement Events	55 people attended an outdoor pop-up style engagement events at the Dairy Queen restaurants on 8th Street E and 22nd Street W. Conversations and feedback gathered on the interactive display boards indicated support for mixed use development and pedestrian friendly streets.	55 <i>attended</i> 29 <i>provided feedback</i>
April to October 2018	Stakeholder meeting	City Staff met with the Saskatoon & Region Home Builders' Association, developers, and the Saskatchewan Health Authority to discuss land use changes and density.	13

Table 3 continues on page 8.

(Table 3 continued)

Date	Engagement Activity	Description	Participation Numbers
November 2018	Targeted Stakeholder Engagement Session	Developers, Realtors, land owners, business owners, and design professionals were among the 25 that provided feedback on initial concepts for land use changes along the corridors.	25
December 2018 to January 2019	Community Association Meetings	City staff attended four community association meetings to discuss density and development concerns.	30
January 2019	Come & Grow 2019	177 attended this multi-project public engagement event that focused on future growth of Saskatoon. The Corridor Planning Program sought out feedback on where density should occur and what level of development.	177
April 2019	Living Green Expo	Along with Saskatoon Transit, the Corridor Planning Program set up an information booth at the Living Green Expo. It is estimated that around 100 people had a chance to stop by and discuss the future growth of Saskatoon. The total attendance for the three day expo was 1,478.	100
May 2019	Senior's Forum	Approximately 30 people discussed Corridor Growth with city staff and 12 written comments were provided. Comments strongly suggested the need for affordable grocery options, better walking experience, seniors housing, and the desire for more medical services within walking distance.	30
October 2019	Zoning Bylaw Review Open House	Approximately 50 people attended this open house, with the vast majority representing the development community.	50



Description of Engagement Events & Approach

Corridor Planning Official Community Plan Policy Questionnaire

The Official Community Plan Bylaw was amended on June 26, 2017 to include the Corridor Planning Program Framework. Feedback was gathered to ensure concerns and priorities were understood.

Method: Online questionnaire

To obtain feedback on the draft policy framework, the City invited residents and stakeholder groups to provide comments on questions related to the components of the policy framework and to provide additional comments or suggestions on how each could be strengthened.

Participation: 988 people responded to the online questionnaire.

Feedback/Outcome: Based on the feedback received the draft Corridor Planning policy framework was revised. The feedback was consolidated into the Corridor Planning Program Policy Framework Engagement Summary Report provided to Council on June 26, 2017 as part of Official Community Plan amending Bylaw No. 9458, 2017.



Come & Grow 2018 Engagement Event

On March 7, 2018 at the Western Development Museum 341 people attended the first major engagement event for the Corridor Planning Program and the kick-off for the Plan for Growth public engagement program. The Corridor Planning Program engagement objective was to provide information and obtain feedback.

Methods: The following three methods were used to gather feedback:

1. Mapping Exercise: A large map with detailed land use information was used as a conversation starter and a way to gather feedback. Participants were asked to place colour-coded dots indicating locations they enjoy or frequent often (blue), as well as locations that need attention or improvement (red) and sticky-notes were used to add written comments.

2. Questions: On sticky-notes and through an online survey (open from March 7 to April 6, 2018) participants were asked to answer three open-ended questions. The questions were as follows:

- Are there special places you can identify that should be maintained as the Corridor Planning Program evolves?
- What types of new businesses, services or amenities do you think are needed along the corridors?
- What would it take for you to consider living in a mixed-use building fronting one of the corridors?

3. Intercept Survey: Three University of Saskatchewan Planning Students approached event participants and asked them to complete a quick survey to collect feedback on three main topics:

- Streetscaping elements that contribute positively to the public realm;
- Appropriate building height and density along the corridors; and
- Appropriate or desired land uses and amenities across the study area.

Participation:

1. Mapping Exercise: There were 593 dots placed on the map and 307 sticky-note comments.

2. *Questions:* In total 40 people responded to the questions.

3. *Intercept Survey:* 59 intercept surveys were completed with participants.

Feedback/Outcome: Attendees showed interest around the large map of the study area. The map and other supporting material helped to prompt questions and provide constructive feedback. The feedback received provided a baseline for needs and desires as the corridor study area develops.

Community Association Meetings

The Corridor Planning team met with eight out of the 10 neighbourhoods located within the Pedestrian Experience Survey Area. The objective was to provide project information.

Method: Presentation to provide information.

Participation: In total, 62 people attended.

Feedback/Outcome: These events provided an opportunity to share information, answer questions and record comments.

All comments received will be considered and further explored in the implementation phase. Information on Corridor Growth, the Pedestrian Experience Survey and the Walking Tours was presented at Community Association meetings.

During the May College Park Community Association meeting, members shared the desire for more public gathering places along 8th Street and indicated the Dairy Queen as being a unique destination. This feedback not only provided direction as to where the pop-up events would be located but ultimately supported the installation of new benches.

Walking Tours & Pedestrian Experience Survey

As part of the street-level analysis of the existing built form and public realm, the Corridor Planning Program hosted 10 guided walking tours along 22nd Street and 8th Street on May 5 and 6, 2018.

Further to the guided walking tours, data was collected through an online questionnaire. The questionnaire was

launched on May 5, 2018 as part of the Walking Tours, but was open to all members of the public.

The objective of the Walking Tours and the Pedestrian Experience Survey was to gather qualitative data on the condition of the public realm on 8th Street and 22nd Street.

Method:

Mapping Exercise: Participants on the walking Tours were asked to point out things that they liked and had concerns about. All comments were recorded on maps.

Online Survey: The online survey asked participants about their impressions of the private and public spaces, number of benches or garbage cans, trees, sounds, smells and the ability to walk safely and easily along the street.

Participation: 22 people attended the walking tours and 57 people responded to the survey.

Feedback/Outcome: The feedback gathered on the walking tours and the results from the survey provided important qualitative data. This data supports the need to make enhancements to the public realm in order to meet the objectives of the Corridor Planning Program.

Walking tour participants discussed what type of improvements they would like to see and provided comments based on their personal experiences. Two individuals with mobility aids took-part and provided a unique perspective on the challenges the built environment creates when not properly designed with consideration for mobility devices. Comments and concerns will be used during the development of the Corridor Plan phase.

In order to answer the survey questions respondents were asked to walk a section of 22nd Street or 8th Street. This likely limited the number of responses to the survey; however, the data that was collected was based on actual recent experiences rather than assumptions or previous experiences (assuming that respondents did in fact walk through the area). In general the responses to the Pedestrian Experience Survey indicated a negative pedestrian experience.

Further engagement on public realm improvements will be conducted in future Corridor Plans.

8th Street and 22nd Street Pop-up Engagement Events

In August 2018, the Corridor Planning team hosted two outdoor pop-up style engagement events at Dairy Queen restaurants on 8th Street E and 22nd Street W. These spots were chosen because they are outdoor gathering places and offer an opportunity to re-imagine the pedestrian realm along our major corridors.

Part of the benefit of a pop-up event is the chance to communicate with members of the public who might not otherwise come out to a more formal City public engagement event. The goal was to provide project information, help citizens visualize enhancements to the public realm, and gather feedback on the preferences of TOD concepts.

Method: To help spark creativity and open-ended visioning about the future of these important city streets, street benches and planters were used to create an enjoyable outdoor space.

Participants were asked to share their opinion on the future of the corridor through a large group survey. The survey was also used as a learning tool to provide information on transit-oriented development principles.

Participation: 55 people attended and 29 people responded to the group survey.

Feedback/Outcome: Based on survey results and verbal feedback there was general support for mixed use development and some participants reported that these two major corridors are uncomfortable and unsafe for walking, and suggested pedestrian-friendly improvements are needed.

The pop-up engagement event at the Dairy Queen on 8th Street offered a unique opportunity to turn a temporary bench placement into a semi-permanent fixture. Within minutes of setting the benches in place people began using them. Following the event, the benches were installed as a semi-permanent public realm improvement for 8th Street.



Other Stakeholder Meetings

Various stakeholder meetings with the development community and the office of Population and Public Health took place between April and November 2018.

Saskatoon & Region Home Builders' Association

In April of 2018 the Saskatoon & Region Home Builders' Association met with the Corridor Planning team to discuss previous City engagement and the best approach for future engagement along the corridors.

Method: Meeting

Feedback/Outcome: Thorough engagement has been completed on limitations and barriers to development. The development community would like to respond to options on development. Further engagement can be done through the Infill Roundtable.

The project team was invited to present at the Developers Liaison Committee meetings. Member of the Infill Roundtable were invited to attend the meeting.

Developers Liaison Committee meeting

At the October 2018 Developers Liaison Committee meeting, the Corridor Planning team presented the 'character area' maps which showed the level of density by location.

Method: Presentation

Feedback/Outcome: The development community expressed concern that the demand for residential development extends beyond the corridors.

Based on this feedback, two density options (character area maps) were created. One option showed a focused approach with higher density along the corridors; the other option dispersed the density into the adjacent neighbourhoods with less density on the corridors. The revised character area maps were presented at the Targeted Stakeholder Engagement.

Population and Public Health

At the end of November 2018, the Corridor team met with Population and Public Health, Saskatchewan Health Authority. The objective of this meeting was to begin the conversation on future project partnerships.

Method: Meeting

Feedback/Outcome: The focus of this meeting was to seek ways of improving health equity and community health and well-being through the Corridor Planning Program. In 2016, the Saskatchewan Health Authority released a report, *Growing Healthier: A Health Equity Impact Assessment for Saskatoon's Growth Plan* that applied a health equity lens to three of the City of Saskatoon's Growth Plan initiatives. There are 13 recommendations within this report, all of which are compatible with the core initiatives of the Growth Plan. The overarching recommendation is that the City of Saskatoon incorporates a focus on community health and well-being when implementing the Growth Plan, specifically by drawing on Population and Public Health as a resource and ally when making decisions around growth.

Further communication and engagement will be important in future Corridor Planning activities.

Participation: 25 people attended. 14 comments and 46 sticky dots were placed on the map.

Following the Targeted Stakeholder Engagement event, the Corridor Planning team met and corresponded with members of the development community. This was an opportunity to gather feedback from stakeholders that were unable to attend the event.

Feedback/Outcome: Information gathered was used in conjunction with previous feedback to further develop the concepts and options for transforming our major corridors and was later presented at the Come & Grow event in early 2019.



Targeted Stakeholder Engagement Session

25 people attended the Targeted Stakeholder Engagement Event at the end of November 2018. Developers, Realtors, land owners, business owners, and design professionals were among the groups that provided feedback on initial concepts for land use changes along the corridors. The objective was to obtain feedback on character area typologies and work with stakeholders to ensure concerns and priorities are understood.

Method:

Sticky notes: Any general comments were recorded on sticky notes and attached to a map.

Sticky dot mapping exercise: Participants were asked to provide feedback on two density option scenarios. The scenarios were mapped by character areas (similar to a land use map). Colour-coded sticky dots were used to indicate where participants would like to make density changes.

Community Association Meetings

As a way to capture the neighbourhood level concerns of potential density options along the corridors, the Corridor Planning Team offered to attend Community Association meetings for any neighbourhood within the Corridor Area between December 2018 and January 2019.

Method: A presentation was given to provide project background and explain character areas and how they could be applied. Maps were provided to allow Community Association members the opportunity to provide direction to the height and location of density.

Participation: 30 people attended from Caswell Hill, Riversdale, Meadowgreen and Mount Royal Community Associations.

Feedback/Outcome: No maps were returned. However, general verbal comments were documented by City staff.

The comments received will be useful information during the Corridor Plan phase.

Come & Grow 2019 Engagement Event

Come & Grow 2019 included content from the Plan for Growth project team, along with teams from the Official Community Plan and the University Sector Plan, took place at the end of January 2019. The goal was to provide project information and obtain feedback on where density should occur and what level of development is supported.

Method: Display boards were used to explain the project information and large Character Area maps were used to gather feedback and indicate the location and height potential of future development.

To gather feedback on preferred height and location of density, participants were asked to place sticky dots on Character Area maps. Also, Lego was used as a visual aid to simulate building massing.

Participation: 177 people attended the event. 48 sticky note comments were received and 142 sticky dots were used to voice preference on development.

Feedback/Outcome: Based on the feedback received at this event and the previous engagement events, the Character Area maps were further refined. The Character Areas were later used to draft potential land uses designations for the Corridor Growth Area. Also, this information will be used during the creation of future Corridor Plans.



The stakeholder input gathered up to this stage of the project has been incorporated into the Corridor Transformation Plan. This document captures the research, planning process, stakeholder engagement and recommendations required to achieve the goals of the Corridor Planning Program.

The next three engagement events listed were opportunities to share project information and were not intended to gather specific feedback. However, any comments received were documented and will be considered as the project proceeds with developing Corridor Plans.

Living Green Expo

On April 26, 2019 the Corridor Planning program along with Saskatoon Transit, set up an information booth at the Living Green Expo. The goal was to provide project information.

Method: Display boards, a computer generated model of building massing and Lego blocks were used to explain concepts.

Participation: The total attendance for the three-day long event was 1,478. It is estimated that around 100 people had a chance to stop by and discuss the future growth of Saskatoon.

Feedback/Outcome: Project information was shared with the public.



Seniors' Forum

The Seniors' Forum was an event hosted by City Council at Market Mall on May 28, 2019. This event was directed at providing information to local seniors about City services and programs.

Method: Display boards from the Living Green Expo were reused for this event.

Participation: Approximately 30 people discussed Corridor Growth with City staff. Even though no formal feedback was planned, 12 written comments were provided by attendees.

Feedback/Outcome: Project information was shared with the public. Conversations and comments received suggested the need for affordable housing and the desire for more medical services within walking distance of the Market Mall area.

Zoning Bylaw Review – Kick Off Open House

The Corridor Planning Program joined the Zoning Bylaw Review Open House on October 2, 2019 as an opportunity to share project information.

Method: Presentation boards shared background information, results from previous engagement events and corridor specific statistics.

Participation: There were just over 50 people in attendance and most of those were from the development community.

Feedback/Outcome: Verbal feedback received at the event was supportive of the opportunity to develop mixed-use buildings along the corridors.

Limitations & Next Steps

To date, the Corridor Planning engagement has reached a significant number of people and incorporated a variety of different tactics that were often well received by participants. Administration engaged with members of the public, industry, and community associations early and provided several opportunities to provide information and updates regarding the project.

All of the engagement activities seeking input were completed prior to the Council Policy on Public Engagement coming into effect in September 2019. As a result, there are some potential limitations to the data that was gathered and in some cases, it may not fully align with the City's new approach.

In general, limitations in qualitative data collection occur when events or activities seeking input are not able to capture a full representation of the stakeholder list. Some limitations in the data collection means the results may not necessarily reflect the broader population or invited stakeholders. In some situations, the way questions were asked or how data was evaluated could potentially cause an information bias. In the future, it will be important to identify stakeholder participation challenges as early as possible in the planning process or engagement activities in order to try and mitigate the risk of potential data limitations. It will also be important to evaluate each public engagement activity by seeking input from participants, to ensure that the objectives of each event are being achieved.

New engagement strategies will continue to be developed for the Implementation Phase of the Corridor Planning Program and for individual Corridor Plans. On-going engagement with the general public and residents within the Corridor Growth Area, developers, land and business owners and other important stakeholder groups including First Nations and Metis, newcomers and people with mobility challenges will be important in the next steps.





STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

Licensing Rental Properties and Regulation of Nuisance Calls for Emergency Services

Recommendation of the Committee

That Administration be directed to investigate further and report back on the financial implications of implementing Option 1,; increase staffing to facilitate pro-active property maintenance inspections, as outlined in the January 14, 2020 report of the General Manager, Community Services Department.

History

At the January 14, 2020 Standing Policy Committee on Planning, Development and Community Services meeting a report of the General Manager, Community Services Department dated January 14, 2020 was considered. Your Committee received letters from Ruth Engele, Renters of Saskatoon and Area and Shane Patridge, Pleasant Hill Community Association.

Your Committee also received presentations from Cameron Choquette, CEO, Saskatchewan Landlord Association, Katelyn Siggelkow, David Fineday and Ruth Engele, Renters of Saskatoon and Area.

In addition to the above recommendation, your Committee also resolved:

1. That Administration report back on options to create a more coordinated system to building accountability and monitoring of both life safety and property maintenance and nuisance concerns of properties and buildings between Community Associations and residents, Community Services, Saskatoon Fire, Saskatoon Police, Landlord Associations, Business Improvement Districts, Housing providers and other associated agencies, and as part of that investigate options such as the success of the Flint Property Portal to use data, mapping and community engagement to support a more coordinated approach;
2. That the Administration report back on planned expanded public education and programming efforts outlining how these will balance and support both rights and responsibilities of all parties and promote tenant well-being, and therefore, community well-being. That appropriate collaboration be considered with partners engaged in programs and education relating to rental tenancies; and



STANDING POLICY COMMITTEE ON PLANNING, DEVELOPMENT AND COMMUNITY SERVICES

3. That the Administration report back on opportunities to inform residences of their rights under Divisions 3, 4, and 5 of Bylaw 8175, and opportunities to engage in proactive enforcement of these provisions.

Attachment

1. January 14, 2020 report of the General Manager, Community Services Department
2. January 14, 2020 Letter from Ruth Engele, Renters of Saskatoon and Area (ROSA)
3. January 14, 2020 Letter from Shane Patridge, Pleasant Hill Community Association

Licensing Rental Properties and Regulation of Nuisance Calls for Emergency Services

ISSUE

Repeat calls for emergency service to address non-emergency issues, arising from some multi-unit rental dwellings result in excessive draw on police resources. A business license program for multi-unit rental dwellings offers a potential solution to address this issue by providing an additional mechanism to take action on issues which may be contributing factors of the calls for service. However, the development and administration of a licensing program will require additional staff resources. Alternative approaches may achieve the same objectives more effectively and with less resources.

BACKGROUND

History

At its regular business meeting on December 18, 2017, City Council considered a report from the City Solicitor, which detailed concerns about properties with repeated calls for emergency services, where no emergency situation was present. This reduces the availability of emergency response services to respond to actual emergencies, which impacts the safety of the community and has budgetary implications. Options presented to address these issues included consideration for the licensing of multi-unit rental properties, in order to establish conditions and penalties around excessive number of nuisance calls to a single multi-unit building within Saskatoon.

At that meeting City Council resolved:

“That the Administration be directed to explore a licensing program for rental property businesses which includes provisions to regulate nuisance calls for emergency services, consult with key stakeholders including, but not limited to, the Saskatchewan Landlord Association, Saskatoon Housing Initiatives Partnership and Renters of Saskatoon and Area, and report back including recommendations to City Council”.

Current Status

There are approximately 37,000 rental units in Saskatoon, located within multiple unit rental dwellings, townhouses and one- and two-unit dwellings. The City of Saskatoon (the City) does not license individual rental properties or buildings, but does require that the office locations of property managers and rental companies obtain a business license. The Province of Saskatchewan, through the *Residential Tenancies Act, 2006*, and the Office of Residential Tenancies, regulates rental of residential property and assists tenants and landlords to secure their rights before, after and during tenancy.

Public Engagement

Consultation with key stakeholders was conducted in two phases and included Saskatoon Housing Corporation, Saskatoon Housing Authority, Saskatoon Homelessness Initiatives Partnership, The Office of Residential Tenancies, The

Saskatchewan Human Rights Commission, Renters of Saskatoon and Area, the Saskatchewan Landlords Association and the Pleasant Hill and King George Community Associations.

The initial phase of consultation focused on high-level discussion regarding desired outcomes of a rental property licensing program. The following primary objectives of a licensing program were identified:

1. Achieve greater rates of compliance with Property Maintenance Standards;
2. Limit nuisance tenant behaviour (including the high number of calls for emergency services in non-emergency situations); and
3. Hold landlords accountable when high nuisance call out rates to rental properties are experienced.

The second phase of consultation focussed on the desired objectives, evaluated their perceived importance and explored the most effective means to achieve them. A detailed engagement summary, including stakeholder input is provided in Appendix 1.

Most of the key stakeholder agencies raised concerns about unintended consequences of penalizing landlords for nuisance calls, noting it may discourage tenants from calling during an actual emergency, due to real or perceived repercussions from the landlord. The December 18, 2017 report to City Council, noted other municipalities charging fees associated with nuisance calls to landlords reported the eviction of tenants as a result of such fees being assessed. In some cases, to avoid eviction, tenants chose to not call for emergency services when they rightfully needed help.

City of Saskatoon's Current Approach

The City has existing bylaws and enforcement tools to address concerns related to residential property maintenance. Currently all property owners are held accountable for the condition of their property, under Bylaw No. 7990, Fire and Protective Services Bylaw, 2001; and Bylaw No. 8175, the Property Maintenance and Nuisance Abatement Bylaw, 2003. These bylaws provide detailed standards and maintenance requirements for all forms of residential properties related to fire safety, property maintenance and provision of habitable environments.

To ensure compliance with the minimum standards set out in these bylaws, one- and two-unit residential properties are inspected by the Saskatoon Fire Department (SFD) on a complaint driven basis. Multi-unit dwellings are scheduled to receive fire inspections annually, primarily to evaluate the condition of fire safety systems, storage of combustible materials, and means of egress.

If a tenant or neighbour has concerns regarding fire safety, or any other maintenance issues in a dwelling, they are able to file a complaint with SFD. A fire inspector is assigned to the file, conducts an inspection, and if necessary, issues an Order to Remedy contravention. For offences under the Property Maintenance and Nuisance Abatement Bylaw (e.g. tall weeds and grass, junk), if the required work is

not completed within 15 days of the date set for compliance, the City can hire a contractor to undertake the required work; costs will be added to the property taxes. This is known as the contracted services model. SFD closed 112 property maintenance files through the use of contractors to remedy outstanding contraventions in 2018 and have closed 123 such files to date in 2019.

Tenant behaviour, including property damage, undesirable behaviour in public areas of the property, excessive noise and altercations with others often result in calls for service to Saskatoon Police Services (SPS). In 2018, SPS noted 5 multi-unit apartment buildings had disproportionate call volumes, averaging 4 or more calls for police service per week. An additional 20 buildings had an average of 2 or more calls for service per week (see Appendix 2). The Safe Communities Task Force is a working group which was developed to address properties generating a disproportionate volume of calls for service, or with particularly difficult and multifaceted issues. This group is comprised of SPS, SFD, Bylaw Compliance from Community Standards Division, Saskatchewan Health Authority and the Ministry of Social Services. They meet quarterly to share information about complex properties and develop coordinated enforcement strategies.

Approaches in Other Jurisdictions

Administrative staff conducted a review of other Canadian municipalities and found a variety of approaches to regulate property maintenance, safety standards and nuisance behaviour in rental dwellings.

Rental property licensing programs allow municipalities to apply additional conditions to the renting of residential properties to ensure maintenance and safety standards are upheld, or to mitigate nuisance behaviour. Licensing programs may include pro-active property inspections, property management requirements (such as posting maintenance schedules and safety plans) or assessing penalties to landlords for repeated nuisance calls. When contraventions are identified, the license can be revoked, or additional conditions applied.

Fifteen municipalities were found to have implemented some form of rental unit licensing. The cities of Waterloo, London, Burnaby and Thorold require licenses for small scale developments (4 units or less) on the basis that these have not been constructed to commercial standards and therefore more oversight is appropriate. The majority of license programs are directed to multi-unit rental properties with municipalities such as Edmonton, Calgary, Toronto, New Westminster and North Vancouver implementing such programs.

Vancouver requires a license for all rental properties, regardless of the number of units. New Westminster also utilizes an excessive nuisance abatement fee when deemed necessary under their licensing program. In British Columbia, unpaid fees may be added to the taxes. This is not the case in Saskatchewan at this time.

Appendix 3 provides a municipal scan of Canadian cities with a licensing programs for rental properties and a summary of the intended objectives of their programs. Given the complexity of rental property licensing including anticipated non-compliance of problematic properties, complex investigation requirements and high administrative costs, other municipalities including Regina, Kitchener, Halifax, Windsor, Guelph, Mississauga, Oakville and Kingston have reviewed and decided to forego rental property licensing programs in favour of alternative methods including procedural improvements, optimal utilization of enforcement powers and amendments to bylaws. A summary of cities using alternative approaches is provided in Appendix 4.

City of Saskatoon - New Approaches Planned for 2020

As a result of the research into practices in other municipalities, and input obtained in the consultation process, the Administration has already identified several operational changes and improvements to existing processes which will be undertaken in 2020, within the already approved budgets. Each of these initiatives are aimed at achieving greater compliance with property maintenance standards, limit tenant nuisance behavior and work to reduce high volume nuisance call out rates to rental properties.

1) Conduct a Public Education Campaign Regarding Residential Tenancies

The Administration is planning to conduct an enhanced and ongoing public education campaign to ensure Saskatoon residents, whether owners or tenants, are aware of their rights and responsibilities regarding residential property maintenance and applicable bylaws, through broader distribution of existing resource materials. The Housing Handbook is a City of Saskatoon publication that was produced in partnership with the Office of Residential Tenancies and highlights programs designed to help low to moderate income people find adequate and affordable housing. It also outlines rights and responsibilities of tenants and landlords and provides tools and information to guide tenants through the rental process.

The Good Neighbour Guide is expected to be published online by the City early in 2020, with a condensed print version being made available shortly thereafter. This easy-to-read booklet will explain municipal regulations and requirements for residents, including bylaws related to property maintenance and nuisances in neighbourhoods.

As part of an educational campaign, a broader circulation of these documents to properties with recurrent bylaw contraventions, community associations and other relevant agencies will assist in educating the general public, landlords and tenants about expectations and requirements and how to report contraventions. The Administration will begin distribution in early 2020.

The financial implications of distributing these documents will vary depending on the scope of the mail-outs and the number of properties they are provided to, however the cost of printing and distribution for the first year is expected to be approximately \$2,000. This can be undertaken within the current budget allocation, with a note that this will require ongoing budget resources to produce and distribute these publications more widely, and on an annual basis.

Benefits:

- Assists in educating landlords and tenants about their rights and responsibilities;
- Provides important contact information to tenants and landlords when concerns are identified; and
- Informs the public about bylaws related to property maintenance and nuisances.

2) Support Programming to Increase Property Maintenance and Safety Considerations

The Crime Free-Multi Housing Program (CFMH Program) led by the SPS staff is a three-phased certification program for rental properties that seeks to reduce the level of illegal and nuisance activity, the fear of crime and the repair costs associated to building and property damage. The program is designed to be flexible and includes an annual safety social event where residents can share security concerns and solutions in the presence of the property manager and the City Police.

At this time, properties certified under the CFMH Program take part in safety social events. This option proposes additional opportunities for safety socials, at the request of the owner/manager of a multi-unit dwelling (not currently in the CFMH Program) who is experiencing increased incidents of crime, or who are considering entering the CFMH Program. These events offer landlords, managers and residents a chance to get together and address safety and security issues, learn important crime prevention tips from Police, share improvement ideas, get to know their neighbours, and may encourage property managers to sign onto the CFMH Program and work to implement additional safety and security measures.

Although the CFMH Program is adaptable for rental properties of all sizes, the program is currently limited to multiple unit dwellings. If this option is selected, additional reviews will be undertaken to determine if the scope of the program can be expanded to include one-unit and two-unit dwellings and townhouses.

Benefits :

- Promotes a strong sense of community;
- Encourages community members to consider and discuss safety;
- Provides tenants with an opportunity to improve perceptions of safety in their homes; and
- May encourage broader participation in the CFMH Program.

Administration, along with the SPS, will undertake to promote awareness and value of safety socials and resident programs. There are no financial implications at this time, as it can be implemented within the existing capacity of the CFMH Program. If however the volume of requests to join the CFMH Program exceeds staff resources, requests for additional staff resources may be required.

3) Optimize Use of Contracted Services to Remedy Bylaw Contraventions

Contracting services to remedy bylaw contraventions is one method for addressing bylaw contraventions in a relatively short time frame. The City can hire a contractor to complete work associated with remedying a contravention and recover the resulting

costs by applying them to the property taxes. The City currently utilizes this method in selected areas of enforcement under the Property Maintenance and Nuisance Abatement Bylaw, including removing junked vehicles, cleaning garbage and refuse, mowing tall weeds and grass, sidewalk snow clearing contraventions and demolition of properties. Under this model, when a bylaw contravention is identified, an Order to Remedy may be issued with a timeline to comply. If the contravention is not remedied in the time prescribed, a contractor is hired at the expense of the property owner to address the contraventions.

The contracted services model has been identified as an effective tool in ensuring certain property maintenance contraventions are addressed in a timely manner and further operational improvements will enhance its effectiveness. This includes clearly outlining timelines and expectations provided to a property owner to remedy a contravention, completing follow up inspections shortly after the deadline for compliance is reached, and taking further action, including use of contractors, where necessary. As the greatest enforcement challenge remains in managing the overall quantity of files, use of contractors can help to minimize the amount of time expended by city staff to bring properties into compliance.

It is important to note that a contracted service model cannot be implemented for certain types of nuisance complaints such as noise, excessive calls for emergency services or building maintenance concerns that do not pose an immediate risk to the health, safety and wellbeing of occupants.

Benefits:

- Ensures cost of remedying bylaw contraventions are paid by the property owner;
- May limit the length of time a property remains in contravention of a bylaw;
- Applicable to both rental and owner occupied housing, and all forms of dwellings.

4) Clear up Back Log of Property Maintenance Complaints

During the 2020/2021 Business Plan and Budget review, an additional 1.5 full time staff positions were approved for a 2-year period. These positions are to assist in addressing the current backlog of property maintenance complaints, with further reporting to be provided in late 2020 outlining the ongoing staffing resources required to address property maintenance complaints within the desired timelines.

Benefits:

- Addresses some long outstanding property maintenance complaints;
- Ensures complaints are being addressed in a timelier manner;
- Provides more substantial data related to ongoing support required to fully address the needs of the Property Maintenance and Nuisance Bylaw Inspection program.

OPTIONS

This section outlines two options to address issues identified by stakeholders related to property maintenance and nuisance abatement.

Option 1 – Increase Capacity to Proactively Address Property Maintenance Issues

Enforcement under The Property Maintenance and Zoning Bylaw is conducted on a complaint based system. Current staffing levels require complaints to be prioritized based on potential life safety risk and then by the order in which the complaint was received. This has led to increased wait times to address complaints that are considered lower priority, such as tall weeds and grass, or junked vehicles. As noted above an additional 1.5 full time staff positions were recently approved for a 2-year period. These positions are to assist in addressing the current backlog of property maintenance complaints.

Looking beyond getting the backlog of property maintenance complaints addressed, a program of proactive follow-up inspections on problematic properties, to ensure compliance is maintained over the long term, may help to reduce recurring incidents without relying on complaints from neighbours. A sustained pro-active follow-up inspection model will require increased staffing resources. If this option is selected, additional reporting on the staffing levels required and financial implications will be undertaken.

Advantages:

- Ensures complaints are addressed in a timely manner and that follow up inspections are conducted after a contravention has been remedied to ensure it has not reoccurred;
- Does not depend on residents to make a complaint; and
- Supports the timely identification and remedy of recurring contraventions.

Disadvantages:

- Will require additional staffing resources or approval to have the temporary positions made permanent in the future.

Option 2 – Prepare Specifics for Licensing Rental Properties

Rental property licensing provides a framework through which the rental dwellings can be regulated, inspected and enforced. Under these programs, landlords would be required to obtain a license, which could be revoked or suspended for infractions under a variety of bylaws.

There are approximately 650 multi-unit sites containing 21,635 individual dwellings in Saskatoon and an additional 15,330 rental units located in one-unit dwellings, two-unit dwellings and townhouses.

A rental licensing program would have significant financial implications and would take a minimum of two-years to implement. Other City licensing programs are operated on a cost-recovery basis, and are not supported by the mill-rate. It is anticipated that prior to

the start of the program the City would incur staffing and program costs which would not be able to be recovered. Further, once the program is in operation, licensing revenue for a rental property licensing program is anticipated to be insufficient to support the ongoing operation of the program, and that it would need to be partially funded through other sources. If this option is selected, additional engagement and reporting on bylaw amendments for regulations will be undertaken, including program specifics and details regarding the additional staff resources required to implement, administer and enforce such a program.

Advantages:

- Allows for licensing conditions to be applied to rental properties; and
- May include provisions such as a nuisance service fee.

Disadvantages:

At this time, a rental property licensing program is seen as a less effective option by the SPS, SFD and the Community Standards Division, for the following reasons:

- Will require significant time, budget and staffing resources to develop and administer. Licensing fees, in order to encourage compliance, would likely need to be set at a rate insufficient to cover operating costs of the program; additional funding sources would need to be identified;
- Would likely lead to increased costs to tenants, as licensing fees are typically passed on through higher rents;
- All rental properties of a certain form (i.e. multi-unit rental buildings) would be required to obtain a license; requirements for licensing could not be strategically applied to only those rental properties with frequent property maintenance and nuisance complaints;
- Property owners with recurring property maintenance and nuisance complaints are less likely to apply for a licence and enforcement measures will be required; and
- Revocation of a rental property license, due to non-compliance, could displace vulnerable residents from their rental units.

RECOMMENDATION

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council that Administration be directed to investigate further and report back on the financial implications of implementing Option 1,; increase staffing to facilitate pro-active property maintenance inspections, as outlined in this report.

RATIONALE

The objective of a rental property licensing program is to address property maintenance contraventions and recurring nuisances at rental properties. The City currently has provisions in bylaws to set standards and enforce contraventions for property

maintenance and nuisance behaviour for all housing forms. Early intervention and remedy related to property maintenance contraventions may also serve to reduce the volume of non-emergency calls for service, by ensuring appropriate measures are taken to address the perception, safety and security of residential properties.

Given the number of new initiatives and changes planned to get underway in 2020, and intended to support ongoing property maintenance and nuisance bylaw enforcement, option 1 may achieve the objectives of a licensing program, in a strategic and focused manner, without incurring the additional administrative costs of licensing all rental properties.

ADDITIONAL IMPLICATIONS/CONSIDERATIONS

The financial implications will vary depending on the option selected and have been identified where they are quantifiable at this time in each option. Administration will undertake additional reporting, including financial implications, depending on the option selected.

APPENDICES

1. Licensing Rental Properties Comprehensive Consultation Report
2. Residential Locations with Highest Calls for Police Service - 2018
3. Municipalities Licensing Rental Properties
4. Municipalities Utilizing Alternative Approaches to Licensing
5. Confidential Solicitor/Client Privilege

REPORT APPROVAL

Written by: Michele Garcea, Planner, Community Standards

Reviewed by: Mark Wilson, Licensing and Permitting Manager, Community Standards
Wayne Rodger, Assistant Chief Public Relations & Community Risk Reduction
Patrick Nogier, Inspector, Saskatoon Police Service
Jo-Anne Richter, Director of Community Standards

Approved by: Lynne Lacroix, General Manager of Community Services

SP/2019/CS/Admin Report - Licensing Rental Properties and Regulation of Nuisance Calls for Emergency Services/jdw

Append 1- Licensing Rental Properties Comprehensive Consultation Report.docx

January 21, 2020

Contents

Contents	2
Engagement Summary	3
Consideration of Results	3
1 Background.....	4
1.1 Strategic Goal	4
1.2 City Project Team	4
1.3 Spokesperson(s).....	4
1.4 Summary of Engagement Strategy	4
2 Interviews.....	8
2.1 Phase 1 - Interviews	8
2.1.1 Intended Audience	8
2.1.2 Marketing Techniques.....	8
2.1.3 Analysis	8
2.1.4 Data limitations	8
2.1.5 What We Heard	9
3 Survey	9
3.1 Method.....	9
3.1.1 Marketing Techniques.....	10
3.1.2 Analysis	10
3.1.3 Data limitations	10
3.1.4 What We Heard	10
4 Evaluation	11
5 Next Steps	11
Appendix A – Interview Questions.....	12
Appendix B: Survey	12
Appendix C: ROSA Survey Response	16

Engagement Summary

At its regular business meeting on December 4, 2017, City Council resolved that Administration

“explore a licensing program for rental property businesses which includes provisions to regulate nuisance calls for emergency services, consult with key stakeholders including, but not limited to, the Saskatchewan Landlord Association, Saskatoon Housing Initiatives Partnership and Renters of Saskatoon and Area, and report back including recommendations to City Council.”

Engagement was conducted in two phases and included Saskatoon Housing Corporation, Saskatoon Housing Authority, Saskatoon Homelessness Initiatives Partnership, the Office of Residential Tenancies, the Saskatchewan Human Rights Commission, Renters of Saskatoon and Area, the Saskatchewan Landlords Association, the Pleasant Hill Community Association and King George Community Association. A request for consultation was also submitted to the Saskatchewan Health Authority, who did not provide input.

The first phase of consultation focused on high-level discussion regarding regulations for emergency calls for service at rental properties, as well as other potential outcomes of a rental property licensing program. Through the first phase of consultation it was observed that stakeholders primary desired outcomes for a licensing program would be to ensure property maintenance standards are upheld at rental properties and owner occupied dwellings, landlords and property owners are held accountable when those standards are not maintained, and to address nuisance behaviour in relation to all residential dwellings forms.

In the second phase of consultation, a survey gauging perceived importance of potential options among stakeholders was developed based on the input received in the first phase, as well as approaches in other municipalities. The majority of stakeholders completed the survey by email, while others were completed during in person meetings.

The Community Standards Division, Saskatoon Fire Department (SFD) and Saskatoon Police Service (SPS) worked jointly in the development of options being recommended regarding both boarded-up properties and licensing rental properties. This included sharing feedback heard during all phases of engagement regarding these topics. Feedback received in the development of report options for both boarded-up properties and licensing rental properties is included in this engagement report.

Consideration of Results

Initial consultations considered how a licensing program could regulate nuisance calls for emergency services at rental properties. Stakeholders also identified that desired outcomes included ensuring property maintenance standards are upheld, important information is readily available, landlords and property owners are held accountable when those standards are not maintained and to address nuisance behaviour in relation to all residential dwellings forms.

Many stakeholders raised concerns about unintended consequences of penalizing calls for emergency service, in non-emergency situations, including that it may discourage tenants from calling during an actual emergency due to real or perceived repercussions from the landlord. In 2017, administration reported municipalities that charge fees associated with nuisance calls to landlords have resulted in the eviction of tenants. In some cases, to avoid eviction, tenants choose not to call for emergency services when they or someone else may legitimately need help.

The project teams considered input from stakeholders in the recommendation of options for both boarded up properties and licensing rental properties. The input provided throughout the engagement process helped to guide further research in other municipalities, and develop the options being presented to City Council.

1 Background

Engagement was completed by the Licensing & Permitting Section on Licensing Rental Properties and Regulations of Nuisance Calls for Emergency Services. This project was in response to a resolution by City Council on December 8, 2017:

“That the Administration be directed to explore a licensing program for rental property businesses which includes provisions to regulate nuisance calls for emergency services, consult with key stakeholders including, but not limited to, the Saskatchewan Landlord Association, Saskatoon Housing Initiatives Partnership and Renters of Saskatoon and Area, and report back including recommendations to City Council through the Standing Policy Committee on Planning, Development and Community Services.”

Furthermore, this engagement summary serves to address the resolution made by the Standing Policy Committee on Planning, Development and Community Services at its meeting on August 12, 2019:

“That the Administration report back by fourth quarter in 2019 about current City and other agency engagement with currently boarded-up houses in Pleasant Hill and other neighbourhoods experiencing similar rates, identifying process to ensure more comprehensive and proactive follow up on this issue in our city.”

1.1 Strategic Goal

This report and engagement support the City of Saskatoon’s Strategic Goal of Quality of Life by ensuring bylaws, policies and procedures are effective in ensuring the health, safety and quiet enjoyment of neighbourhoods is maintained.

1.2 City Project Team

Project Lead: Michele Garcea, Planner, Community Standards

Manager: Mark Wilson, Licensing and Permitting Manager, Community Standards

Contributor: Wayne Rodger, Assistant Chief Public Relations & Community Risk

Public Engagement Consultant: Mandy Fehr, Strategy & Transformation

1.3 Spokesperson(s)

Jo-Anne Richter, Director of Community Standards

1.4 Summary of Engagement Strategy

This project predates the City of Saskatoon’s Engagement Policy. While an engagement strategy was not initially developed as part of the reporting process, the project team worked with the City of Saskatoon’s Community Engagement team to create this summary of the engagement plan.

Stakeholder	Level of Participation	Objective	Engagement Goal	Engagement Activity/Component
(ROSA) Renters of Saskatoon and Area	Involve	Work with citizens to ensure concerns and priorities are understood	<p>An understanding of how stakeholders could be impacted by a rental licensing program.</p> <p>An understanding of stakeholder aspirations and concerns related to rental housing and nuisance complaints</p>	Interview
	Consult	Obtain Feedback	<p>Identification of option preferences.</p> <p>Identification of concerns and opportunities related to the options presented.</p>	Survey
Saskatchewan Landlord Association	Involve	Work with citizens to ensure concerns and priorities are understood	<p>An understanding of how stakeholders could be impacted by a rental licensing program.</p> <p>An understanding of stakeholder aspirations and concerns related to rental housing and nuisance complaints</p>	Interview
	Consult	Obtain Feedback	<p>Identification of option preferences.</p> <p>Identification of concerns and opportunities related to the options presented.</p>	Survey
Saskatchewan Human Rights Commission	Involve	Work with citizens to ensure concerns and priorities are understood	<p>An understanding of how stakeholders could be impacted by a rental licensing program.</p> <p>An understanding of stakeholder aspirations and concerns related to rental housing and nuisance complaints</p>	Interview

	Consult	Obtain Feedback	<p>Identification of option preferences.</p> <p>Identification of concerns and opportunities related to the options presented.</p>	Survey
Office of Residential Tenancies	Involve	Work with citizens to ensure concerns and priorities are understood. Work with Citizens to ensure	<p>An understanding of how stakeholders could be impacted by a rental licensing program.</p> <p>An understanding of stakeholder aspirations and concerns related to rental housing and nuisance complaints.</p>	Interview
Saskatoon Housing Initiatives Partnership	<p>Involve</p> <p>Consult</p>	Work with citizens to ensure concerns and priorities are understood. Work with Citizens to ensure	<p>An understanding of how stakeholders could be impacted by a rental licensing program.</p> <p>An understanding of stakeholder aspirations and concerns related to rental housing and nuisance complaints.</p> <p>Identification of option preferences.</p> <p>Identification of concerns and opportunities related to the options presented.</p>	<p>Interview</p> <p>Survey</p>
Saskatchewan Housing Corporation (SHC)	<p>Involve</p> <p>Consult</p>	<p>Work with citizens to ensure concerns and priorities are understood</p> <p>Obtain Feedback</p>	<p>An understanding of how stakeholders could be impacted by a rental licensing program.</p> <p>An understanding of stakeholder aspirations and concerns related to rental housing and nuisance complaints</p> <p>Identification of option preferences.</p>	<p>Interview</p> <p>Survey</p>

			Identification of concerns and opportunities related to the options presented.	
Saskatoon Housing Authority	Involve	Work with citizens to ensure concerns and priorities are understood	An understanding of how stakeholders could be impacted by a rental licensing program. An understanding of stakeholder aspirations and concerns related to rental housing and nuisance complaints	Interview
	Consult	Obtain Feedback	Identification of option preferences. Identification of concerns and opportunities related to the options presented.	Survey
Pleasant Hill Community Association	Involve	Work with citizens to ensure concerns and priorities are understood. Work with Citizens to ensure	An understanding of how stakeholders could be impacted by a rental licensing program.	Interview
			An understanding of stakeholder aspirations and concerns related to rental housing and nuisance complaints.	Survey
King George Community Association	Involve	Work with citizens to ensure concerns and priorities are understood. Work with Citizens to ensure	An understanding of how stakeholders could be impacted by a rental licensing program.	Interview

2 Interviews

2.1 Phase 1 - Interviews

Interviews were held in person with identified stakeholders where possible, if the organization was not able to respond in person, they were given the ability to respond via email or telephone. Some groups chose to use a combination of all identified methods. Consultations were directed using the same set of predefined questions for all groups, engagement questions were open ended and groups had an opportunity to provide additional feedback at their discretion (see Appendix A).

2.1.1 Intended Audience

City Council directed the Administration to consult with the Saskatchewan Landlord Association, Renters of Saskatoon and Area and the Saskatoon Housing Initiatives Partnership. The Office of Residential Tenancies, the Saskatchewan Human Rights Commission, The Saskatchewan Health Authority, were added due to their interest in matters related to housing. The Pleasant Hill Community Association and King George Community Association also requested to be included in these consultations.

2.1.2 Marketing Techniques

Organizations were initially contacted via email, with engagement either occurring via email, telephone or in person meetings, depending on the preference of the stakeholder. While the Saskatchewan Health Authority initially expressed interest in participating in the consultation, at the time of preparing this report, a further response has not been received. The King George Community Association contacted our office after hearing of the report regarding rental property licensing presented at the December 18, 2017, meeting of city council, initial comments were provided however they did not participate through all stages of engagement. The Pleasant Hill Community Association was included in engagement after delivering a call to action at the August 12, 2019, meeting of the Standing Policy Committee on Planning Development and Community Services.

A meeting was held on September 19, 2019, with the Pleasant Hill Community Association, at this meeting the Saskatoon Fire Department presented material regarding boarded-up properties including, inspection boundaries, complaint volumes by neighbourhood, boarding requirements, forms of boarded up buildings, potential options to address the timelines buildings can be boarded, and the allocation of further resources in the Pleasant Hill Community. The Community Standards Division presented material regarding the licensing of rental properties as well as potential alternatives. The Community Association provided feedback on both topics.

2.1.3 Analysis

The focus in phase one was on qualitative data analysis. The project team identified themes in the interviews of upholding property maintenance standards, landlord and property owner accountability when those standards are not upheld and addressing nuisance behaviour related to all dwelling forms. These specific themes were taken into account and options were selected based on research of practices in other municipalities and feasible methods to achieve the identified objectives.

2.1.4 Data limitations

Some interview responses due to confidentiality requirements cannot be published at the request of stakeholder groups. A request for consultation was also submitted to the Saskatchewan Health Authority, who did not provide input.

2.1.5 What We Heard

The organizations consulted provided different input on the topics, and represented a variety of perspectives on the issue. Three main themes from all organizations were ensuring property maintenance standards inside and outside of residential properties are upheld, landlord and property owner accountability for maintenance standards, and resolving nuisance behaviour emanating from all dwelling forms in an effective manner.

In phase one respondents raised specific concerns regarding:

- Requiring all rental properties to obtain a license, not focusing on problematic properties;
- The implementation of a licensing program that does not address single family homes; as many perceived problems emanate from single family dwellings;
- Applying a different set of conditions to rental and owner occupied dwellings;
- Education of tenants, landlords and the public about regulations, rights and responsibilities;
- Landlords and property owners ought to be accountable for the condition of their property;
- Charging landlords a nuisance abatement fee for the behaviour of tenants, which could create a disincentive for tenants to call for police service;
- Ensuring important emergency contact information is easy to find;
- Posting of essential non-emergency contact information;
- Ensuring tenants and residents can navigate bylaws and have accessible information;
- Lack of supports for tenants and landlords to resolve disputes when required;
- Possible increased rents to tenants from the implementation of a licensing program;
- A need for more fire inspectors;
- Tightening timelines for remedying boarded up properties;
- Ensuring boarded properties are adequately secure;
- Incentives be provided to landlords that enter the Crime Free Multi Housing Program; and
- Overall effectiveness of a licensing program to address problematic properties.

Engagement was focused on issues related to a rental property licensing program. During the engagement issues brought forward by stakeholders which were outside of the scope of the project were forwarded to relevant sections, including information sent to Saskatoon Fire on matters regarding boarded up properties and other information to the Public Engagement section for additional consideration.

3 Survey

3.1 Method

Phase two consultations consisted of a survey distributed via email. Participants were invited to provide additional comments when responding to the survey. All stakeholders were also given notice they would be able to provide comments or letters which would be considered and included in the report as an appendix. Further meetings were held in person with stakeholders when requested. Some groups chose to use a combination of email, telephone and in person meetings to

submit feedback as required. The only group to include comments as an appendix to this report were the Renters of Saskatoon and Area.

The questions in the second phase survey asked organizations to evaluate options. The options were developed based on input provided in phase one and alternatives being implemented in other municipalities.

3.1.1 Marketing Techniques

Materials were distributed via email, further follow up was also done via telephone or in person.

3.1.2 Analysis

In phase two the purpose was to determine preferred options of stakeholders by ranking options perceived importance. Both the quantitative analysis of perceived importance of options and additional qualitative comments were considered in the recommendation of options.

3.1.3 Data limitations

Some meetings and survey responses due to confidentiality requirements of the stakeholder groups cannot be published. The Office of Residential Tenancies abstained from the second phase of consultation. The Pleasant Hill Community Association voiced that the targeted focus of the second phase survey was a constraint, and as such decided to submit qualitative comments and conduct a survey of residents in their area in the second phase. These comments were given full consideration and were forwarded to the Saskatoon Fire Department and to Public Engagement for additional follow-up.

3.1.4 What We Heard

In the second phase of consultation, participants were asked to identify the importance of possible recommendations, the Renters of Saskatoon and Area additionally wanted their comments included as an appendix, (see Appendix C). The following is a ranking of options by perceived importance among all stakeholder groups surveyed:

- Landlord and tenant education;
- Building Community Cohesion;
- Utilization of the fee for service model;
- Pro-active and follow-up property inspections; and
- Licensing rental properties.

Additional comments from various stakeholders groups included:

- Relying on vulnerable people to identify property maintenance concerns will be ineffective;
- Community members should be empowered to call for help and identify issues;
- Make sure properties are safe and clean before new tenants move in;
- Tenants in receipt of public assistance are hesitant to report problems in fear of retaliation, including eviction and eventual homelessness;
- Charging an excessive nuisance abatement fee may cause many unintended consequence;
- Timelines to address property maintenance conditions must be tightened;

- Saskatoon Fire should continue pro-active inspections with the Ministry of Social Services;
- Pro-active property inspections would be ideal to target landlords who don't comply;
- Landlord Licensing would be an effective way to distribute material to landlords;
- Tenants need access to plain language bylaws and important contact information;
- Landlords may offload costs of fines and licenses through rent increases onto tenants reducing affordable rental supply; the City should ensure costs are not passed onto tenants;
- We should be targeting problematic landlords not those that are compliant;
- Licensing could facilitate license revocation to shutdown bad landlords;
- Moldy carpets in apartments need to be replaced;
- Licensing must apply to the rental of one-unit dwellings;
- Licensing will not address owner occupied properties in unsightly/unsafe conditions; and
- Licensing will not address crime, graffiti, squatters, vandalism, gangs and drugs.

4 Evaluation

A variety of issues were identified in phase one, the questions in phase two took into consideration this input, feasible approaches from other jurisdictions and evaluated the perceived importance of potential options among stakeholders (see Appendix B). This input was used to guide options being presented to City Council.

The Pleasant Hill Community Association expressed concerns regarding engagement methodology. To ensure they were able to share full comments on the process and potential options presented, they were given an opportunity to submit written comments as an appendix to this report; however, those comments were not received by the deadline. There will be another opportunity for stakeholder groups and the public to provide written comments or request to speak to City Council at the time of this report becoming public.

5 Next Steps

Additional engagement may be conducted regarding both boarded-up properties and or licensing rental properties depending on report options selected by City Council. All information received including information related to the broader issues of safe housing has been shared with the applicable internal departments including the Saskatoon Police Service, Saskatoon Fire and the Public Engagement Team who will follow up with stakeholders.

Appendix A – Interview Questions

Prior to meeting on July, 30 2019, our office wanted to share some of the questions we will cover. While notes will be taken during the meeting you are welcomed to provide a written response. If you feel something has been missed or have additional comments feel free to provide that information in your response.

1. Does your organizations have any concerns/issues regarding emergency calls, nuisance behaviour and property maintenance at rental properties?
2. Are you familiar with municipal licensing of rental properties in other jurisdictions?
3. Do you anticipate that your concerns with emergency calls, nuisance behaviour and property maintenance will be addressed through a licensing program?
4. Does your organization have any concerns with the City of Saskatoon introducing a licensing program for rental properties?
5. Do you feel there are any issues related to rental properties which could be better addressed through either a licensing program or amendments to current bylaws?

As part of enforcing bylaws or in implementing a licensing program, the City may recover costs incurred, such as excessive emergency calls for nuisance behaviour, or in addressing property maintenance issues. In your organization's opinion:

- Who should be responsible to pay fines related to property maintenance?
- Who should be responsible to pay fines related to nuisance behaviour?
- Would a licensing program address property maintenance and nuisance abatement issues in the city?

If you have any questions or comments please feel free to contact me directly. Thank you for your time and consideration on this matter.

Appendix B: Survey

Survey - Licensing Rental Properties

Thank you for participating in the first phase of consultation. The purpose of the first phase was to have a high-level discussion with key community stakeholders on perceptions, implications and desired outcomes of a rental property licensing program.

Responses varied between different groups, but the most common desired outcome of a licensing program was to ensure property maintenance standards are upheld, and that nuisance behaviour is addressed.

The second phase of consultation was developed based on your input from the first phase, and addresses specific measures that could be implemented as an alternative approach to licensing rental properties, or as an enhancement to it. These additional approaches are based on approaches in other municipalities and are attended to achieve the same outcomes as a rental property licensing program.

Following this next phase of consultation our office will report back to the Standing Policy Committee on Planning Development and Community Services, which provides advice and recommendations to City Council. Your organization's survey responses will be included in that report and will be publicly available. Your responses will help the City to prioritize identified action items in relation to either a licensing program or alternative approach. Please let us know if you do not want your survey results made publicly available with the report.

Rate the following objectives by importance from 'not important' to 'very important'.

1. Landlord and Tenant Education

The *Housing Handbook* highlights programs designed to help low-to-moderate income people find adequate and affordable housing to rent or purchase. It outlines the rights and responsibilities of tenants and landlords and provides tools and information to guide tenants through the rental process.

The *Good Neighbour Guide* is expected to be available in December 2019. This easy to follow booklet will explain regulations and requirements for residents. The goal of the guide is to inform the public about local bylaws. This publication is set to be completed by December 2019.

Advantages:

- Assist in educating landlord and tenants' rights and responsibilities;
- Informs the public about bylaws related to property maintenance; and
- Provides important contact information to tenants and landlords.

Question: How important is the distribution of applicable educational materials to help inform tenants and landlords of their rights and responsibilities?

Prefer not to answer	Not important	Somewhat Important	Important	Fairly Important	Very Important

2. Building Community Cohesion

In conjunction with Crime Free Multi Housing Program (CFMH), the owner/manager of a multi-unit dwelling can promote safe rental in the community by hosting an annual safety social for residents. These events offer managers and residents a chance to get together and address safety and security issues, learn important crime prevention tips from police, share improvement ideas, and get to know their neighbours.

To support community cohesion and promote property maintenance, property managers in other western Canadian cities have hired or compensate residents to perform cleaning and maintenance around the properties they live in. This provides more ownership and oversight of the property from residents of a building.

Advantages:

- Generates a strong sense of community;
- introduces neighbours to one another; and
- encourages community members to consider and discuss safety.

Question: How important is building community cohesion?

Prefer not to answer	Not important	Somewhat Important	Important	Fairly Important	Very Important

3. Utilization of a Fee for Service Model

The fee for service model is a method for addressing bylaw contraventions by recovering the costs associated with remedying bylaw contraventions. The City of Saskatoon currently utilizes this method in selected areas of enforcement. Under this model when a bylaw contravention is identified, an order is issued, providing a timeline to comply, if the contravention is not remedied in the time prescribed;

- A contractor is hired at the expense of the property owner to remedy the contravention; and
- the fees associated with remedying are applied to the tax roll if left unpaid.

Advantages:

- Ensures cost associated with remedying bylaw contraventions are paid by the property owner and not taxpayers;
- provides tightest possible timeline to remedy those contraventions; and
- applies to both rental and owner occupied housing.

Question: How important is the use of a fee for service model in remedying bylaw contraventions?

Prefer not to answer	Not important	Somewhat Important	Important	Fairly Important	Very Important

4. Pro-active and Follow-up Property Inspections

Currently enforcement under The Property Maintenance, *and* Zoning Bylaw is conducted on a complaint based system. Moving to a pro-active identification and enforcement system could serve to better address properties with recurring contraventions. This may include conducting additional follow-up inspections at a property to ensure that compliance is maintained.

These approaches will require increased staffing resources both for Bylaw Compliance and Saskatoon Fire.

Advantages:

- Pro-active tool for property maintenance enforcement;
- assists in ensuring property maintenance is completed in a timely manner; and
- ensures issues related to property maintenance don't re-emerge.

Question: How important is moving towards a pro-active property inspection?

Prefer not to answer	Not important	Somewhat Important	Important	Fairly Important	Very Important

5. Licensing Rental Properties

Rental property licensing is a framework through which standards for the rental of dwellings with more than two units can be established, regulated, inspected and enforced. Under this program, property owners would be required to obtain a business license for their rental property. If the property owner does not comply with bylaws, the City can enforce by revoking their license.

Advantages:

- Can require absent property owners to utilize a professional property manager or local contact;
- Provides the ability to implement an excessive nuisance abatement fee; and
- a single license to enforce on many bylaw violations.

Disadvantages:

- Requires significant time, cost, and staffing resources to establish and manage.
- Increases costs to tenants, if licensing fees are passed on through higher rents;
- only applies to rental building with more than two units,
- does not include owner occupied dwellings, single homes or duplexes; and
- is not targeted specifically on problematic properties.

Question: How important is the implementation of a rental property licensing program?

Prefer not to answer	Not important	Somewhat Important	Important	Fairly Important	Very Important

Appendix C: ROSA Survey Response



RENTERS of SASKATOON and Area (ROSA)

Submission - Phase Two: Landlord Licensing of Rental Properties

October 28, 2019

1. Education: Fairly Important

Safety system awareness and improved forms of access to details, including community contacts for the diversity of emergency and non-emergency property concerns would be one required step towards education and fair inclusion of all.

A diversity of methods of awareness and access would fairly be needed to equitably value and meet the safety and navigation needs of vulnerable, marginalized or low income citizen renter households, including emergency after-hours service. Regular, reliable and independent access to hard copies of Housing Handbooks or other safety booklets is essential, particularly for those without access to adequate home or after-hours working internet or skills, phone access to keep homes safe, and other barriers to independently access vital property maintenance or emergency information, if one of the goals is to improve equitable community safety, inclusion and social cohesion.

Repeated untargeted awareness handbooks distributed through short-term bulk mail may help many in stable housing but will not adequately meet the long-term accessibility needs or range of issues for the vulnerable and marginalized Saskatoon renter households, who for example lack reliable access to mail, have a high turnover of household occupants, or turnover of tenancies too.

Additionally, long-term secured posting of bylaw info and contact info for office hours and after-hours for all occupants of units to access day or night, to fairly meet the needs of the many marginalized renter populations.

A helpful awareness and distribution process in apartment and condo buildings would be similar to the City's recycling poster and flyer distribution process in October. Awareness posters and literature should offer further clear and fair references to both plain language versions and full and complete property regulation details.

2. Building Community Cohesion: Fairly Important.

The Renters voice on what the community of Saskatoon needs to hear: "Deal with the social problems". 2017 consultation.

Developing community cohesion is important to restore the trust of marginalized and harmed citizens in the range of landlord licensing issues. A diversity of community safety awareness opportunities are still needed for all ages and forms of housing. Further exploration is needed. A more balanced range of the currently police-defined awareness, delivery, and promotion of safe housing supports could further raise community cohesion, to meet the concerns of marginalized tenants.

Planning to reposition the consumer/tenant into a labourer role in a landlord licensing and safety engagement system is likely to risk some community disengagement, and further loss of marginalized tenants' faith in community actions towards safety for all.

Meaningful inclusion and community cohesion could be built instead, for example by accommodating the diverse needs of marginalized tenants for effective access to system information and supports, valuing consumer expertise enough to support capacity-building of tenants towards inclusive and current system advocacy advisors, or have a role among evaluators of licensing accountability outcomes as valued consumers.

A municipal rental housing strategy with both tenant and affordable rental housing protections are needed as part of addressing both community cohesion and safe residential properties.

3. Fee for service model: Important

The costs of developing a licensing program are necessary to become a sustainable, safe community that includes low income tenants.

4. Pro-active Property Inspections and Follow-up: Very Important

The Renters voice on what landlords need to do differently: "Quit running off after they collect rent cheque." 2017 consultation.

The Renters voice on maintenance of rental properties: "Once there was new ownership in the building, cleanliness levels improved". 2019 consultation.

Proactive inspections of repeat violators paired with licensing enforcements and increased property maintenance bylaw standards are all needed for more effective limits on persistent property bylaw violations including the domination of vulnerable tenants by predatory businesses.

5. Licensing: Very Important

The Renters voice on what the landlords need to do differently: "Fix units before renting them". 2017 consultation.

Lack of licensing for properties with 2 rental units remains a concern, leaving too many marginalized and isolated tenants unprotected in some areas.

Licensing of rental housing properties is an essential step towards developing and valuing effective tenant protections as part of community safety, impacting tenants' lives, belongings and opportunities.

Residential Locations with Highest Calls for Police Service - 2018

Location Identifier	2018 Call Frequency	Location Type	Avg. calls per week
1	411	Apartments	7.9
2	276	Apartments	5.3
3	252	Apartments	4.8
4	235	Apartments	4.5
5	219	Apartments; Long-term stay	4.2
6	200	Apartments	3.8
7	173	Apartments	3.3
8	151	Apartments	2.9
9	148	Apartments	2.8
10	132	Apartments	2.5
11	130	Apartments	2.5
12	127	Apartments	2.4
13	123	Apartments	2.4
14	123	Apartments	2.4
15	113	Apartments	2.2
16	110	Apartments	2.1
17	108	Apartments	2.1
18	106	Apartments	2.0
19	102	Apartments	2.0
20	101	Apartments	1.9
21	96	Apartments	1.8
22	95	Apartments	1.8
23	90	Apartments	1.7
24	89	Apartments	1.7
25	88	Apartments	1.7

*These estimates are conservative as further calls may have been reported to nearest intersection or block.

Municipalities Licensing Rental Properties

	Vancouver	North Vancouver	New Westminster	Edmonton	Calgary	Waterloo	Toronto	London
Bylaw Regulating or Licensing Rental Properties	City of Vancouver License Bylaw No.4450	Rental Premises Standards of Maintenance and Prevention of Nuisances Bylaw, 2008, No. 7931	Business Regulations and Licensing (Rental Units) Bylaw No. 6926, 2004	City of Edmonton Bylaw 13138 Business License Bylaw	Bylaw No. 32M98, A Bylaw to License and Regulate businesses	Bylaw 2011-047 City of Waterloo	Apartment Buildings, Chapter 354	Residential Rental Units Licensing By-law
License Required for Rental Properties	One-family dwelling, Laneway house, Secondary suite, Duplex, Apartment house, Residential/commercial building, Multiple conversion dwelling and Rooming house.	Rental accommodation containing three or more units	Apartments, Rooming houses, Lodging Houses	Apartment buildings, more than three units in one building	Apartment, Lodging House, Hotel or Motel	Low-rise homes, duplexes and townhouses	Apartment buildings	Any rental property of 4 units or less
Regulates Maintenance and Nuisance Behaviour	No (Specified in other bylaws)	Yes - Inspector may impose terms and conditions on licence issued by the City to require pro-active property management through the implementation of the property management practices recommended by the Crime Free Multi Housing Program.	Yes - The Inspector may direct an owner whose rental accommodation fails to meet the requirements of this bylaw to remedy the non-compliance within the time stated by the Inspector in a written notice to comply delivered to the owner.	No (Specified in other bylaws)	A Licensee shall maintain any standards or requirements imposed by a bylaw, or a Federal or Provincial Act or regulation, after the licence is issued.	No (Specified in other bylaws)	Yes - Executive Director authorized to audit apartment buildings that require further investigation, to re-inspect apartment buildings to confirm compliance...	Rental Property, as altered, shall be in accordance with the Building Code Act and the Regulations thereunder, the Fire Protection and Prevention Act, 1997 and the City's Property Standards By-law
Building Information/ Registry considerations	No (Specified in other bylaws)	Every person issued a business license ... shall maintain a current register containing the name and previous address of every <i>tenant</i> residing in each <i>rental accommodation</i> and shall produce the register for review by upon request.	Every person issued a license under this bylaw shall maintain a current register containing the name and previous address of every <i>tenant</i> residing in each <i>rental unit</i> and shall produce the register for review by the <i>Inspector</i> upon request.	Post a phone number for the Licensee in a location that is reasonably accessible to any person who rents accommodation at the premises.	Submit the (1) The address; (2) Business name (3) owner information (4) managers information (5) Shareholder information (6) Proof, complies with all applicable land use and health and safety regulations	Requires submission of a floor plan, property maintenance plan and other information as required.	Submit (1) The property owners and (2) operators names/ contact information; (3) Security features existing at the property (4) Sub-metered electrical information; (5) Any other information required by the Executive Director.	No (Specified in other bylaws)

Municipalities Licensing Rental Properties								
	Vancouver	North Vancouver	New Westminster	Edmonton	Calgary	Waterloo	Toronto	London
Accountability	No owner of any premises shall permit, suffer or allow...	A person who...causes, suffers or permits any act or thing to be done in contravention of or in violation of this bylaw...	The Inspector may issue an order requiring that the owner bring the residential property or rental unit into compliance with the provisions of this bylaw within the time specified in the notice.	A Person who contravenes this bylaw is guilty of an offence	The owner of a building must ensure that the condition of the building envelope is visually assessed in accordance with this Bylaw.	License applicant or property owner.	No owner shall operate or allow the operation of an apartment building that is not registered in accordance with this section.	The Applicant or Licensee shall pay all fees and fines owed by the Applicant or Licensee
Fine Structure	...a fine of not less than \$250.00 and not more than \$10,000.00 for each offence...	Excessive Nuisance Abatement Fee - 1. Police Nuisance Response and Abatement Service Call \$195.00/call 2. City Staff Nuisance Response and Abatement Service Call \$50.00/hr 3. Administration Fee 10% on Total Service Call Fees	Excessive Nuisance Abatement 1. Police Nuisance Response and Abatement Service Call \$255.00/call 2. City Staff Nuisance Response and Abatement Service Call \$102.00/hr 3. Administration Fee 10% on Total Service Call Fees	\$478.00. two times the Licence Fee for operating without a Licence Fine not exceeding \$10,000.00, and to imprisonment for not more than six months for non-payment of a fine.	A fine not less than (\$300.00) but not exceeding (\$10,000.00) and in default of payment of any fine imposed, to a period of imprisonment not exceeding one year.	Every person who is convicted of an offence is liable to a minimum fine (\$350) and a maximum fine (\$25,000))	Aimed at cost recovery Specified in Chapter 441, Fees and Charges.	A person convicted under this By-law is liable to a maximum fine of \$25,000.00 upon a first conviction a corporation, is liable to a maximum fine of \$50,000.00
Provisions for repeat call-outs	Every person who commits an offence of a continuing nature against this Bylaw is liable to a fine not less than \$250.00 and not more than \$10,000.00 for each day such offence continues	Each day that a violation is permitted to exist constitutes a separate offence. Repeat Nuisance Service Calls (a) Where police or City officials respond to three (3) or more nuisance service calls within a twelve (12) month period an excessive nuisance abatement fee for each additional call within the (24) month period.	Excessive nuisance abatement fees include the following costs and expenses incurred while responding to a nuisance service call or abating nuisance conduct, activity or condition	If a Person is guilty of a Subsequent Offence, the fine amounts established in this section are doubled.	A Licensee shall maintain, on a continuous basis the standards and requirements necessary to obtain a licence.	For the first offence and a maximum fine (\$50,000) for a subsequent offence or (\$50,000) and (\$100,000) for a corporation. Plus daily fines of (\$350) to (\$10,000	Each offence is designated as a continuing offence and is subject to, for each day or part of a day that the offence continues a maximum fine of no more than \$10,000. The daily fines may exceed \$100,000.	And a maximum fine of \$50,000.00 for any subsequent conviction. Corporation a maximum fine of \$100,000.00 for any subsequent conviction.

Municipalities Licensing Rental Properties								
	Vancouver	North Vancouver	New Westminster	Edmonton	Calgary	Waterloo	Toronto	London
Strategic Inspection and Regulation	No (Specified in other bylaws)	The Inspector is authorized under the provisions of the Community Charter, Section 16, to enter, at all reasonable times on any property that is subject to this bylaw to ascertain whether the requirements of this bylaw are met. The Inspector shall display or show proper identification.	For the purposes of ensuring compliance with this bylaw or any order made under this bylaw, the Inspector and Building Inspector are authorized to enter, at all reasonable times, on residential property that is subject to this bylaw to ascertain whether the requirements of this bylaw are met.	Without restricting any other power, duty or function granted by this bylaw, the City Manager may: (a) carry out whatever inspections are reasonably required to Page 39 of 49 determine compliance with this bylaw;	Where an officer believes that a person has contravened any provision of this Bylaw, the officer may commence proceedings against the person.	With consent from the occupier or by warrant.	The Executive Director is authorized to conduct routine site visits and pre-audits of all apartment buildings ... The Executive Director is authorized to audit apartment buildings that require further investigation and to take any other action necessary	The Applicant or Licensee shall allow, at any reasonable time and when permitted by law, the City to inspect the Rental Unit and the Rental Property;
Safety Requirements	No (Specified in other bylaws)	Sets minimum standards of general maintenance For the purposes of preventing or abating nuisances and ensuring the safety, Inspector may impose terms and conditions of a business licence issued by the City to require pro-active property management through the implementation of Crime Free Multi-Housing Program (CFMH), in accordance with accepted Crime Prevention Through Environmental Design (CPTED)	Sets minimum standards of general maintenance... For the purposes of preventing or abating nuisances and ensuring the safety, Inspector may impose terms and conditions of a business licence issued by the City to require pro-active property management through the implementation Crime Free Multi-Housing Program (CFMH) accepted Crime Prevention Through Environmental Design (CPTED)	Must consult with Edmonton Fire Rescue Services and notify the local health authority.	(In Building Bylaw) an owner of a building must keep the building envelope in good repair and free from any hazardous condition.	Requires the owner to submit a criminal record check, proof of \$2,000,000 liability insurance, HVAC inspection, an inspection certificate from a certified Electrical Safety Authority	A. No person shall rent a rental unit to a new tenant if there is a confirmed property standards order ... B. No person shall rent a rental unit to a new tenant if there is a discontinuance of fuel, electricity, gas, heat, or hot or cold water in the apartment building. C. No person shall rent a rental unit to a new tenant if the owner or operator is aware of the presence of pests in the rental unit.	The Rental Unit and Rental Property shall be in accordance with the requirements of the Building Code Act and the Regulations thereunder, the Fire Protection and Prevention Act, 1997 and the Regulations thereunder, and the City's Property Standards By-law.

* Other municipalities licensing multi-unit dwellings include – Abbotsford, Chilliwack, Surrey, Penticton, and Mississauga (three or more boarders).
Other municipalities licensing one unit dwelling include – Burnaby and Thorold.

Municipalities Utilizing Alternative Approaches to Licensing								
Municipality	Halifax	Markham	Winnipeg	Kitchener	Guelph	Windsor	Regina	Saskatoon
Property Maintenance Bylaws	By-law M-200, Respecting Standards for Residential Occupancies	The Property Standards By-law (248-1999)	Neighbourhood Liveability Bylaw	Chapter 665 Standards of Maintenance and Occupancy of Property	Property Standards By-law	Standards for the Maintenance and Occupancy of All Property in the City of Windsor	The Regina Community Standards Bylaw	Bylaw No. 8175 The Property Maintenance & Nuisance Abatement Bylaw, 2003
Purpose	Establishes minimum property maintenance standards for all types of rental units.	Ensures that owners properly maintain their homes and properties...	To develop and maintain safe, orderly, viable and sustainable communities and to promote and maintain the health, safety and welfare of residents.	Bylaw regulating maintenance standards for all properties.	General standards for all properties	Establish minimum standards for all property within the City.	Establish standards to regulate the maintenance of properties and structures within Regina ...	Provide for the proper maintenance of property and the abatement of nuisances
Considerations								
Building Information/ Registry	A mandatory registry of all residential rental accommodations, which makes historical bylaw violations public.	Maintained through building records.	Maintained through building records.	Maintained through building records.	Maintained through building records.	Maintained through building records.	Maintained through building records.	Maintained through building records.
Safety Requirements	Establishes minimum safety regulations that are applied based on risk / building classification.	Safety regarding the building, accessory buildings, hedging and site can be reviewed and ordered to be remedy...	properties must be maintained so as to prevent the existence of objects and conditions that pose health, safety, fire or accident hazards	"Safe condition" means a condition that does not pose or constitute an undue or unreasonable hazard...	Safety addressed regarding windows, doors, locks, smoke alarms, carbon monoxide detectors etc.	No person shall occupy a property there are conditions that pose or constitute an undue or unreasonable hazard		Division 1 - Maintenance of Yards and Accessory Buildings Division 2 - Building Standards (Exterior)

Municipality	Halifax	Markham	Winnipeg	Kitchener	Guelph	Windsor	Regina	Saskatoon
Accountability	Enhanced accountability to tenants and property owners through targeted penalties. A building must be in good standing, which may include - Being registered; compliance with the regulations; resolution of overdue compliance orders relating to property; payment of outstanding tickets on property; compliance with land use by-laws	Every Owner shall ensure that the Dwelling or Property of the Owner is maintained in accordance with the provisions of this By-law... the treasurer of a municipality may add any part of a fine to tax roll...	The owner and occupant must ensure that nuisances and unsanitary conditions are not created or allowed to exist on any property.	The owner of any property which does not conform to the standards prescribed by this Chapter shall repair and maintain the property to conform with the standards prescribed...	Every owner or occupant who fails to comply with an Order that is final and binding is guilty of an offence.	All owners or occupant shall comply...	The owner of each property in Regina shall ensure that the property complies with this Bylaw...	The owner of a property, including land, buildings and structures, shall be responsible for carrying out the provisions of this Bylaw. ..every occupant of shall: (a) keep in a clean and sanitary condition that part of the property which the occupant occupies ...
Fine structure	Cost recovery" from owners and/or tenants for expenses associated with emergency response teams that were required to attend the property.	N/A	Fines vary from \$4000 to \$1000 and are enforceable through the Provincial Offences Act	Penalties are provided in the Ontario Building Code Act, 1992. Set and enforced through court proceedings.	penalty as set out in Section 36 of the Building Code Act	Fees are set out for specific offences in the City of Windsor User Fee Schedule, and are based on a targeted cost recovery model.	Set fine amounts for various property maintenance infractions.	Minimum Penalty 61.2: (i) for a first offence, \$250;
Provisions for repeat callouts	Quicker remedy processes for repeat violators.	None	None	None	None	None	Increasing fine amounts for various infractions.	(ii) For a second offence, \$500; (iii) for a third or subsequent offence, \$750; and a) in the case of an individual, to a fine of not more than \$10,000; and corporation, \$25,000; and, (c) in the case of a continuing offence, daily fine \$2,500 max per day.

CONFIDENTIAL
SOLICITOR/CLIENT PRIVILEGE

Re: Licensing Rental Properties of Nuisance Calls for Emergency Services

The office of the City Solicitor provided confidential, Solicitor/Client Privilege information to Members of City Council regarding this matter. The information will remain *In Camera* pursuant to section 21 of *LAFO/PP*.

From: [Ruth Engele](#)
To: [City Council](#)
Subject: Form submission from: Write a Letter to Council
Date: Tuesday, January 14, 2020 7:52:49 AM
Attachments: [landlord_licensing_planning_comm_rosa_submiss_jan_14_2019.pdf](#)

Submitted on Tuesday, January 14, 2020 - 07:52

Submitted by anonymous user: 174.2.180.163

Submitted values are:

Date Monday, January 13, 2020

To His Worship the Mayor and Members of City Council

First Name Ruth

Last Name Engele

Email

Address Wellington St

City Saskatoon

Province Saskatchewan

Postal Code

Name of the organization or agency you are representing (if applicable) Renters of Saskatoon and Area (ROSA)

Subject 8.3.1 Licensing Rental properties

Meeting (if known) Standing Policy Committee on Planning and Development and Community Services

Comments Please accept this letter to be included in the Jan 14 SPC PDC meeting.

Attachments

[landlord_licensing_planning_comm_rosa_submiss_jan_14_2019.pdf](#)

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/356782>

Jan 14, 2020

To: The Standing Policy Committee on Planning and Development and Community Services

Re: Response to Admin Report on Licensing Rental Properties

The increase in safety inspections, along with some recommended improvements in access to the property maintenance bylaw obligations are appreciated direction.

However, these investments don't meet the scale of Saskatoon's growing social and safety needs for:

- safe and sustainable neighborhoods,
- vulnerable tenants and home owners' higher housing risks and needs for a diversity of supports, services and housing ,
- record levels of homelessness and evictions,
- supported housing and services for mental illness, domestic violence, addiction and harm reduction, and more,
- protection of Saskatoon's disappearing affordable housing supply.

Certainly provincial responsibilities for funding, support and services are also still needed.

Recommendations 1 and 2:

The recommended annual tenant social does not meet the scale and diversity of tenant needs, or offer community-based work like resilience building programming.

Equitable, timely and diverse multi-sector tenant supports and services, plus adequate housing and housing protections can be better, sustainable and affordable community practices for the long-term.

Although many landlord businesses do their job without buying the business license, a sustainable community needs regulatory safety tools. A bylaw tool that ends a rental business's persistent violations is needed to value the tenant and neighbor's life, support the human right to adequate (safe) housing, and restore trust in a safe, enforced housing market.

Exploring a focused and perhaps unique landlord licensing program, with affordability measures and enforcement, could effectively address the substandard and predatory businesses not responding safely to targeted enforcement of bylaws.

Thank you,

Ruth Engele

Renters of Saskatoon and Area (ROSA)

From: [Shane Partridge](#)
To: [City Council](#)
Subject: Form submission from: Write a Letter to Council
Date: Tuesday, January 14, 2020 7:52:07 AM
Attachments: [pleasanthillboardeduphomes_jan_2020.docx](#)
[fall_2019_landlord_lisencing_consultation_report_.docx](#)

Submitted on Tuesday, January 14, 2020 - 07:51

Submitted by anonymous user: 70.64.93.77

Submitted values are:

Date Tuesday, January 14, 2020

To His Worship the Mayor and Members of City Council

First Name Shane

Last Name Partridge

Email [REDACTED]

Address [REDACTED] Avenue T South

City Saskatoon

Province Saskatchewan

Postal Code [REDACTED]

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

Subject Landlord Licensing and Boarded Up Properties

Meeting (if known) Standing Policy Committee on Planning, Development and Community
Services - Jan. 14

Comments Please see attached letter and list.

Attachments

[pleasanthillboardeduphomes_jan_2020.docx](#)

[fall_2019_landlord_lisencing_consultation_report_.docx](#)

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/356781>

June 2019 – January 2020 Boarded Up Properties and Empty lots in Pleasant Hill

Prepared by PHCA Executive and youth member Jessica McNab

Pleasant Hill Community Association collected addresses to the best of our abilities of boarded up properties on two separate occasions. June 2019 and January 2020. The homes that are highlighted yellow are currently still board up and condemned, many going on 7 or more months, some even years.

In June 2019, there were 52 boarded up properties and empty lots that could be accounted for, including single dwelling units as well as multi unit duplex's, fourplex's and apartment complexes.

On January 12th, 2020, PHCA volunteers, including one youth member, helped to count over 66 boarded up properties and empty lots. This is a significant increase to be noted, over last 7 months and since the City of Saskatoon conducted their Landlord Licencing Program research and report, this issue has become worse.

On the 200 block of Ave V South, out of the 25 properties, 16 of them are currently boarded up. That is over 60% of the housing units on 1 block that are not livable or safe.

The following list is a collection of addresses that remain, condemned, boarded, vacant, or not in liveable conditions. The unhighlighted properties are not boarded up anymore but were in June of 2019.

We the residents of Pleasant Hill again Call the City of Saskatoon to action. We deserve to live in a community that is safe, where are homes and properties are in proper living conditions. This issue has becoming worse. We continue to be in a state of crisis. Our community deserves safe homes to live in!

█ Ave I S

█ Ave I S

█ Ave I S

█ Ave I S

█ Ave I S

█ Ave I S

█ Ave L South

█ Ave L South

█ Ave L South

█ Ave K South

█ L South

█ L South

█ M South

█ M South and for sale

Between █ Ave N

█ Ave N

█ Ave N South

█ Ave O South apart Fenced around under construction

█ Ave O South

█ Ave O South

█ Ave O South

█ Ave O South

█ between █ Ave O South

Tree hanging in the middle of road, On Ave P and 21st St.

█ Ave P South

█ Ave P South

█ Ave P South and the lot beside it

█ 22nd St. And Ave Q

Empty lot between █

█ Ave Q South

█ Ave Q South

█ Ave Q South

Empty lot between **349** Ave Q

█ Ave Q

█ Ave Q

█ Ave Q

█ Ave Q
█ Ave Q
█ Ave Q (empty)
█ Ave Q back boarded up
Empty lot between █
█ Ave R South
█ Ave R South
█ 20th Street
█ Ave R – empty lot
Lot between █ Ave R South
Lot Between █ Empty Lot
█ Ave S South
█ Ave S
█ Ave S
█ Ave S
█ Ave S
█ Ave S (has ally beside it)
Empty Lot beside █ Ave T
█ Ave S
█ Ave S
█ Ave T
█ Ave T
█ Ave T
█ Ave T
█ Ave T

█ Ave U Whole Apartment
█ Ave U S
█ Ave U S
█ Ave U
█ Ave V S
█ Ave V S
█ Ave V South - empty lot
█ Ave V South
█ Ave V
█ Ave V
█ Ave V
█ Empty Ave V
█ Ave V S
█ Ave V S
█ Ave V S
█ Ave V
Empty Lot Beside █ Ave V S
█ Ave W
Shell, corner of W
█ Ave V S
█ 20th Street West
Empty lot between █ Ave S South
█ 19th Street West
█ 20th Street West
█ lot in between empty
█ 20th Street West
█ 20th Street West

20th Street

20th Street

20th Street West whole complex

Ave T South

Empty lot Ave O South

Ave O South Apartments (Mainstreet Rentals)

Ave O South, Apartment bottoms boarded up

Ave W South

2019 Fall Clean-Up Report on Landlord Accountability and Safe and Adequate Housing

October 2019

Prepared by Jennifer Altenberg, Jessica McNab, Sharon Marsicano, Shane Partridge, Lynn Thompson,

The Pleasant Hill Community has spent much of 2018 and 2019 discussing and giving feedback around rental property licensing and the problematics around unsafe rental prosperities in Pleasant Hill. After being dissatisfied with the consultation process and the sliding scale rubric that was presented by the City of Saskatoon's Administration. PHCA took it upon themselves to conduct their own research process to adequately reflect the residents and community voice of those who live and love Pleasant Hill.

PHCA did not feel that a sliding scale assessment tool was appropriate to address the needs in our community. Our community members and renters are dealing with landlords that are doing the bare minimum for their tenants due to their struggles with poverty and mental health. PHCA feels very strongly that it is in an oppressive nature that the City suggests, "if there is going to be a licensing program that it will fall back onto the renters and increase rent." **PHCA Consultation Meeting with City of Saskatoon Team 2019.** PHCA also identified problematics of the Licencing Program to only apply to multi-unit properties. There are many single unit rental properties that need to be addressed within Pleasant Hill.

Considering this, PHCA conducted a survey at our Community Clean-up in the Fall of 2019. Pleasant Hill follows respectful and reciprocal research methodologies that are guided by our community elders, residents and youth. As an Association, we know our community members are apathic to consultations processes as we have been overly researched and consulted and left with little actionable results that can improve our living conditions in a short time period. One of the ways that we engaged in dialog is by meeting people where they are at. The morning of our clean up, cultural advisors and youth, spent the morning bundling tobacco ties so we could offer them to our community before we asked them our questions about Landlords relationships and rental experiences.

We spoke with our most targeted community members from Pleasant Hill, mothers, grandmothers, people displaced or in between homes, injection using community members, renters, home owners, and landlords who step up in our community and treat their tenants with respect and dignity. This process is the qualitative and quantitative data collection that should be used in order to comprise a report that is looking for action-based and dignified solutions to improve the landlord/renter relationships in Pleasant Hill and could very easily be applied within other communities across the City of Saskatoon.

A word cloud was created to give a visual to our consultation process. Generated in October of 2019, key words to take note of! **PEOPLE NEED RENTAL HOUSING HELP!**



The question that was posed was “What suggestions do you have for holding landlords accountable for safe housing in Pleasant Hill?”

- Landlords need to properly care for housing and people. Our living conditions are not a business.
- Ask and mandate that landlords must do home repairs ASAP – often we ask for things and it doesn't get down. It sometimes can take years.
- We feel like landlords and property management do not care about us. Jack Grover and many other landlords in Pleasant Hill treat us badly.
- They should make sure landlords properly spray homes before they let new tenants move in. x3
- Make sure the homes and rental properties are bug and rodent free.

- Make sure the homes and rental prosperities are fully secure. Windows and doors fixed, proper weather stripping, clean vents so there is no dust when the heat turns on, have all lightbulbs working, fire detectors should work, find ways to lower rent for tenants.
- Landlords need to sign a contract with The City, Social Services, and the police, and Health Inspectors to ensure their commitment to tenants and renters.
- Boarded up houses should be torn down after a certain amount of time. No letting houses stay boarded up for months, even years. 3 month seems like an adequate time to deal with the boarded-up housing issues. Hold people accountable. Give out fines or tear down the property on the landlord's expense.
- The rental market is too high. Rent keeps going up, in unsafe places to live. How is this possible.
- Landlords kick people out and make people homeless without dealing with the issues.
- Landlords that will meet with residents – get ride of drug houses and junkies on properties, we need to keep our kids safe.
- More affordable and safe housing
- Talk to tenants about living conditions, access to services, programs to help subsidize people for things like cleaning supplies, programs to help people clean up their properties, help get ride of rodents or bugs.
- I think landlords should be held more accountable. There is nothing to do this, we do not have safe houses to live in and no one listens to us when we ask for help.
- Coachroches, bedbugs and issues.
- Rent is too high x4
- If there is mice or rats, provide traps for free
- Need to be city policies and bylaws that mandate safe affordable housing
- Include youth voice, the City puts priority on River Landing, and reconciliation events – try to make everything look good for tourists. Makes us feel like we are not important. The core neighborhood always gets left behind. No one cares about real justice.
- KEEP US SAFE – We do not feel SAFE.
- The rental properties need to have better insulation in the walls, better electrical outputs.
- We need better housing for people with disabilities in Pleasant Hill.
- Lots of apartment rugs are moldy, the rugs need to be replaced in apartment buildings. They are making people sick.
- Health inspectors need to have higher standards and do proper checks. They let things slide and let people get away with things or feel bad about displacing gang members or addicts. There must be a better way.

- Black mold in rental properties need to be dealt with
- There needs to be a way to enforce or check up on landlords. They get away with way too much.
- Welcome a face to face meeting with these landlords that have a lot of complaints and bylaw violations to address the concerns.
- A lot of times when landlords come into your home to do checks, they make you feel bad while they are doing an inspection.
- The rental board has a lot of issues and it is hard for people struggling to advocate for themselves.
- Some landlords need to lose their properties and not be allowed to rent to people.
- If there is licensing there needs to be things in place to revoke the landlords.
- A lot of landlords do not care about their renters nor do they care about saskatoon. A lot do not even live in this province or even country.
- Some landlords pay people to burn their properties down to collect their insurance.
- They do not keep their properties clean because they don't care.
- We want to have our own people and community members inspecting, like they did in Riversdale years ago. There needs to be more Indigenous frontline workers so tenants and renters can feel like they have advocates and allies to help them navigate these systems. **WE WANT OPPURTUNITY TO CREATE JOBS FOR OUR COMMUNITY MEMBERS.**
- Have a face to face meeting with landlords and community members. This has never happened. Do people for SHIP even work or live in Pleasant Hill? Who advocates for us? We want a voice and a seat at these tables? When it comes to housing and rentals.
- Volunteers to go door to door, offer people tobacco, check in with them in a good way. We need to have people trained to do our own inspections from the community. With community.
- We need to give out smoke detectors.
- There is a lot of tension between landlords and renters. Renters are treated as less then. We are told you are on welfare, this is good enough. You should be happy you have a roof over your head. This is not okay.
- The alphabet district needs to be given proper street names, with role models from our community, and meaningful words that can reclaim our streets and dismantle the stigma it means to live in the hood.
- Community members know that landlords have paid people to burn down their rental properties so they can collect insurance.

Conclusion:

PHCA is extremely grateful to our community members for their honest and heartfelt answers to our posed questions.

We hope the City of Saskatoon will take our research and community responses forward in coming up with the best solutions to a landlord licencing program.

Furthermore, housing remains to be one of the greatest safety issues within our community. This is going to take creativity, proper duty to consult, innovative ways to engage and changed bylaws and policy, and a shift in who maintains power within renting properties and who is left to survive.

The time is now to deal with the housing crisis and rental property maintenance issues in Saskatoon, specifically Pleasant Hill!

Bryant, Shellie

From: David Fineday [REDACTED]
Sent: January 26, 2020 10:43 PM
To: City Council
Subject: Form submission from: Write a Letter to Council

Submitted on Sunday, January 26, 2020 - 22:43

Submitted by anonymous user: 70.64.69.200

Submitted values are:

Date Sunday, January 26, 2020
To His Worship the Mayor and Members of City Council
First Name David
Last Name Fineday
Email [REDACTED]
Address 20th st
City Saskatoon
Province Saskatchewan
Postal Code [REDACTED]
Name of the organization or agency you are representing (if applicable)
Subject 8.1.4 Landlord License and nuisance abatement report
Meeting (if known) City Council
Comments request to speak
Attachments

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/362424>

Bryant, Shellie

From: Katelyn Siggelkow [REDACTED]
Sent: January 26, 2020 10:20 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: fall_2019_landlord_lisencing_consultation_report_.docx

Submitted on Sunday, January 26, 2020 - 22:20

Submitted by anonymous user: 70.64.69.200

Submitted values are:

Date Sunday, January 26, 2020

To His Worship the Mayor and Members of City Council

First Name Katelyn

Last Name Siggelkow

Email [REDACTED]

Address [REDACTED] 18th st W

City Saskatoon

Province Saskatchewan

Postal Code [REDACTED]

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

Subject in Response to 8.1.4: A Report on Landlord accountability and Safe and adequate Housing

Meeting (if known) City Council

Comments

Please find attached the voices of our community . We are concerned with protecting our city's vulnerable tenants and ensuring that safe and adequate housing is accessible and protected for all!

Thank you

Attachments

[fall_2019_landlord_lisencing_consultation_report_.docx](#)

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/362415>

2019 Fall Clean-Up Report on Landlord Accountability and Safe and Adequate Housing

October 2019

Prepared by Jennifer Altenberg, Jessica McNab, Sharon Marsicano, Shane Partridge, Lynn Thompson,

The Pleasant Hill Community has spent much of 2018 and 2019 discussing and giving feedback around rental property licensing and the problematics around unsafe rental prosperities in Pleasant Hill. After being dissatisfied with the consultation process and the sliding scale rubric that was presented by the City of Saskatoon's Administration. PHCA took it upon themselves to conduct their own research process to adequately reflect the residents and community voice of those who live and love Pleasant Hill.

PHCA did not feel that a sliding scale assessment tool was appropriate to address the needs in our community. Our community members and renters are dealing with landlords that are doing the bare minimum for their tenants due to their struggles with poverty and mental health. PHCA feels very strongly that it is in an oppressive nature that the City suggests, "if there is going to be a licensing program that it will fall back onto the renters and increase rent." **PHCA Consultation Meeting with City of Saskatoon Team 2019.** PHCA also identified problematics of the Licencing Program to only apply to multi-unit properties. There are many single unit rental properties that need to be addressed within Pleasant Hill.

Considering this, PHCA conducted a survey at our Community Clean-up in the Fall of 2019. Pleasant Hill follows respectful and reciprocal research methodologies that are guided by our community elders, residents and youth. As an Association, we know our community members are apathic to consultations processes as we have been overly researched and consulted and left with little actionable results that can improve our living conditions in a short time period. One of the ways that we engaged in dialog is by meeting people where they are at. The morning of our clean up, cultural advisors and youth, spent the morning bundling tobacco ties so we could offer them to our community before we asked them our questions about Landlords relationships and rental experiences.

We spoke with our most targeted community members from Pleasant Hill, mothers, grandmothers, people displaced or in between homes, injection using community members, renters, home owners, and landlords who step up in our community and treat their tenants with respect and dignity. This process is the qualitative and quantitative data collection that should be used in order to comprise a report that is looking for action-based and dignified solutions to improve the landlord/renter relationships in Pleasant Hill and could very easily be applied within other communities across the City of Saskatoon.

A word cloud was created to give a visual to our consultation process. Generated in October of 2019, key words to take note of! **PEOPLE NEED RENTAL HOUSING HELP!**



The question that was posed was “What suggestions do you have for holding landlords accountable for safe housing in Pleasant Hill?”

- Page 264

- Make sure the homes and rental prosperities are fully secure. Windows and doors fixed, proper weather stripping, clean vents so there is no dust when the heat turns on, have all lightbulbs working, fire detectors should work, find ways to lower rent for tenants.
- Landlords need to sign a contract with The City, Social Services, and the police, and Health Inspectors to ensure their commitment to tenants and renters.
- Boarded up houses should be torn down after a certain amount of time. No letting houses stay boarded up for months, even years. 3 month seems like an adequate time to deal with the boarded-up housing issues. Hold people accountable. Give out fines or tear down the property on the landlord's expense.
- The rental market is too high. Rent keeps going up, in unsafe places to live. How is this possible.
- Landlords kick people out and make people homeless without dealing with the issues.
- Landlords that will meet with residents – get ride of drug houses and junkies on properties, we need to keep our kids safe.
- More affordable and safe housing
- Talk to tenants about living conditions, access to services, programs to help subsidize people for things like cleaning supplies, programs to help people clean up their properties, help get ride of rodents or bugs.
- I think landlords should be held more accountable. There is nothing to do this, we do not have safe houses to live in and no one listens to us when we ask for help.
- Coachroches, bedbugs and issues.
- Rent is too high x4
- If there is mice or rats, provide traps for free
- Need to be city policies and bylaws that mandate safe affordable housing
- Include youth voice, the City puts priority on River Landing, and reconciliation events – try to make everything look good for tourists. Makes us feel like we are not important. The core neighborhood always gets left behind. No one cares about real justice.
- KEEP US SAFE – We do not feel SAFE.
- The rental properties need to have better insulation in the walls, better electrical outputs.
- We need better housing for people with disabilities in Pleasant Hill.
- Lots of apartment rugs are moldy, the rugs need to be replaced in apartment buildings. They are making people sick.
- Health inspectors need to have higher standards and do proper checks. They let things slide and let people get away with things or feel bad about displacing gang members or addicts. There must be a better way.

- Black mold in rental properties need to be dealt with
- There needs to be a way to enforce or check up on landlords. They get away with way too much.
- Welcome a face to face meeting with these landlords that have a lot of complaints and bylaw violations to address the concerns.
- A lot of times when landlords come into your home to do checks, they make you feel bad while they are doing an inspection.
- The rental board has a lot of issues and it is hard for people struggling to advocate for themselves.
- Some landlords need to lose their properties and not be allowed to rent to people.
- If there is licensing there needs to be things in place to revoke the landlords.
- A lot of landlords do not care about their renters nor do they care about saskatoon. A lot do not even live in this province or even country.
- Some landlords pay people to burn their properties down to collect their insurance.
- They do not keep their properties clean because they don't care.
- We want to have our own people and community members inspecting, like they did in Riversdale years ago. There needs to be more Indigenous frontline workers so tenants and renters can feel like they have advocates and allies to help them navigate these systems. **WE WANT OPPURTUNITY TO CREATE JOBS FOR OUR COMMUNITY MEMBERS.**
- Have a face to face meeting with landlords and community members. This has never happened. Do people for SHIP even work or live in Pleasant Hill? Who advocates for us? We want a voice and a seat at these tables? When it comes to housing and rentals.
- Volunteers to go door to door, offer people tobacco, check in with them in a good way. We need to have people trained to do our own inspections from the community. With community.
- We need to give out smoke detectors.
- There is a lot of tension between landlords and renters. Renters are treated as less then. We are told you are on welfare, this is good enough. You should be happy you have a roof over your head. This is not okay.
- The alphabet district needs to be given proper street names, with role models from our community, and meaningful words that can reclaim our streets and dismantle the stigma it means to live in the hood.
- Community members know that landlords have paid people to burn down their rental properties so they can collect insurance.

Conclusion:

PHCA is extremely grateful to our community members for their honest and heartfelt answers to our posed questions.

We hope the City of Saskatoon will take our research and community responses forward in coming up with the best solutions to a landlord licencing program.

Furthermore, housing remains to be one of the greatest safety issues within our community. This is going to take creativity, proper duty to consult, innovative ways to engage and changed bylaws and policy, and a shift in who maintains power within renting properties and who is left to survive.

The time is now to deal with the housing crisis and rental property maintenance issues in Saskatoon, specifically Pleasant Hill!



STANDING POLICY COMMITTEE ON FINANCE

Saskatchewan Urban Municipalities Association (SUMA) 2020 Membership Fees

Recommendation of the Committee

That the 2020 membership fee for the Saskatchewan Urban Municipalities Association in the amount of \$115,518.46 be paid.

History

At the January 14, 2020 Standing Policy Committee on Finance meeting, a letter dated November 28, 2019 and invoice from Saskatchewan Urban Municipalities Association (SUMA) was considered.

Attachment

November 28, 2019 letter and invoice of the Saskatchewan Urban Municipalities Association



November 28, 2019

City of Saskatoon
222 - 3rd Ave. N.
Saskatoon, SK S7K 0J5



Dear Mayor and Council,

SUMA is the voice of Saskatchewan's hometowns, and has been since 1905. Saskatchewan's villages, towns, resort villages, cities, and northern municipalities have stood united and strong through membership in SUMA. In turn, we have promoted your interests. We represent the collective strength of nearly 440 urban governments.

Things have changed a lot since our inception, and SUMA's work continues to evolve. Today, our work on your behalf falls into three core functions.

Advocacy: *We Represent Your Interests*

SUMA represents and defends your interests to the provincial and federal governments. In 2019 — among other efforts — we developed a Harassment Prevention Policy Template in partnership with the Saskatchewan Association of Rural Municipalities, introduced the Landfill Environmental Site Assessment Program to provide funding for closed or closing landfills, and were involved in the launch of the Saskatchewan Crime Watch Advisory Network to help proactively prevent crime in Saskatchewan's hometowns. We also succeeded in securing an additional \$10 million in revenue sharing and during the 2019 federal election we advocated for a new federal-municipal relationship.

SUMA staff and Board members also represent the urban perspective by sitting on a wide range of boards, committees, and working groups: from the Municipal Employees' Pension Commission (more than half of the pension plan's employers are urban governments) to the Saskatchewan Assessment Management Agency, which determines property assessment values in many member municipalities.

Your SUMA membership gets you more than just our passionate and dedicated staff working on your behalf. We make partnerships to help serve your interests. We also participate in programs such as the Municipal Leadership Development Program, the Saskatchewan Municipal Awards, and the Saskatchewan Municipal Peer Network.

Group Programs: *We Help You Save Money*

Your membership fee gives you access to SUMA's many money-saving programs.

SUMAdvantage offers members a carefully cultivated list of partners that sell a variety of products and services at a discounted rate. It's simple — buying in bulk is cheaper. We leverage the purchasing power of our member municipalities throughout Saskatchewan to help members save. Our SUMAdvantage partners are vetted through an extensive process that is fair, transparent, and trade compliant. We make it our business to continually educate ourselves in public procurement best practices. This year we added more than 60 partners to 14 different programs.

Our purchasing power also helps you save on group benefits and insurance rates while offering excellent coverage on all kinds of plans, from health and dental to life and disability insurance. These plans save you money and time; we review and renegotiate the rates, manage program administration, and offer expertise to your administration. Coverage under the SUMA Group Benefits Program is completely customizable, and our benefit team will work with you to create a benefit program tailored to your current employees' needs.

You also get access to SUMAssure, an insurance company run by and for municipalities, specializing in municipal property and liability insurance.

Capacity Building: *We Provide You Access to Resources*

SUMA provides information, connections, training, and tools to make you more effective. We put together one of Saskatchewan's largest conventions, coordinate regional and sector meetings, offer workshops, and provide webinars so you can learn from the comfort of your office. In 2019, there were more than 14 webinars to choose from, including a federal election forum. All webinars are now free to SUMA members, courtesy of our webinar sponsor SUMAssure.

We are especially proud of the knowledge and expertise our staff can share. Our Legal Advisor, Steven Dribnenki, provides resources to help you with legal issues and keep you up to date on decisions and trends in municipal law. We can also share knowledge on procurement and vendors, governance, emergency planning, media training, social media, and plenty of other topics. Feel free to call our office with your questions; if our staff don't know, they can connect you with someone who does.

SUMA works hard with your membership dollars, and we appreciate your support. The invoice for your 2020 membership includes a small (two per cent) increase to the base and per capita fees.

Should you have any questions or concerns about your membership with SUMA, please contact our CEO, Jean-Marc Nadeau, at suma@suma.org or 306-525-3727.

Sincerely,



Councillor Gordon Barnhart
SUMA President

(Invoice enclosed)



305 - 4741 Parliament Ave.
Regina, SK S4W 0T9
Phone: (306) 525-3727
Fax: (306) 525-4373
E-mail: membership@suma.org

Invoice	
Number:	INV-000091383
Page:	1
Date:	1/1/2020
Customer #:	M SASKATOON

City of Saskatoon 2nd Floor, 222 - 3rd Avenue N. Saskatoon, SK S7K 0J5	FOR: 2020 Membership Fee
---	---

2020 Membership Fee - January 1, 2020 to December 31, 2020

City of Saskatoon	POPULATION - 246376 VOTING DELEGATES - 11
Description	Total Fee
Membership - \$554.98 per Voting Delegate	6,104.78
Membership - \$0.60 per Capita	60,000.00
Membership - \$0.30 per Capita Over 100,000	43,912.80

RECEIVED
DEC 03 2019
CITY CLERK'S OFFICE
SASKATOON

GST# 107956419RT0001
PST# 0806075

Sub-Total 110,017.58
GST#10795 6419 5,500.88
Total Membership Fee: \$115,518.46

PAYMENT DUE BY JANUARY 31, 2020

IMPORTANT: Payment not received in full by January 31, 2020, may result in termination of coverage for group benefits, SUMA Advantage, SUMAssure and other programs offered with SUMA membership.

Please return this portion with payment to:

SUMA
305 - 4741 Parliament Ave.
Regina, SK S4W 0T9

City of Saskatoon
Customer ID: M SASKATOON
Number: INV-000091383
Date: 1/1/2020
Amount Due: **115,518.46**

Invoice

SUMA CHANGE OF INFORMATION FORM – 2020

Please make updates, if needed, and return the form to us by January 31, 2020.

Email: suma@suma.org

Fax: 306-525-4373

Mail: Unit 305 – 4741 Parliament Ave., Regina, SK S4W 0T9

Municipality: City of Saskatoon

Phone: 306-975-3200

Fax: 306-975-2784

Confirm your Mailing Address and Street Address:

*Email: karla.protz@saskatoon.ca

Website: www.saskatoon.ca

Mailing Address: 222 - 3rd Ave. N., Saskatoon, SK, S7K 0J5

Street Address: 222 - 3rd Ave. N., Saskatoon, SK, S7K 0J5

Key/Main Contact Information:

Key/Main Contact: City Clerk, Joanne Sproule

*Email: Joanne.Sproule@Saskatoon.ca

Other Contacts:

Name	Title	*Email

URBAN VOICE:

How many copies would you like to receive? _____ (You currently receive 14.)

Check out our website: www.suma.org. Contact us if you have questions or concerns:
suma@suma.org | 306-525-3727 | Unit 305 – 4741 Parliament Ave., Regina, SK S4W 0T9

* This email address is provided so that SUMA can email you updates on SUMA, services, news, important deadlines, events, and announcements. A valid email address is critical, as we may need to send time-sensitive information, including grant availability. You can unsubscribe or change your preferences at any time.



STANDING POLICY COMMITTEE ON FINANCE

Low-Density Residential Presale Lot Allocation Process – Aspen Ridge/Brighton

Recommendation of the Committee

1. That the Administration be authorized to pilot a presale process of unsubdivided and unserviced lot blocks in one future phase of Aspen Ridge and Brighton neighbourhoods (as shown in Appendix 1) through an open market (standard terms) sales approach;
2. That if the lot blocks are not sold through the pilot presale process, they be subdivided and offered to Eligible Contractors in a multi-lot allocation or lot draw process;
3. That any lots remaining from these allocations be offered for sale over the counter on a first-come, first-served basis;
4. That the Administration be authorized to administer architectural controls on the subject properties; and
5. That the City Solicitor be requested to prepare the Presale Agreements and subsequent Agreements for Sale and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

History

At the January 14, 2020 Standing Policy Committee on Finance meeting, a report of the Chief Financial Officer, Corporate Financial Services dated January 14, 2020 was considered.

Attachment

January 14, 2020 report of the Chief Financial Officer, Corporate Financial Services

Low-Density Residential Presale Lot Allocation Process – Aspen Ridge/Brighton

ISSUE

Saskatoon Land is requesting approval to pilot a new presale lot and block allocation process. Low-density residential blocks in the Aspen Ridge and Brighton neighbourhoods will be serviced and subdivided in accordance with agreed-upon sales terms with qualifying Eligible Contractors (contractors).

RECOMMENDATION

1. That the Administration be authorized to pilot a presale process of unsubdivided and unserviced lot blocks in one future phase of Aspen Ridge and Brighton neighbourhoods (as shown in Appendix 1) through an open market (standard terms) sales approach;
2. That if the lot blocks are not sold through the pilot presale process, they be subdivided and offered to Eligible Contractors in a multi-lot allocation or lot draw process;
3. That any lots remaining from these allocations be offered for sale over the counter on a first-come, first-served basis;
4. That the Administration be authorized to administer architectural controls on the subject properties; and
5. That the City Solicitor be requested to prepare the Presale Agreements and subsequent Agreements for Sale and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

BACKGROUND

Saskatoon Land has developed sales methods that reasonably satisfy small-volume lot purchasers (less than or equal to 5 lots per year) and those that are considered medium-volume lot purchasers (less than or equal to 20 lots per year). This has been achieved through both the lot draw process and the multi-lot allocation process. All contractors in good standing may be allocated lots through either sales process.

During the Saskatoon Land Audit when analyzing risk management protocols, the Internal Auditor suggested that Saskatoon Land could implement additional measures to further manage risk, including utilizing lot presales in order to “lock-in” future land sales. Since the audit results were received by the Standing Policy Committee on Finance at its August 14, 2017 meeting, the Administration has been exploring the presale lot allocation option as a risk mitigation tool and an opportunity to maintain market share in the current market.

At its January 23, 2017 meeting, City Council approved the open market (standard terms) sales approach as a method for Saskatoon Land to allocate groups of single-family lots to contractors. The report indicated that this approach may be beneficial when conditions warrant innovative solutions to offer lot inventory in slow markets.

DISCUSSION/ANALYSIS

One segment of the market that has not been fully satisfied under the existing lot allocation processes is the contractors who are capable of purchasing and building on large volumes of lots. The success of this market segment depends on a structured business model producing a high volume of affordable homes with exacting lot sizes. Saskatoon Land proposes to presell entire block faces to large-volume lot-purchasing contractors. Qualifying contractors will be required to purchase a minimum of one block face (approximately 20 lots) or division thereof, depending on block size. The successful contractor will supply Saskatoon Land with the required lot configurations. Saskatoon Land will subdivide, service, and rezone these properties in accordance to the contractor's specifications and in accordance with the Neighbourhood Concept Plan or amendments thereof.

To test this allocation method, the Administration is recommending the implementation of a pilot presale process on select blocks within the next phases of Aspen Ridge and Brighton neighbourhoods. Remaining lots within the respective phases will be sold through typical allocation processes (Appendix 1), providing opportunity for small- and mid-size builders to acquire inventory.

Offers from contractors in good standing with Saskatoon Land will be accepted and evaluated for a limited time period. A base list price of \$12,200 per front metre is recommended for the offer release. Slight adjustments to the base list price will be made for specific locational characteristics of each block face. Appendix 2 indicates the standard terms under which offers on the parcels will be considered and evaluated by Saskatoon Land. Appendix 3 outlines the general structure of the presale allocation process.

A non-refundable down payment will be required on offer acceptance, with additional payments required upon servicing completion and building permit application for each subdivided lot. Specific payment terms for the balance owing and build time requirements on the lots will be negotiated at the time of possession and will be consistent for all contractors who enter into Agreements for Sale.

If the City of Saskatoon (City) is unable to meet agreed-upon timelines for subdivision, zoning, and servicing completion, deposits may be refundable upon purchaser request.

After the initial offer period, unsold blocks will be subdivided, serviced, and sold by multi-lot allocation or regular lot draw allocation methods. Offers received from contractors on the same blocks will be evaluated by Saskatoon Land using the following criteria:

No.	Category	Weighting (%)
1	Offer price	40
2	Demonstrated home-building experience	20
3	Financial capacity	20
4	Quality and conformance with respective architectural controls	20
Total Points		100

The first component of pricing would be scored by (offer price/highest offer price) x 40 = price points.

Consistent with Council Policy No. C09-033, Sale of Serviced City-Owned Lots (Policy), all offers accepted by Saskatoon Land under the open market (standard terms) sales approach will be conditional upon approval of the Chief Financial Officer.

Similar to all other lot sale allocation methods, constructed homes in the presale areas will be subject to architectural controls. Saskatoon Land will require an architectural control evaluation for all building plans in Aspen Ridge. In the Brighton neighbourhood, Saskatoon Land will use similar architectural controls as are currently applied by Dream Development Corporation.

In the current market, Saskatoon Land has been exploring various sales approaches and incentives aimed at reducing overall inventory and increasing the prospect of sales in future development phases. This pilot presale process will enable Saskatoon Land to:

- obtain commitments for future sales, which reduces the risk of future investment in infrastructure;
- satisfy the business models of larger-volume building firms; and
- promote affordable housing choices within low-density housing types.

An information package regarding the presale process was distributed to all contractors on December 11, 2019, and an open house was held by Saskatoon Land for interested builders on December 16, 2019. No significant concerns were raised by contractors during the information session or by email.

The Saskatoon and Region Homebuilders' Association was advised of the pilot program, and are supportive of this sales approach.

FINANCIAL IMPLICATIONS

Proceeds from the sales received through the presale method will be deposited into the relevant Aspen Ridge or Brighton Neighbourhood Land Development Fund.

OTHER IMPLICATIONS

Policy

Policy allows new residential lots to be sold in bulk groupings to contractors through a public tender process or through an open market (standard terms) sales approach. Approval of the sale of lots under Policy is delegated to the Standing Policy Committee on Finance. Allocating land parcels through presale is not specifically identified as a sales process in Policy; therefore, the Administration will be requesting City Council approval of the pilot presale process. The experience gained through the pilot process will help inform amendments to the Policy that may be required for continued use of the presale method in the future.

Legal

Legal implications, such as the content of the Presale Agreements, will be determined in consultation with the City Solicitor's Office under the tenets considered in this report.

There are no privacy, social or environmental implications identified.

NEXT STEPS

If the pilot presale process is approved, Saskatoon Land will distribute Open Market Presale Application packages to all contractors in good standing for review and consideration. Applications will be accepted over a period of 30 days. After review/acceptance of offer submissions, allocation of blocks will be offered to contractors, and the Administration will proceed with subdivisions, infrastructure installations, and zoning requirements to accommodate desired lots.

Servicing, legal subdivisions, zoning, and lot possessions for the desired lot configurations will be completed as follows:

- Aspen Ridge:
 - grading, water, and sewer in 2020;
 - roadways and shallow utilities in 2022; and
 - subdivision, zoning completion, and lot possession in 2022.
- Brighton:
 - grading, water, and sewer in 2021;
 - roadways and shallow utilities in 2022; and
 - subdivision, zoning completion, and lot possession in 2022.

Upon completion of the pilot presale process, the Administration will report further on the results, and prepare any required Policy amendments for consideration by the Standing Policy Committee on Finance and City Council.

APPENDICES

1. Presale Lot Allocation Maps
2. Standard Terms and Conditions for Presales
3. Draft Presale Allocation Pilot Project Flow Chart

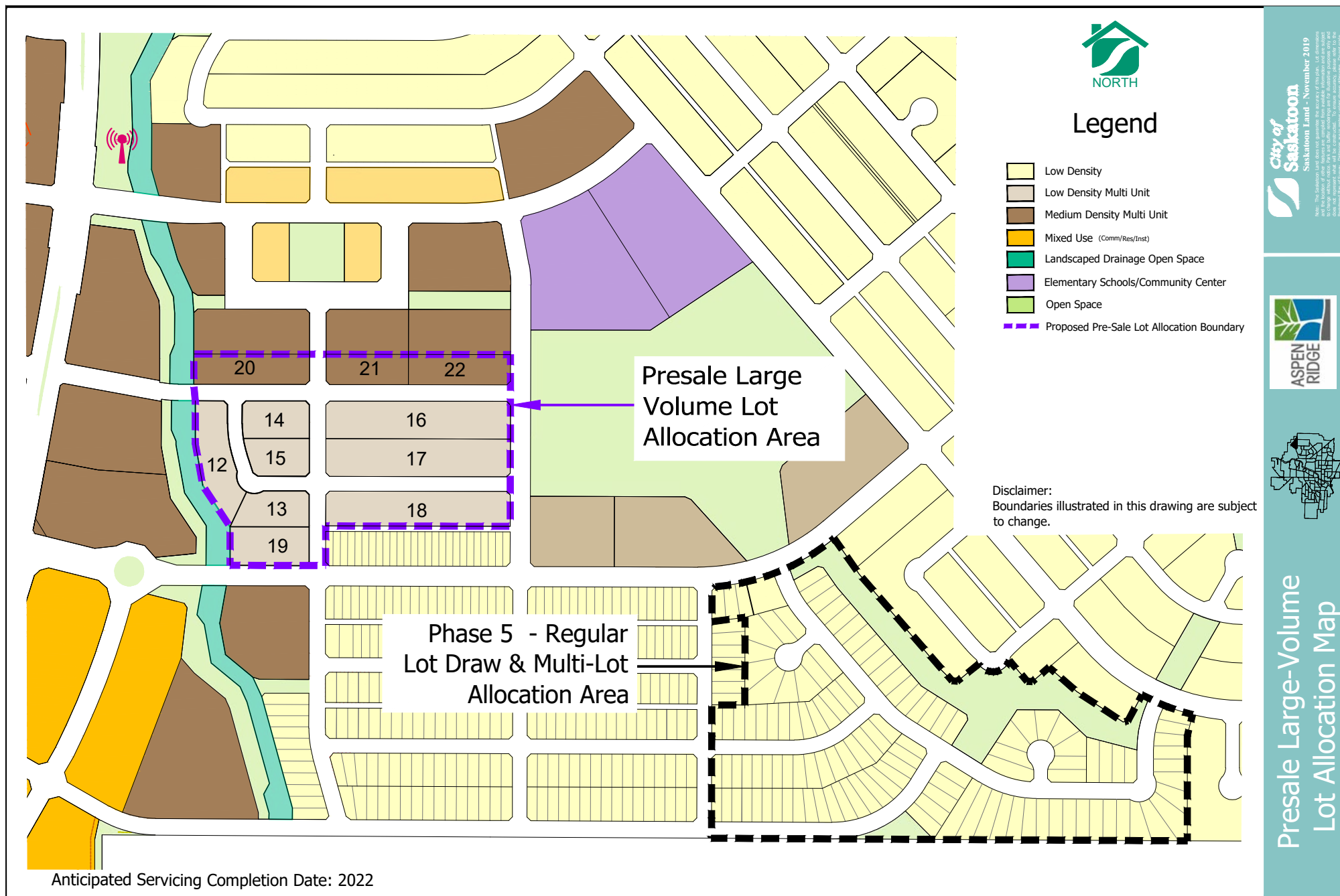
REPORT APPROVAL

Written by: Derek Thompson, Land Development Project Manager
Jeremy Meinema, Finance and Sales Manager

Reviewed by: Frank Long, Director of Finance

Approved by: Kerry Tarasoff, Chief Financial Officer

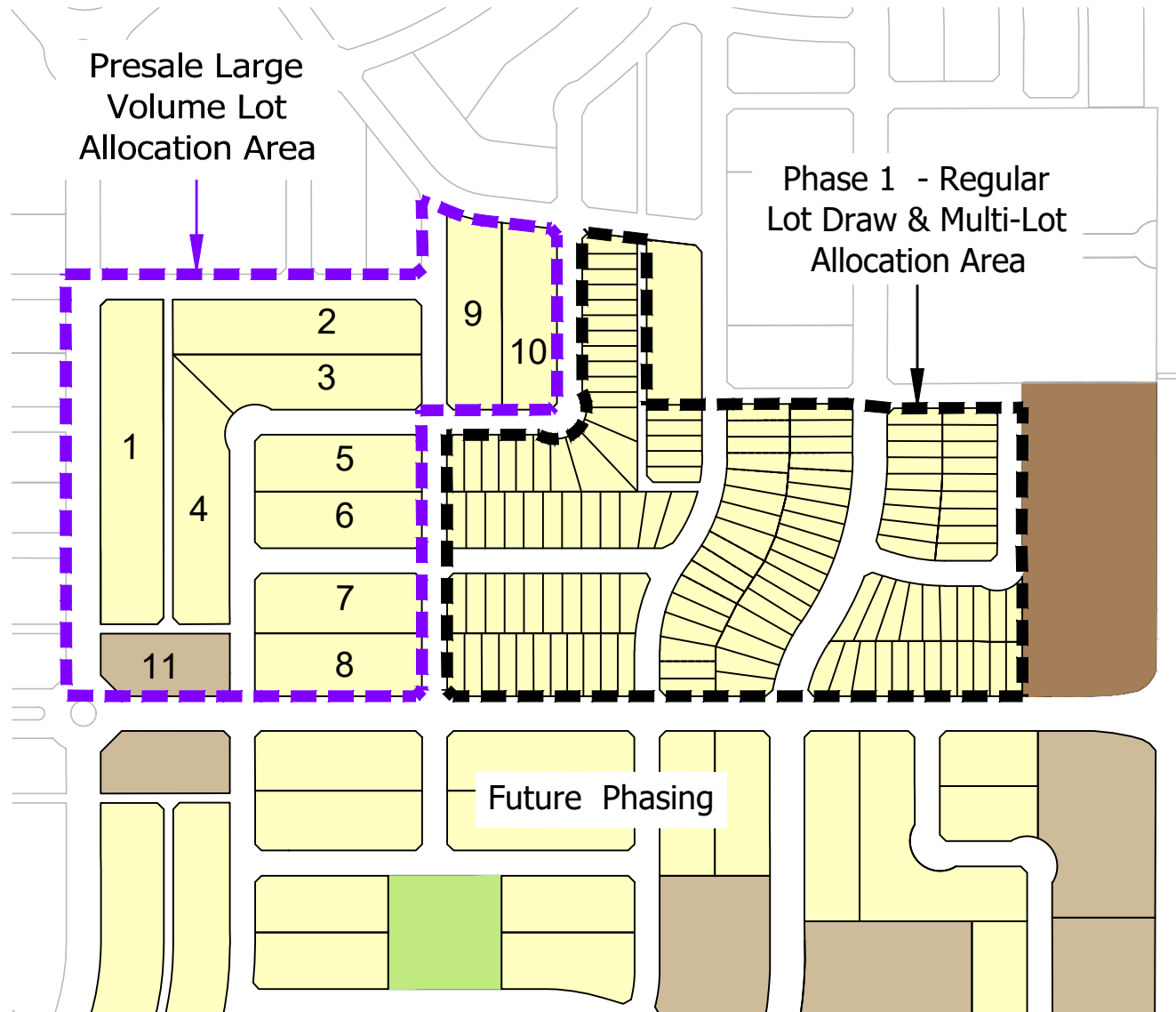
Presale Lot Allocation Maps





Legend

- Low Density
- Low Density Multi Unit
- Open Space
- Proposed Pre-Sale Lot Allocation Boundary



Anticipated Servicing Completion Date: 2022

Disclaimer:
Boundaries illustrated in this drawing are
subject to change.



Standard Terms and Conditions for Presales

Open Market Sales Approach – Terms and Conditions

1. Deposit/Possession:

- i) Purchasers must pay a non-refundable deposit on each block within ten (10) business days of offer acceptance and enter into a Presale Agreement.
- ii) Purchasers will be notified of servicing completion and given ten (10) business days to provide a further deposit and enter into an Agreement for Sale.
- iii) Final payment terms to be negotiated with purchaser.
- iv) The purchaser shall have the right of possession upon the effective date of the Agreement for Sale.

2. Conditions Precedent:

- i) Selection of potential purchaser to enter negotiations with on blocks with multiple offers will be determined by the following:

No.	Category	Weighting (%)
1	Offer price	40
2	Demonstrated home-building experience	20
3	Financial capacity	20
4	Quality and conformance with respective architectural controls	20
Total Points		100

- ii) Approval of the presale agreement price by the Chief Financial Officer.

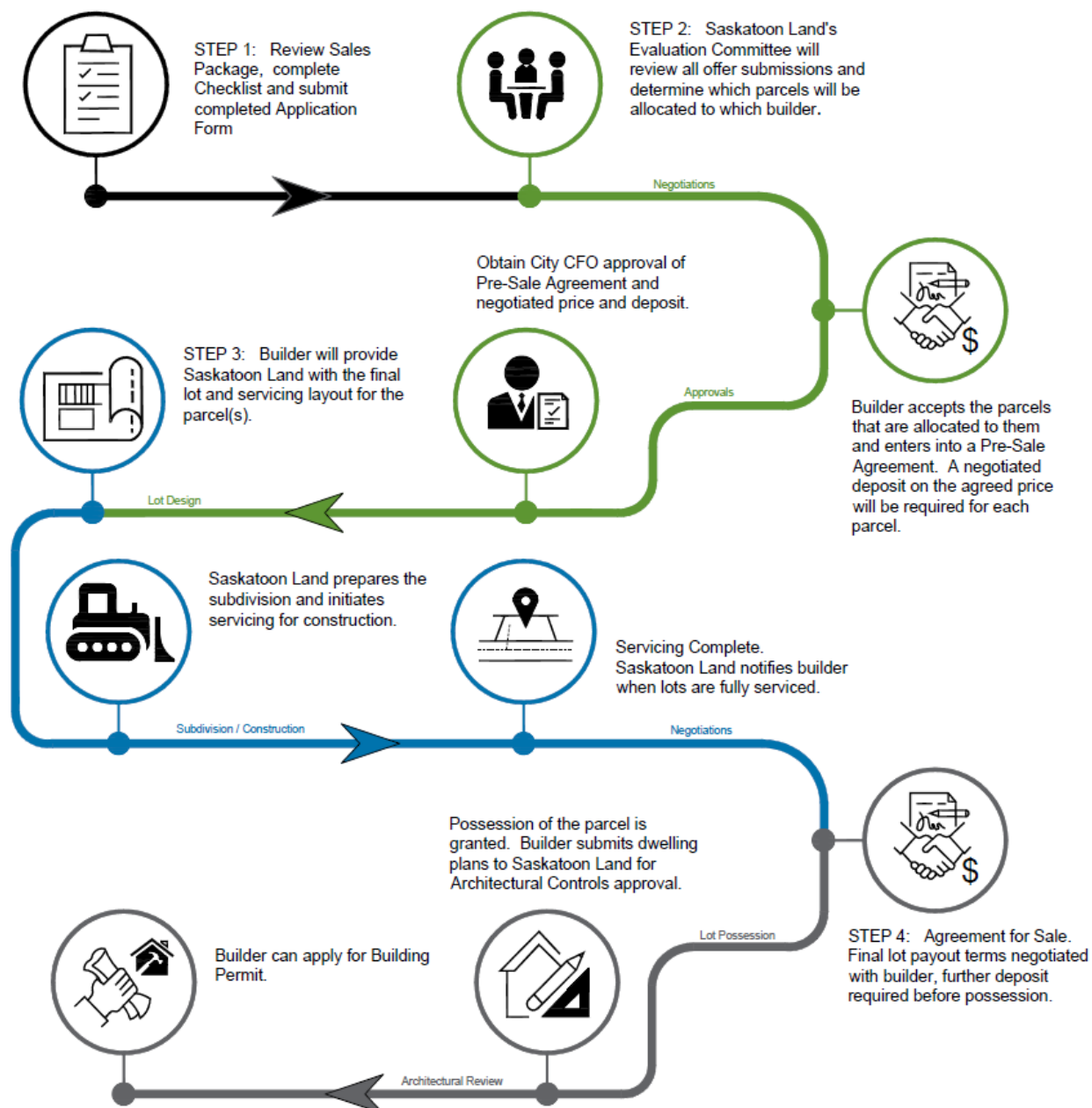
3. Special Terms and Conditions:

- i) Eligible Contractors must be in good standing on Saskatoon Land's Eligible Contractor List.
- ii) The property is sold "as is" and the purchaser shall assume all responsibility and liability, including any environmental matters existing as of the closing date.
- iii) Upon entrance into the Agreement for Sale, return of any of the subdivided lots will be consistent with the guidelines in Council Policy No. C09-006, Residential Lot Sales – General Policy.
- iv) Development on these lots will be reviewed for consistency with Saskatoon Land's architectural and development controls.
- v) The purchaser covenants and agrees to construct a dwelling on each lot, with the dwellings being completed within three years of the effective date of the Agreement for Sale, as evidenced by substantial completion of the dwelling unit, or such other date that the parties agree to acting reasonably.
- vi) The purchaser further agrees to grant to the City of Saskatoon, Saskatchewan Telecommunications, Saskatchewan Power Corporation, SaskEnergy Incorporated, and any utility agency, any easements which may be required by any or all of the said agencies at no cost.

Draft Presale Allocation Pilot Project Flow Chart

In order to participate in this Large-Volume Presale Pilot project, a **minimum purchase of one parcel (block face) will be required.**

The flow chart below provides an overview of the pilot presale process:





STANDING POLICY COMMITTEE ON FINANCE

Property Realized Reserve Withdrawal

Recommendation of the Committee

That a withdrawal of \$452,915.75 from the Property Realized Reserve be approved to fund miscellaneous land development and related sales costs incurred during the period December 1, 2018 to November 30, 2019.

History

At the January 14, 2020 Standing Policy Committee on Finance meeting, a report of the Chief Financial Officer, Corporate Financial Services dated January 14, 2020 was considered.

Attachment

January 14, 2020 report of the Chief Financial Officer, Corporate Financial Services

Property Realized Reserve Withdrawal

ISSUE

City Council approval is required for the withdrawal of funds from the Property Realized Reserve (PRR), as required by Bylaw No. 6774, The Capital Reserve Bylaw, to fund expenditures from land sales and acquisitions by the City of Saskatoon (City) and other miscellaneous land development costs for preparing land for resale.

RECOMMENDATION

That the Standing Policy Committee on Finance recommend to City Council that a withdrawal of \$452,915.75 from the Property Realized Reserve be approved to fund miscellaneous land development and related sales costs incurred during the period December 1, 2018 to November 30, 2019.

BACKGROUND

The Director of Saskatoon Land, Corporate Financial Services Department, is authorized to make certain expenditures pertaining to lands held by the City for resale. However, part of the authorization process requires that the Finance Division submit a summary of expenditures incurred during the year from PRR for City Council approval. This period has been identified from December 1 of the previous fiscal year to the end of November of the current fiscal year.

DISCUSSION/ANALYSIS

The expenditures for the period December 1, 2018 to November 30, 2019 requiring City Council approval to withdraw from PRR are as follows:

Item	Amount
Real Estate Commissions	\$449,969.75
Land Title Registration/Search Costs	2,946.00
Total	\$452,915.75

The real estate commissions noted above are a result of \$8.9 million in industrial sales and \$205,000 in infill sales, for total sales of \$9.1 million.

FINANCIAL IMPLICATIONS

The financial implications are addressed in the body of this report.

OTHER IMPLICATIONS

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

NEXT STEPS

Further action is not required.

Property Realized Reserve Withdrawal

REPORT APPROVAL

Written by: Jeff Knittig, Financial Analyst
Reviewed by: Kari Smith, Interim Director of Finance
Approved by: Kerry Tarasoff, Chief Financial Officer

Admin Report – PRR Withdrawal 2019.docx



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Truth and Reconciliation Commission of Canada Calls to Action Update – January 2020

Recommendation of the Committee

That the Administration be directed to permanently install the Treaty 6 and Métis flags within City Council Chambers and other City of Saskatoon owned and operated facilities as appropriate to recognize the importance of the Treaty Relationship as a foundational basis for mutual cooperation in Saskatoon and the importance of working with Indigenous Governments toward the benefit of the whole community.

History

At the January 13, 2020 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the, Interim Chief Strategy & Transformation Officer dated January 13, 2020 was considered.

Your Committee received a letter submitting comments on the matter from Leah Zepcik, dated January 11, 2020 and resolved that the letter be forwarded to the Administration for consideration.

Attachment

1. January 13, 2020 report of the Interim Chief Strategy & Transformation Officer.
2. January 11, 2020, letter from Leah Zepick.

Truth and Reconciliation Commission of Canada Calls to Action Update – January 2020

The purpose of this report is to provide City Council an update that summarizes progress made in 2019 by the City of Saskatoon (City) in responding to the Truth and Reconciliation Commission (TRC) Calls to Action, and identifies 2020 initiatives.

ISSUE

The City together with a number of community partners through Reconciliation Saskatoon have been continuing work towards implementing the TRC's Call to Action throughout 2019. The report supports the strategic goal for Quality of Life, specifically to strengthening relations with local Indigenous organizations. It supports the 4-year priority to develop partnership and programs with Indigenous organizations that will assist in enhancing economic, employment, and training opportunities.

BACKGROUND

On June 22, 2015, City Council directed the Administration to identify responses and financial implications of the TRC Calls to Action. The Administration outlined the attached initiatives directly relating to and responding the Truth and Reconciliation's Calls to Action. At its meeting held on December 14, 2018, City Council's Standing Policy Committee on Environment, Utilities and Corporate Services, received the Truth and Reconciliation Commission of Canada Calls to Action Update – December 2018 report.

CURRENT STATUS

The City has made strides towards meeting the TRC Calls to Action and has continued to invest in initiatives like Wícihitowin, Rock Your Roots, and Reconciliation Saskatoon. Additional 2019 initiatives include: Indigenous Technical Advisory Group, Indigenous Procurement Policy and the ayisiyiniwak Communications Manual.

The City successfully filled the position of the Truth and Reconciliation Coordinator position as of October 15, 2019. Warren Isbister-Bear was the successful candidate. He will work in a dual internal and external capacity to assist in developing and implementing strategic plan for implementing the City's response to the TRC's Calls to Action.

The City developed a series of professional development workshops aimed at learning and addressing racism and discrimination in the workplace along with understanding the TRC's Calls to Action. This new series of courses is called the Pathway to Reconciliation and has a total of five courses. Below is a list of the courses and how many City employees have been through each course.

Pathway to Reconciliation Reconciliation Ambassadors Program	Number of Civic Staff Participated	Percentage of all Civic staff taken training
Indigenous Awareness (Mandatory)	2917	63%
Fundamentals of Cultural Competency	568	12%
Understanding Racism	218	4%
Resolving Conflict	465	10%
Blanket Exercise	122	4%

The Cultural Diversity and Race Relations Coordinator in conjunction with community partners developed an Equity and Inclusion Policy Review procedure in response to the Truth and Reconciliation Commission Calls to Action, which is an initiative to review City policies and programs with an equity lens to identify potential systemic or institutional discrimination, and recommend updates to these documents to ensure they are inclusive to Indigenous people and other diversity groups.

DISCUSSION/ANALYSIS

A detailed description of responses to the TRC Calls to Action are contained in Appendix 1. The following are highlights of 2019 initiatives:

- Development of the Indigenous Technical Advisory Group (ITAG). The purpose of ITAG is to respond to Call to Action #92, and is to help ensure that the unique interests and perspectives of Indigenous peoples are acknowledged, affirmed and implemented throughout the decision-making processes of City initiatives.
- The City integrated an Indigenous Procurement Protocol within its new Purchasing Policy. City staff will endeavor to purchase goods and services that have positive environmental and social attributes by considering environmental and social factors in the procurement process. The purpose of this protocol is to provide guidelines and set out the roles and responsibilities to support Indigenous Procurement and in response to TRC Call to Action #92.
- In response to TRC Call to Action #57, the City in partnership with community stakeholders created a Communications Guide called “ayisiyiniwak Communications Manual” aimed to increase understanding, respect and awareness of Indigenous culture to facilitate improved relationship building. This is a living document that will continue to develop as our relationships and understanding grows. The first edition of the guide recently won a National Planning Excellence Award of Merit from the Canadian Institute of Planners in the category of Planning for Reconciliation.

Saskatoon Police Service

A summary of the Saskatoon Police Service response to the TRC Calls to Action is contained in Appendix 2. The following are highlights of 2019 initiatives:

- The entire Saskatoon Police Service (SPS) Executive Team has participated in a mapping exercise with the Office of the Treaty Commission to determine a baseline of where SPS is at under the 4 pillars of Reconciliation Saskatoon: a shared understanding of our history; systems that represent and benefit us all;

strong cultures, world views, and interwoven experiences; and authentic relationships.

- Approximately 600 sworn members and civilian staff participated in the KAIROS Blanket Exercise, which is a unique, participatory history lesson – developed in collaboration with Indigenous Elders, knowledge keepers and educators – that fosters truth, understanding, respect and reconciliation among Indigenous and non-Indigenous peoples.
- The SPS has signed a research agreement with the Canadian Strategic Knowledge Alliance (CSKA) who will be examining cultural competency training throughout a member's career.
- The Indigenous recruitment constable position moved to be part of SPS Human Resources so the constable could be more involved in hiring processes. The Indigenous recruitment constable follows the recruitment strategy.

Administration

- City Administration in partnership with the Saskatoon Tribal Council, and a group of Indian Residential School Survivors, applied for funding under the National Indian Brotherhood Trust Fund and created The Saskatoon Survivors Circle. The Saskatoon Survivors Circle have been meeting monthly and have been actively sharing knowledge and continuing their wellness journey. This Circle has been instrumental in addressing community concerns and actively taking a leadership role as a good to place for guidance, support, and ceremonial teaching for community groups such as Reconciliation Saskatoon initiatives.
- On October 25, 2019, the City signed a Protocol Agreement, Sharing Prosperity through Reconciliation, with the Saskatoon Tribal Council Chiefs. Outlined in the protocol agreement are common interests of improving the quality of life for all people living in the Greater Saskatoon area.
- The City has created an Indigenous Engagement Procedure which will be used as a cooperative and respectful approach to engage with Indigenous Peoples. Indigenous Engagement activities should build and enhance relationships, build knowledge of Indigenous matters and foster growth in Indigenous communities.

Other Considerations

With respect to TRC Calls to Action #43 & #44 regarding strengthening the relationships between Indigenous and non-Indigenous Canadians based on mutual recognition of the past and mutual respect, City Council has the option to direct Administration to permanently install Indigenous Government flags within City Council Chambers the acknowledge the Indigenous Governments as a recognized order of government.

FINANCIAL IMPLICATIONS

Initiatives to respond to the TRC Calls to Action are within the existing budgets, and leveraging additional resources from other orders of government, community partners and the private sector will complement the current plan.

IMPLICATIONS

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

NEXT STEPS

In addition to ongoing work related to the City's response to the TRC's Calls to Action, the following activities are planned in 2020:

- Establishing an Interdepartmental Strategic Steering Committee (ISSC), made up of a group of leaders in the organization that champion success. This committee will be responsible for leading the internal strategic direction in relation to fulfilling the mandate of their Calls to Action. They will also lead the measurement and reporting out on the impacts and the internal changes and challenges experienced within each department, and will act as a liaison with various departments to support their journey towards fulfilling their mandates relating to the TRC's Calls to Action.
- Along with our community partners, we will plan an Indigenous Community Gathering/Consultation in 2020. The goal will be to effectively engage, take stock, provide feedback, and allow the opportunity to hear from the community regarding programs and services, advocacy, and overall Indigenous engagement initiatives. This process will provide a measurement of success and assist in the on-going relationship building with the Indigenous community and the City.
- SPS will continue working with CSA to develop the career-long cultural competency training that includes components specific to police services, and will continue to offer on-site cultural awareness learning.
- Currently, the Public Engagement team, Indigenous Initiatives and our many community partners are developing a specific procedure for Indigenous Engagement at the City which is planned to be completed in 2020. The detailed procedure will be appended to the Administrative Engagement Procedure once it has been completed. Engagement strategies specific to Indigenous Engagement will address how the strategy has been developed through an Indigenous lens in order to identify potential systemic or institutional discrimination and the remediation of these so that the end strategy is inclusive to Indigenous people.

A progress report will be brought to City Council on 2020 progress on the Action Plan for Reconciliation in winter 2020/2021.

APPENDICES

1. City of Saskatoon Response to the TRC Calls to Action: January 2020 Update
2. Letter from Inspector Patrick Nogier, Saskatoon Police Service dated December 19, 2019

Report Approval

Written by: Warren Isbister-Bear, Truth and Reconciliation Coordinator
Reviewed by: Gilles Dorval, Director of Indigenous Initiatives

Approved by: Dan Willems, Interim Chief Strategy & Transformation Officer
Admin Report - Truth and Reconciliation Commission of Canada Calls to Action Update – January 2020.docx

City of Saskatoon's Response to the Truth and Reconciliation Commission's Calls to Action and Responsibilities - January 2020 Update

Summary of Calls to Action

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
43	Summary of Calls Directed to Municipal Governments	City Clerks	Indigenous Elections Engagement	Create election material with focus on increasing Indigenous engagement in the 2020 civic elections.	Identify and engage with internal stakeholders.	Identify and engage with internal stakeholders. Preliminary planning meetings to investigate past strategies and planning for next election.	Seek guidance from internal partners to decide best approach for creating material and where to provide this information. Execute plan in order to provide information in advance of November 9, 2020 civic elections.
43	Summary of Calls Directed to Municipal Governments	City Clerks	Boards & Committees	Review Boards and committees membership recruitment process to ensure the boards and committees are representative of the community.	Working closely with the Board Chairs and Committee members on a recruitment strategy to ensure they are actively recruiting members from the Saskatoon community that meet these objectives.	Continue to provide support to the Board Chairs and committee members on reaching a representative board.	Continue with the review of the boards and committee through an internal review on the representation and diversity among those boards and committees to ensure they are representative of the community they serve.
79	Summary of Calls Directed to Municipal Governments	Community Services	21st Street Bike Racks Street Scaping	This project recognizes Saskatoon's Indigenous heritage through the installation of bicycle racks that display Treaty Six and Homeland of the Métis medallions on 21st Street as well as some information on a poster installed in the poster directories located along the street.	Tender awarded for the production of the bike racks in 2019.	Consultations with local Indigenous advisors on the implementation of First Nation and Métis medallions as part of the installation and recognition of the shared history.	Install of bike racks, the production and install of information poster, and a small unveiling event.
43	Summary of Calls Directed to Municipal Governments	Community Services	Saskatoon Forestry Farm Park & Zoo Master Plan	An internal audit was conducted by the Administration in 2017-2018 on the current size and standard of exhibits at the SFFP&Z. The results concluded the current habitats for a number of the species are not in line with the new CAZA accreditation and welfare standards. Several existing facilities and exhibit spaces require renovation, rehabilitation and expansion in order to meet new standards in the zoo industry which requires larger and more natural habitats for wildlife.	The concept of modern zoo facilities are currently facing fundamental changes. More than ever, zoological facilities are reinventing themselves with a shift to be cage-free places of refuge. Caged exhibits are being replaced with larger habitat spaces that reflect natural settings. The SFFP&Z Master Plan reimagines the zoo component of the park by providing larger and more natural habitats for the wildlife, with a focus on animal health and welfare.	The Administration brought forward an information report with the more comprehensive Master Plan for the facility in fall 2019. The Master Plan document will provide a high level conceptual vision for the direction and development at the SFFP&Z for the next 15 years.	Continue to consult regarding First Nations and Métis involvement and incorporating components to contribute to the Truth & Reconciliation Calls to Action. Indigenous priorities, beliefs and perspectives of animals in captivity have been taken into consideration in the new vision for the SFFP&Z.
57	Summary of Calls Directed to Municipal Governments	Cultural Diversity and Race Relations	Anti-Racism Initiative	Anti-racism initiatives have been identified as a new focus beginning in 2015, and the Race Relations and Cultural Diversity Committee and Coordinator developed new corporate and community initiatives to reduce racism: - Anti-racism print resources were developed for staff and interested groups; and - "Understanding Racism" sessions were developed and are accessible to staff.	Understanding racism sessions included in training calendar. The next phase of the campaign will include a call to action to other organizations to share their own ways of expressing their commitments to the "I am the bridge" theme and to continue their own conversations about addressing racism. Expand the I am the bridge to ending racism in sport campaign by facilitating the inclusion of local and provincial sports teams.	Monthly session of the Understanding Racism training were delivered to civic staff. Developed an internal anti-racism engagement strategy with the intent to build capacity with employees and staff understanding racism based on collective impact model. Beginning to work with marketing on developing the expansion of the I am the bridge to ending racism in sport campaign.	Develop and begin to implement a corporate Anti-racism strategy. Development of a partnership model and engagement strategy to provide ways for other organizations to publicly endorse the "I am the bridge" key messages. -Begins with internal engagement strategy with ALT. Roll out the Racism in Sport campaign.
47	Summary of Calls Directed to Municipal Governments	Cultural Diversity and Race Relations	Equity & Inclusion Policy Review	The policy review process this year has grown a little bit from last year due to both the interest of Pro Bono Canada and the number of students offering their work on this project. There are 5 students this year. Each student has chosen a policy to review on their own and they will then review in pairs. The policy review will be supervised by practicing licensed lawyer who is director of the Systemic Initiatives Project.	University of Saskatchewan first year law students will undertake a look at City of Saskatoon policies to be revised through an Equity and Inclusion lens. The policies are: CO1-025 Anti-Harassment Investigation Policy CO2-032 Internal Audit Charter C10-005 Promotion of Parks and Recreation Facilities to review CO9-004 Condominium Approvals CO7-026 Disabled Parking Zones Policy Pilot Naming Policy and report back	Policies reviews complete are CO1-025 Anti-Harassment Investigation Policy, CO2-032 Internal Audit Charter, CO9-004 Condominium Approvals, CO7-026 Disabled Parking Zones, Naming Policy and report back	Implement the recommendations from the 2019 review, and complete reviews of Policy C03-014 - Program Planning and Evaluation Policy C09-038- Commemorations and Monuments, C03-034- Youth Sports Subsidy Program - Allocation Criteria and Special Events C09-014 Business Development Incentives, C10-025 Public Art, and C0-009 Industrial Land Incentives.
92.2	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Human Resources	Indigenous Employment Action Plan	The City of Saskatoon is an employment equity partner with the Saskatchewan Human Rights Commission. As an equity partner we commit to working towards a workforce that is 14% Indigenous. To do this an annual Human Resources Indigenous Employment Action Plan is developed with various initiatives have been implemented by the City to increase job readiness, training, and employment of Indigenous people.	Community Job Fair	Community job fair was held on February 13, 2019 with 870 job seekers in attendance.	Continue to both support the planning committee and participate in the job fair as an employer in 2020. Work with Indigenous Initiatives team to develop a strategy and action plan.

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
92.2	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Human Resources	Indigenous Employer Handbook	A strategic approach to attract, recruit, and retain Indigenous people to the workplace.	Employer-Employee Engagement	In collaboration with GDI, STC, Sask Health Authority, SREDA, Sk. First Nations Network, Nutrien, Office of the Treaty Commissioner and University of Saskatchewan an Indigenous Employer Handbook was developed and distributed to employers and made available electronically. Vignettes were developed to promote the handbook.	Promote the Indigenous Employee Handbook.
57	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Human Resources	Pathways to Reconciliation	Human Resources has developed a Pathway to Reconciliation Program. This program offers five separate courses to build employee's knowledge and understanding of Indigenous history and culture. Once complete employees become Reconciliation Ambassadors to inspire action and innovations in serving the citizens of Saskatoon. In 2019 the first group of Reconciliation Ambassadors completed the program.	To honour the first group of Reconciliation Ambassadors that have gone through the entire Pathways to Reconciliation Program and continue to utilize these employees through a variety of Reconciliation events on behalf of the City of Saskatoon.	63% of City of Saskatoon staff have gone through mandatory Indigenous Awareness Training. 12% have gone through Fundamentals of Cultural Competency, 10% have gone through Resolving Conflicts, and 4% of City of Saskatoon staff went through Understanding Racism and the KAIROS Blanket Exercise respectively. The blanket exercise is a unique participatory program based on Canada's shared history – developed in collaboration with Indigenous Elders, knowledge keepers and educators – that fosters truth, understanding, respect and reconciliation among Indigenous and non-Indigenous peoples. In 2019 the first group of Reconciliation Ambassadors completed the program.	Work closely with the Indigenous Initiatives team to ensure delivery of the courses and support the planning of the graduation. Continue to offer the Pathways to Reconciliation and to have 100% of all City of Saskatoon staff go through the mandatory Indigenous Awareness training and offer on-going training for people to become reconciliation ambassadors through this training program.
92.2	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Human Resources	Work Placements	Accessed the Wage Subsidy Program (18 weeks) through Gabriel Dumont Institute Training & Employment to provide office and administrative supports to City of Saskatoon Transportation & Construction Department, Roadways, Fleet & Support Division.	Post-secondary work placements/mentorships / internships / co-op students.	Two office administration students on a wage subsidy program in partnership with GDI and Roadways, Fleet & Support.	Work with Indigenous Initiatives team to develop a strategy and action plan. Continue to work with departments who have seen success with these work placements.
92.2	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Human Resources	STC Internship	Intended to provide a student with work experience which will enhance their skills and abilities through meaningful employment.	Post-secondary work placements/mentorships / internships / co-op students.	One student provided support to Indigenous Initiatives (coordinated meetings, administrative duties, attend & participate in community events & support towards Indigenous employment initiatives).	To continue to formalize an Internship that supports Indigenous employment.
92.2	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Human Resources	SIIT Women in Trades Training	SIIT Women in Trades Training program prepares women for employment in the trades and entry level work.	Post-secondary work placements/mentorships / internships / co-op students / training.	Two women from SIIT Women in Trades Training Program were successfully employed with the City of Saskatoon, Transportation & Construction Division, Roadways, Fleet & Support.	To continue to support the SIIT Women in Trades Training Program and employment opportunities with the City of Saskatoon.
92.2	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Indigenous Initiatives	Indigenous Land Development Forum	To provide education on the land development process from start to finish both in urban and rural municipalities.	Determine the need for an Indigenous Land Development Forum.	Securing funding from corporate and community partners interested in the development of Indigenous Land Development Forum.	Solidifying agenda items. Plan to implement the conference in the Spring of 2020.
53	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Indigenous Initiatives	Reconciliation Logo Committee	To develop The Reconciliation Committee Logo to register and trademark the Logo to ensure the logo is properly used in the promotion of Reconciliation events and education purposes.	Meet with City Solicitors to review the trademark registration process for the Reconciliation Saskatoon logo and its use moving forward.	Registered the logo with Canada Trade mark outlining proper use. Established a Canada wide trademark to establish the proper use of the logo.	Reconciliation Saskatoon will develop a Reconciliation trademark™ committee to make decisions on requests to utilize the logo and establish guidelines.

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
79	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Indigenous Initiatives	Saskatoon Aboriginal Employment Partnership	The Director of Indigenous Initiatives chairs the Saskatoon Aboriginal Employment Partnership (SAEP) to engage a wide range of stakeholders in Indigenous inclusion initiatives. Through this initiative, the partnership with SREDA, STC, GDI, SIIT, the private sector, and community- based organizations connects Indigenous people with employment and business opportunities.	Finalize educational material working with Business and Community organizations supporting Indigenous employment.	On August 27, 2019, the City of Saskatoon Launched Kipa- The Business Case for Reconciliation: Engaging Saskatoon Region Employers TRC92.	To continue promoting the Kipa: Indigenous Employer Handbook.
53	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Indigenous Initiatives	Saskatoon Survivors Circle	National Indian Brotherhood application submission to provide funding to create a regional residential school survivors, possibly national.	Implemented the approved workplan for the Saskatoon Survivors Circle.	Received funding from the National Indian Brotherhood. Gatherings were held with local Indigenous Residential School Survivors and their descendants to recognize and respectfully engage and to strengthen their education and promoting Indigenous language and revitalize their culture as they continue their wellness journey.	Continue to implement the workplan until March 31, 2020 and work with the members of the Saskatoon Survivors Circle in developing an application to National Indian Brotherhood to continue in the future.
79	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Indigenous Initiatives	Stakeholder Relations	Builds business relations to increase opportunities for Indigenous businesses, and establish partnerships with Indigenous organizations to identify barriers and risks to be addressed to enhance Indigenous opportunities.	SIIT & GDI Memorandum of Agreement initiatives.	Continue working with GDI to formalize an agreement.	Finalize the agreement with GDI. Will continue to explore further opportunities to revise the Indigenous Action Plan based on HR strategy.
43	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Indigenous Initiatives	Wichitowin Indigenous Engagement Conference	The Wichitowin Indigenous Engagement Conference invites community organizations, governments and businesses to learn about inclusive representation of Indigenous people as employees, volunteers and decision-makers. Within the context of the Truth and Reconciliation Commission's Calls to Action. The conference is intended for anyone working towards respectful Indigenous engagement and inclusion in a community-based setting.	Expand the list of resources and information that is geared towards businesses and industry in their attempts at meeting the needs of their Calls to Action.	The fifth Wichitowin Conference was held on October 16 and 17, 2019 in Saskatoon. Within the framework of the Truth and Reconciliation Commission's (TRC) Calls to Action, the conference "invites community organizations, governments and businesses to learn about inclusive representation of Indigenous people as employees, volunteers and decision-makers." In honour of a local Elder, the late Walter Linklater, the conference theme was inspired by his teachings: Be a good person, try to live a good life".	Continue to work with community partners in the planning of the 2020 Wichitowin Indigenous Engagement Conference with direct involvement of the follow-up report and summary and evaluation of the 2019 responses.
53	Summary of Calls to Action not Directed but Applicable to Municipal Governments	IT	Reconciliation Saskatoon	The City of Saskatoon has partnered with Saskatoon Tribal Council, Gabriel Dumont Institute, CUMFI, OTC, and faith- based groups in various initiatives to promote dialogue on reconciliation and Indigenous inclusion (e.g. Urban Indigenous Gathering, Kitsakinaw, Wichitowin Conference, etc.)	Established Website "Connect R".	Launched and Updated.	Continue to upload information and promote ConnectR website.
57	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Planning & Development	ayisiyiniwak: A Communications Guide (formerly ayisinowak: A Communications Guide)	ayisiyiniwak was originally developed in 2017 as an educational resource for City employees to enhance understandings of Indigenous culture and practices. Copies of the guide have since been requested by organizations across Canada including government agencies, other municipalities, educational institutions and community groups.	The second edition of ayisiyiniwak will be completed with assistance from community partners (Office of the Treaty Commissioner [OTC], Saskatchewan Indigenous Cultural Centre [SICC] and Métis community partners), further enhancing educational content in several sections.	published through continued partnership with SICC and OTC. New content includes chapters dedicated to Métis and to Inuit, updated Cree translations, and information on syllabics, Elders/Knowledge Keepers, Flag procession, and Honour songs. The digital version is available on the City website, and hard copies are available for purchase from SICC.	Digital updates to ayisiyiniwak will be done as required. Work is underway to include it in on-boarding information for all new City employees.
79	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Planning & Development	Developers Handbook	Complete a Developers Handbook to assist prospective developers, including First Nations, in navigating the urban land development process. Roll out a comprehensive communication strategy to those interested in land development in Saskatoon, or considering purchasing land in Saskatoon.	A draft of the Developers Handbook is underway.	A draft of the Developers Handbook is underway.	The Developers Handbook will be completed, followed by a communication strategy to share it with prospective developers.

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
79	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Planning & Development	First Nation Community profiles	The City has partnered with First Nations that have land holdings in Saskatoon and the surrounding region to create Community Profiles. The two-page Profiles promote economic development opportunities and highlight key attributes of each First Nation.	Partner with First Nations who have recently acquired land in Saskatoon and the surrounding region to create and publish Community Profiles. Update existing Profiles, in partnership with First Nations.	Five Community Profiles have been added to the City website; all existing Community Profiles have been reviewed and updates are underway.	Updated Community Profiles will be published in early 2020. New Profiles will be added when First Nations acquire land.
79	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Planning & Development	Naming Policy	Update the Naming of Civic Property and Development Areas Policy (Naming Policy).	Review the Naming Policy, as a 'pilot review' for examining other City policies using an equity and inclusion lens.	In collaboration with Pro Bono Canada, a review of the Naming Policy was completed, applying an equity lens to determine whether the policy meets principles of equity and inclusion. The Naming Policy was updated in June 2019, including changes to the naming selection process and evaluation criteria to be more diverse and inclusive.	The updated naming process is being implemented. Annual reporting to the Diversity, Equity and Inclusion Advisory Committee on the naming submissions is anticipated to occur.
43	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Planning & Development	OCP	The City's Official Community Plan (OCP) bylaw is being rewritten. Indigenous inclusion policy language will be developed in a specific section as well as throughout the bylaw.	The City's Official Community Plan (OCP) bylaw is being rewritten. Indigenous inclusion policy language will be developed in a specific section as well as throughout the bylaw.	A community Elder has been retained to review the OCP through an Indigenous inclusion lens. As well, an informal internal equity and inclusion advisory group has been formed to provide additional guidance on language development. A draft of the OCP has been completed incorporating the input received.	The OCP is anticipated to be submitted for City Council approval in the first half of 2020. It is expected that the insight received from the internal equity and inclusion advisory group will be documented to help inform future planning initiatives and corporate projects.
79	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Planning & Development	P4G	P4G is a partnership of the Cities of Saskatoon, Martensville and Warman, the Rural Municipality of Corman Park, and the Town of Osler. P4G endorsed a Regional Plan in 2017, and is in the process of implementing it. Rights-holder engagement has been an important part of this; there are Reserves and a significant number of First Nations' land holdings in the P4G region.	Establish a new P4G Planning District, including a P4G Official Community Plan and Zoning Bylaw. Complete a North Concept Plan to guide land use and development in a key regional growth area north of Saskatoon.	The draft P4G bylaws reflect Indigenous inclusion policy language and identify the important viewshed around the Wanuskewin Heritage Park. The North Concept Plan project is underway, and Indigenous organizations and First Nations who have land interests in the study area are part of the Plan process.	The P4G bylaws and the North Concept Plan are expected to be submitted to the P4G partners' Councils for approval in 2020. Rights-holder, stakeholder and public engagement will occur before the bylaws and the North Concept Plan are completed.
43	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Planning & Development	Urban Reserve Planning	First Nations with land holdings in Saskatoon and area are engaged in the City's planning discussions.	Work with Kahkewistahaw First Nation as they work through the urban reserve designation and land development processes. Have introductory meetings with First Nations that purchase or are seeking to purchase land in Saskatoon and in the region.	Kahkewistahaw First Nation and the City held a signing ceremony on October 22, 2019 to celebrate the completion of the municipal agreements that are part of the urban reserve creation process. As of June, 2019, each Corman Park-Saskatoon District Planning Commission meeting begins with a land acknowledgement. Maps of First Nations' land holdings were updated when lands were purchased or transferred to reserve status. There are currently 17 First Nations with reserves or land holdings in Saskatoon and region.	The City will continue to work with First Nations to facilitate land development and urban reserve creation.
43	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Public Engagement	Corporate Indigenous Engagement Strategy	Administration will be developing a specific Indigenous Engagement strategy to help guide project teams in the develop and execution of engagement strategies with Indigenous peoples.	Begin work on the strategy.	Engaged Indigenous people as we develop strategy.	Procedure implementation.
43	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Public Engagement	Engagement Policy	Develop an engagement policy and an administrative procedure to help guide and modernize engagement at the City of Saskatoon.	Policy Passed through Council in July 2019.	Policy and procedure came into effect Sept 2019.	Continued evaluation and building out of procedure.
87 & 88	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Recreational & Community Development	Lifeguard Program	The City's Indigenous Lifeguard Program and Fitness Leader Certification Program help Indigenous people gain lifeguard and fitness certifications leading to employment with the City and other organizations.	Continue to review partnerships and linkages at the city and community to offer sports and certifications.	Reviewed the Indigenous Lifeguard program and identified options for renewing and improving the program.	Implement the recommendations from the 2019 review, namely re-setting the programming into two phases (from one) that would likely lead to a higher rate of graduation.
79	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Recreational & Community Development	Placemaker's Program	Work with the local Business Improvement Districts to build partnerships with local artists to educate the public on Indigenous contribution into Canada's history.	Working with the artist and the community with respect of implementing the Mino-Pimatisiwin Rise from Water Mural.	Working with community elders and the planning department to develop the heritage bike rack to include the Metis and Treaty Six Medallions. In 2019, We enhanced the educational material describing the Mino-Pimatisiwin (A Good Life) -Rise From Water Yellow Quill First Nation Bank Mural & Plaque.	To install the Heritage bike racks and develop some educational information to educate the community about the project.

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
79	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Saskatoon Fire Department	Partnerships	SFD provides firefighting training to Whitecap Dakota First Nation Fire Department. Is a long standing partner in servicing apparatus, equipment, and providing training for the volunteer department.	SFD continues to provide fire fighter training to Whitecap Dakota First Nation Fire department volunteers.	Continue with the SFD training with Whitecap Dakota First Nation.	Continue with the SFD training with Whitecap Dakota First Nation.
57	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Saskatoon Fire Department	Training	All SFD staff receive Indigenous awareness training. New staff receive this valuable training during on-boarding.	Continue to offer Indigenous Awareness training for SFD staff during on-boarding.	Continue to offer Indigenous Awareness training for SFD staff during on-boarding. Career Expo had over 800 youth from communities all across our province. Cadet program had 30% indigenous youth complete the 8 week course since its inception. From our Cadet program, we have been able to hire four graduates thru the summer. They assisted our department, in all divisions, and were City of Saskatoon employees for eight weeks. SFD hosted the youth for a day during the Saskatchewan Mining Association and Saskatoon Tribal Council's week long Youth First Responder Boot Camp.	Continue to offer Indigenous Awareness training for SFD staff during on-boarding.
79	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Saskatoon Fire Department	Youth Employment	Saskatoon Fire Department - committed to introducing indigenous youth to career opportunities in Emergency Services. SFD has program partnership with the Indian and Métis Friendship Center called Youth Works. Youth Works provides opportunity for indigenous youth with opportunity to develop work skills. These indigenous youth are completing restitution by doing meaningful work and gaining skill development for future employment.	The Future is Yours Career Expo, F.I.R.E. Cadet Program, Temporary Summer Project Worker, Youth First Responder Boot Camp		Continued partnerships with the Saskatoon Public Schools, Greater Saskatoon Catholic Schools and the Saskatoon Tribal Council.
30 & 38	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Saskatoon Fire Department	Youth Works		Continued partnerships with the Saskatoon Public Schools, Greater Saskatoon Catholic Schools and the Saskatoon Tribal Council. The City of Saskatoon, through its electric utility Saskatoon Light & Power, is exploring the feasibility of developing a run of the river hydropower station at the weir in partnership with the Saskatoon Tribal Council. There are many benefits to both partners. Highlights of benefits to the City include a stronger project team; broader access to provincial and federal funding programs; and honouring the City's commitments to the Truth and Reconciliation Commission's Calls to Action. A joint ownership of this project leverages on Saskatoon Tribal Council's alliance with the First Nations Power Authority, a non-profit organization that assists Aboriginal power producers in advancing power generating projects to SaskPower.	Continued partnerships with the Saskatoon Public Schools, Greater Saskatoon Catholic Schools and the Saskatoon Tribal Council.	Continue partnership with Indian and Metis Friendship Centre, Youth Works, to assist with graffiti removal and property maintenance projects to assist with skills development.
92.2	Summary of Calls to Action not Directed but Applicable to Municipal Governments	Saskatoon Light & Power	Hydro Power Project	Saskatoon Light & Power is committed to developing and implementing new ways of generating power that provide benefits to our customers, the environment and the community as a whole. A new hydropower system is proposed at the existing Saskatoon Weir that will generate 5.5-6.1 megawatts of clean power with an estimated 21,120 tonnes reduction in greenhouse gas emissions.		Continue with the project feasibility study. The feasibility study will explore the benefits of private partner to construct and operate the facility on behalf of the owners, the City of Saskatoon and Saskatoon Tribal Council. A partner would be selected through a competitive bidding process for the design, development and operation of the project.	Continue with the project feasibility study along with accessing funding to support the on-going environmental baseline studies.
57	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Anti-Racism Training	Anti-Racism Training sessions for staff and programming content for general public.	Planning for more sessions in 2019.	Working with new Director of Reconciliation to incorporate anti-racism training for staff and public of SPL.	Training will be provided for staff and programming will incorporate anti-racism content when possible.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Indigenous Awareness training	Blanket Exercise	Planning for the launch a blanket exercise for the Round Prairie Branch library.	Saskatoon Public Library held a blanket exercise in the spring at Round Prairie Branch with the Committee for Indigenous Library Services.	Saskatoon Public Library will hold blanket exercise programs for the public and employees.
57	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Indigenous Awareness training	Wichitowin Indigenous Engagement Conference	Continuing into 2019. Participation in Wichitowin conference.	On-going.	On-going. SPL intends to be a funding partner for the 2020 conference.
69	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Indigenous Storytelling Month	Saskatoon Public Library promotion of Indigenous Storytelling Month	Hosted Indigenous Storytelling Month in Feb 2019.	Hosted Indigenous Storytelling Month in Feb 2019.	Hosting Indigenous Storytelling Month in Feb 2020.

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
69	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Library Access	Saskatoon Public Library on 20th was renamed Dr. Freda Ahenakew branch library in honour of one of Canada's most active proponents for the preservation and revitalization of the Cree language.	To meet the needs of residents in the core communities and to have access to services much like other communities in Saskatoon it was planned to increase the hours at the Dr. Freda Ahenakew branch.	Saskatoon Public Library increased hours at Dr. Freda Ahenakew and Mayfair Branches to provide the core neighborhoods access to services that are similar to our suburban libraries.	On-going.
69	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Library Access	Saskatoon Public Library launched a WiFi hotspot lending program to offer free internet to people in their homes and collaborated with the Saskatoon Foodbank & Learning Centre for distribution.	To meet the needs of residents in the core communities and to have access to services much like other communities in Saskatoon it was planned to launch WiFi hotspot lending program at the Dr. Freda Ahenakew branch.	Program was launched in 2019.	On-going.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Library Access	A New Central Library is fundamental to delivering on SPL's vision to change lives through community connections, engagement and inclusivity, and a critical piece of our long-term plan to address the growth of our city and increased service demands. Our Business Case describes how a new central library will contribute to the overall quality of life for Saskatoon's residents. It details how a new central library will enhance library services to meet the needs of our community now and into the future, create critical social infrastructure, generate positive economic impact, and stimulate downtown revitalization.	Our plans for this project were informed by community input, library best practices, benchmarking, building codes, accessibility standards, the City of Saskatoon's Plan for Growth, and SPL's Strategic Plan. On Sep 23, 2019, the Library Board will present the New Central Library Business Case to the City Council Governance & Priorities Committee.	On November 25, 2019, City Council approved borrowing for a new central library. SPL released the business case for the new central library with a commitment to incorporating indigenous design and procurement in the project.	On-going consultation and community involvement as the project progresses.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Library Access	Saskatoon Public Library installed courtesy phones at Dr. Freda Ahenakew, Mayfair and Frances Morrison Central Branches- allows people who don't own phones to connect with agencies, family etc.	On-going.	On-going.	On-going.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Library Access	Saskatoon Public Library increased the number of computers available at the same three branches to better serve people who live in core communities. This has also resulted in a decrease in patron incidents at Frances Morrison Central.	On-going.	On-going.	On-going.
69	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Library Collection	The Saskatoon Public Library (SPL) has a significant collection of books and films and programming related to Indigenous history, culture, and residential schools. SPL provided programming to the City's northern guests during the 2015 wildfires.	on-going	On-going.	On-going.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Library Collection	Saskatoon Public Library - (New collection) Oral History Archive	Planning to develop an oral history archive with community partners beginning in 2019. Initial stakeholder meeting began in 2018.	Saskatoon Public Library - (New collection) Oral History Archive under development	Saskatoon Public Library - (New collection) Oral History Archive under development
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Outreach	Saskatoon Public Library added two Outreach Workers (with social work background) to connect people to services. Saskatoon Public Library offers practicum placements to students from SIIT- students from the Mental Health & Wellness Program – who interact with library patrons at Frances Morrison Central Library.	On-going.	Outreach workers have provided additional support for patrons.	On-going.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Practicum Placements		On-going.	on-going	on-going.
69	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Reconciliation	A Reconciliation Reading Room was opened at Frances Morrison Central Library in 2016. Saskatoon Public Library CEO is part of a national committee that created recommendations for the Canadian Federation of Library Associations to respond to the Truth & Reconciliation Commissions calls to action. Libraries across Canada are adopting these.	Collection development On-going.	Collection development On-going.	Collection development On-going.
69	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Reconciliation		Continued participation of the CEO on this committee.	Continued participation of the CEO on this committee.	Continued participation of the CEO on this committee.
69	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Reconciliation	Saskatoon Public Library on-going focus on intergenerational programming and Indigenous content programming.	On-going.	On-going.	On-going.

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
69	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Reconciliation	Saskatoon Public Library 50 days of Cree via social media.	Planning programming for 2019 year of Indigenous Languages.	On-going.	On-going.
69	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Reconciliation	Saskatoon Public Library - Land Acknowledgments	Land acknowledgment before all programs and events.	Land acknowledgment before all programs and events.	Land acknowledgment before all programs and events.
69	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Reconciliation	Saskatoon Public Library printed copies of The Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, which was only provided as digital copies	Will continue to work with local groups to continue to support MMIWG	Printed copies of the report and added to the SPL collection.	Will work with local groups to continue to support MMIWG
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Reconciliation	Saskatoon Public Library hosted Library and Archives Canada exhibition: Hiding in Plain Sight - discovering the Métis nation in the archival records of library archives Canada.	Planning to participate in 2019.	On-going.	On-going.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Reconciliation	Saskatoon Public Library participated in Orange Shirt Day.	Planning to participate in 2019.	Saskatoon Public Library participated in Orange Shirt Day.	Saskatoon Public Library will participate in Orange Shirt Day.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Reconciliation	Saskatoon Public Library created a designated executive level position as Director, Reconciliation.	Developed Director, Reconciliation job description, advertise and fill position with SPL.	Position approved in 2019 budget, and filled.	A strategy will be developed in 2020 to further SPL's commitment to reconciliation.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Saskatoon Public Library Summer Student Internship Program	Develop an Indigenous internship program for SPL.	Assist opportunities for internships available at the SPL and determine availability of Indigenous candidates.	Initial discussions with educational institutions and management on the viability of the opportunities within different areas.	Planned to have summer internship program for indigenous student.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Survivors Collection of Photos and Stories	Collection of photos, stories and other pieces from Residential School Survivors and offer a services and resources from SPL to create a plan for commemoration or preservation of photos for display and future use and to acknowledge our shared history. City of Saskatoon offers a Pathways to Reconciliation training for Reconciliation Ambassadors. The first workshop is a city Wide Indigenous Awareness training. This half-day course gives employees an opportunity to increase their awareness and understanding of Indigenous people. Using history as a jumping off point, Aboriginal Consulting Services, share facts and stories with humour and respect. To grasp the current challenges and opportunities within the Indigenous community, staff learn the history of First Nation and Métis people in Saskatchewan, learn and understand the creation and relevance of treaties, land claims, the Indian Act, and residential schools, Review the importance and effect of demographics in Saskatchewan, and go through myth busting – for instance, Indigenous people and tax exemption, free education and other myths.	Investigate opportunities of survivors by engaging survivors about the initiative and identify partners and funders.	Kahtayak (elders) from the survivors circle recommended that we start preserving our history through family photos to understand the impact of the IRS on families in Saskatchewan.	We will work with Survivors and their families to put together photos, stories and other items in a collection.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Transit	Indigenous Awareness Training		Continue to post orange shirts on buses for Orange shirt day in 2019.	Posted orange shirt decals on all Saskatoon Transit buses for the day to commemorate Orange Shirt Day. Changed to decal from 2018's paint because the product we used has been discontinued and the decals are more visible.	Planning on commemorating Orange Shirt Day again with decals on all Saskatoon Transit Buses.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Transit	Bus Shelter Art	Saskatoon Transit - (bus shelter art)	Planned to work with a high school in Saskatoon to create the second Bus Shelter Art project incorporating Indigenous stories and history.	Working with First Nations elder Harry Lafond and 10 students from the Nutana Industry and Career Education program they were asked to create original, timeless and commemorative Indigenous art that celebrates heritage, history, values and memories. They created art for a bus shelter using inspiration from the elder teachings. The bus shelter was installed at a location chosen by the students on June 20, 2019.	Planning to work on an original, timeless and commemorative Indigenous bus shelter art project with students and new Canadians at E.D. Feehan high school that will celebrate heritage, history, values and memories of Indigenous people.

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
79	Summary of Calls Directed to Municipal Governments	Saskatoon Transit	Decal Placement	Saskatoon Transit - Treaty 6 and Homeland of the Métis Decals on Transit Buses	Planned to continue to ensure all buses had decals added and protected when advertising applied.	Working to continue placing Treaty 6 and Homeland of the Métis Medallion decals on the rear sides of all transit bus fleet, including new buses and Access transit buses. Working with advertising contractor to ensure those decals are visible at all times.	Continue to ensure the fleet is fully equipped with medallion decals and that they are visible on all buses.
79	Summary of Calls Directed to Municipal Governments	Saskatoon Transit	Pre-employment Transit Operator Training	Saskatoon Transit - Indigenous pre-employment initiative for Transit Operator and maintenance positions.	NA	NA	Saskatoon Transit - Indigenous pre-employment initiative for Transit Operator and maintenance positions.
79	Summary of Calls Directed to Municipal Governments	Social Development	Building New Relationships Program: First Nations and Newcomer	The City of Saskatoon via Federal funding will send 25 ESL instructors and Settlement workers to the Wicahitowin Conference.	Send 25 people to the Wicahitowin conference.	Community Development secured funding from Immigration, Refugees and Citizenship Canada to pay the registration of settlement agencies to attend Wicahitowin conference and facilitated the active participation of ethnocultural organizations in Rock your Roots.	Funding for this initiative will be complete in early 2020.
30 & 38	Summary of Calls Directed to Municipal Governments	Social Development	Advisory Board on Homelessness	Social Development supports the creation of a Saskatoon Community Plan on Homelessness, help adjudicate projects that address homelessness, meets to discuss winter cold strategy.	Participation on Community Advisory Board. Supporting creation of community plan Indigenous CAB members meeting to discuss Indigenous funding stream ISC.	Community Plan implemented.	Implement Reaching Home Funding through the Community Action Plan. Attend National Housing Day conference, ensure Indigenous representation on CAB.
89	Summary of Calls Directed to Municipal Governments	Social Development	Low-Income Leisure Access Program	We call upon the federal government to amend the Physical Activity and Sport Act to support reconciliation by ensuring that policies to promote physical activity as a fundamental element of health and well-being, reduce barriers to sports participation, increase the pursuit of excellence in sport, and build capacity in the Canadian sport system, are inclusive of Aboriginal peoples.	Continue to provide awareness for families to apply for and access the Low-Income leisure Access Program.	Providing access to local civic centres, swimming pools, and recreational programming for 9000+ residents of Saskatoon.	Full program review to increase administrative efficiencies and to enable participants to be approved more quickly, environment scan of other Canadian municipality's leisure access programs to make program more inclusive, revise application to ensure that it is easily understand for applicants of all literacy levels; Pilot "Culture Pass" component of Leisure Access Program (Program participants will be provided one-time use family passes to the Nutrien Wonderhub and Western Development Museum; discussions with Wanuskewin and Remai Modern are currently underway).
90	Summary of Calls Directed to Municipal Governments	Social Development	MeTaWeTan Program	We call upon the federal government to ensure that national sports policies, programs, and initiatives are inclusive of Aboriginal peoples, including, but not limited to, establishing: i. In collaboration with provincial and territorial governments, stable funding for, and access to, community sports programs that reflect the diverse cultures and traditional sporting activities of Aboriginal peoples.	Continue to provide opportunities for youth to gain employment and act as ambassadors of the MeTaWeTan Youth Centres and to offer free sport culture, and recreation programming for children and youth Saskatoon's core communities.	ME TA WE TAN programs are for all ages to get active in sport, culture and recreation. Drop in centres are currently operating at the St. Mary's Wellness and Education Centre, White Buffalo Youth Lodge, Saskatoon Indian and Metis Friendship Centre. Provides culturally relevant programming such as Pow-Wow Song and Dance and Traditional Indigenous Games in addition to Fitness Boot Camp, Volleyball, Basketball, Run Club, and Safety and Self-Protection for Women and Youth.	Full program review to ensure that program offerings are current and relevant and that program outcomes align with City priorities.

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
43	Summary of Calls Directed to Municipal Governments	Social Development	SACAP	<p>The City co-chairs the Saskatoon Aboriginal Community Action Plan (SACAP) committee which addresses quality of life issues for Indigenous citizens.</p> <p>Indigenous Knowledge Advisory Board (U of S and Planning)</p>	SACAP Work Plan	<p>4 year funding from the federal government. Strategic Alignment with Community Safety and Wellbeing. City of Saskatoon Social Development Consultant is a Board Member. Key deliverables and outcomes: Increased coordination of local programs and services and more efficient system navigation; host 5 mini forums throughout the year with smaller groups of service providers after more in-depth discussions on the priorities; host a Provincial Coalition Meeting with representatives from Prince Albert, Regina, Lloydminster, North Battleford and Saskatoon in an effort to learn and discuss progress, challenges, and alignment. Build the portal out to include listings on Aboriginal programs, services and events in the Saskatoon area to be used as a resource for Indigenous and non-Indigenous visitors; annual report and workplan submitted to Department of Indigenous Services Canada (DISC).</p>	<p>Consultant to begin and execute ED/Coordinator recruitment, hire ED, mentor ED in new position; Develop membership structure and service offering, begin membership recruitment, approach 40 community agencies, 40 corporate members; develop communications strategy, compiling of programs and services offered by local organization to populate portal; begin implementing Communication Strategy including interactive tool built into portal; combined First Nation and Metis Elder forum; 5 Mini forums organized by SACAP identified priorities, to be done where possible in conjunction with an existing interagency advocacy strategy; Environmental scan on local service and programs; outreach to all community organizations and collation of events, activities, programs, services; share mini forum reports for feedback and comparison; two cultural/educational workshops per year, topics could include: privilege, power, stereotypes, common discourses, systemic barriers and more broadly: cultural awareness, inclusion & diversity in the work place and others; report and workplan submitted to DISC; establish membership management and communications strategy; retain existing membership and recruit an additional 20 community agencies and 20 corporate</p>
43	Summary of Calls Directed to Municipal Governments	Social Development	Saskatoon Collaborative Funders Partnership (SCFP)	<p>The City provides capacity building supports to Indigenous community-based organizations including the work of the Saskatoon Collaborative Funders Partnership (SCFP) on outcomes and evaluation. The City works with the United Way on community-based leadership development for Indigenous and other under-represented groups.</p>	Hold two more capacity building workshops with CBOs	<p>The Social Diversity Section in Community Development and Recreation Division is currently engaged in a number of different community stakeholder initiatives and boards that service the needs of Indigenous peoples such as: The Safe Community Action Alliance, White Buffalo Youth Lodge, EGADZ Youth Centre Board, Smart Cities, Reconciliation Saskatoon, Family Resource Centre, Community Advisory Board (housing), Saskatoon Poverty Reduction Partnership, Diversity Equity & Inclusion Committee, Triple Bottom Line Advisory Committee, MMIW Calls for Justice Working Group, Pleasant Hill Working Group</p>	<p>Full program review of Assistance to Community Groups grant to ensure that programs and activities funded through the SCFP align with City priorities and strategic planning; host two capacity building workshops for local CBOs.</p>
43	Summary of Calls Directed to Municipal Governments	Social Development	Training	<p>SFD - Partnership with Saskatchewan Mining Association - one day introduction to Emergency Services for Northern Saskatchewan Indigenous Youth. FIRE Cadet program - 8 week course work ed program with involvement from indigenous youth. Indigenous Youth Career Fairs attended by SFD.</p>	This program was established as a result of norther fires and evacuees staying in the Saskatoon civic facilities.	<p>The City of Saskatoon partnered with the Saskatoon Tribal Council and Gabriel Dumont and received funding from Nutrien and Saskatchewan Mining Association to create a First Responders Program designed for First Nations and Metis youth in response to Fires in northern communities. The Saskatchewan Aboriginal Track and Field Association came on board as a community partner to assist in the overall facilitation and coordination of this pilot training program.</p>	<p>SFD provide expanded initiative for indigenous youth with a two day introduction to Emergency Services for indigenous females. This was a pilot project that will be reviewed in 2020.</p>

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
43	Summary of Calls Directed to Municipal Governments	Social Development	Urban Indigenous Community Gathering	The Urban Aboriginal Community Gathering was organized by the City in partnership with STC and the Central Urban Métis Federation Inc. (CUMFI) in June, 2014. The Gathering had 132 people in attendance with a good cross-section of Saskatoon's Aboriginal community. The Gathering had two primary outcomes: - Helped better inform Aboriginal people living in Saskatoon about City programs, services and partnerships; and - Obtained input from Aboriginal residents about City programs and services to inform future policy, program and service delivery.	Begin internal collaboration between Indigenous Initiatives, Social Development, Communications, Cultural Diversity & Race Relations to generate the need to host an Indigenous Community Gathering for 2020.	Collaborative discussions on the plans and need to have an Urban Indigenous community gathering in 2020 was expressed by Indigenous Initiatives and Recreation & Community Development.	Urban Indigenous Engagement and Consultation Gathering planned for 2020.
30 & 38	Summary of Calls Directed to Municipal Governments	Social Development	Urban Indigenous Leadership program	The City of Saskatoon's Urban Indigenous Leadership Program is an umbrella program for a variety of exciting experiences that are geared towards investing and encourage more Urban Indigenous people to become leaders in sports, culture, and recreation activities. The program is designed to see additional Indigenous residents on community boards and committees and to increase awareness of opportunities and resources for leadership development, and increase awareness of the help that's available to access these opportunities. The program also helps to recruit summer program staff for the City of Saskatoon positions and creates new leadership development opportunities within the Urban Indigenous community.	Work with a variety of external partners to solidify on-going funding to offer summer employment initiatives, host the City's annual Atoske Camps, and provide a variety of leadership opportunities for Indigenous youth and adults wanting to pursue leadership roles within their communities.	Funding was established for on-going summer employment initiatives for Indigenous youth to gain employment with the City of Saskatoon, as well as sustaining internships with a variety of City of Saskatoon departments.	Continue to work with external community partners to increase summer employment opportunities and to look at unique and new ideas in regards to the Urban Indigenous leadership program.
66	Summary of Calls Directed to Municipal Governments	Social Development	White Buffalo Youth Lodge	Social Development sits on both the partnership table and operations table for the White Buffalo Youth Lodge. The mission and vision of White Buffalo Youth Lodge (WBYL) is dedicated to improve the quality of life and health for children, youth, young adults and their families in the inner city through integrated, holistic support services. YXE Youth Speaks is a cross collaboration between various City departments and community based organizations like the Saskatoon Open Door Society. The idea was to engage youth in a dynamic way and increase how they can make an impact in Saskatoon. This created a way to solidify how current programming is meeting the needs of youth in our city and it also allowed youth to have insights into planning and creating awareness of speaking about issue affecting youth in Saskatoon.	Hire new Executive Director, Support WBYL operations by providing programs through Indigenous Recreation Programmer, RFP for Maintenance provider.	Indigenous recreation Programmer housed at WBYL for 2/week. Quarterly Programming offered with focus on sport/culture/rec.	Continue to sit at both partnership and operations table for WBYL, support large events by participating on committee, provide recreation/culture and sport activities at WBYL.
53	Summary of Calls Directed to Municipal Governments	Social Development	YXEYouthSpeaks		Continue collaborating with community based organizations to continue.	Continued work YXEyouthspeaks on developing a youth strategy. Worked with Mistawasis Nehiyawak to develop a Band Council Resolution to support the Chief Mistawasis Educational Initiative that involves a rock alignment, Statue, and rest area near the Chief Mistawasis bridge.	Engage with community partners and reignite the YXE Youth Speak events.
79	Summary of Calls Directed to Municipal Governments	Special Project	Chief Mistawasis Educational Initiative	Developing educational strategy material with community partners, Mistawasis FN, U of S and STC.	Continue to access funding for the Chief Mistawasis Educational Initiative.		Develop educational strategy material with community partners, Mistawasis Nehiyawak.
92.2	Summary of Calls Directed to Municipal Governments	Supply Chain Management	Indigenous Procurement	The City of Saskatoon's general procurement review, feedback regarding social and Indigenous procurement was requested from external stakeholders. The City conducted and Indigenous procurement workshop and the event was focused on covening stakeholders to understand their experiences, ideas, and lessons learned in working with a developing Indigenous Procurement procedures.	Pilot project initiated in April of 2019.	Pilot project initiated in April of 2019.	Continue to promote the Indigenous Procurement Policy language and measure the success of the program.

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
43	Summary of Calls Directed to Municipal Governments	Sustainability	Green Infrastructure Strategy	The Green Infrastructure Strategy aims to develop an integrated approach to planning and maintaining a sustainable, biodiverse city, in which natural areas and other green and open spaces are considered important infrastructure.	The Green Infrastructure Strategy project met with Indigenous Initiatives to assist them in identifying gaps and being more inclusive of Indigenous knowledge in the development of the Green Infrastructure Strategy. The development of a Call for Applications to sit on the Indigenous Advisory Group was planned for early 2019.	Indigenous people from Saskatoon were selected through an application process and became newly appointed members of the ITAG. The Indigenous Technical Advisory Group was invited to contribute to identification of Green Strategy vision, actions and initiatives at the level of collaborate, meaning that their input will influence each aspect of the decision including the development of alternatives and the identification of the preferred solution. Meetings also took place with Wanuskewin to share and invite feedback on the Green Strategy vision, actions, initiatives and maps.	The Green Infrastructure Strategy will be complete in early 2020.
43	Summary of Calls Directed to Municipal Governments	Sustainability	Student Action for a Sustainable Future	Through this program, which is aimed at engaging students in projects that reduce their environmental footprint, teachers are supported to include Indigenous connections, and to integrate different perspectives, practices, and cultures into their teachings. To do this, teachers are encouraged to invite elders and knowledge keepers, as well as university and community members to participate in their students learning.	Continue to work with educators to run the program in 12 - 14 classrooms.	The SASF program was delivered during the 2018-2019 school year in 12 classes.	The program is planned to run again in 2020 with a similar scope and approach as previous years.
47	Summary of Calls Directed to Municipal Governments	Sustainability	Triple Bottom Line (TBL) Policy	In order to align our work with the City of Saskatoon's sustainability objectives and embed sustainability into the organization, City Council adopted a Triple Bottom Line (TBL) Council Policy in 2019. As such, all City staff are expected to apply a TBL approach when planning, implementing, evaluating, and reporting on initiatives. This will allow us to make decisions and achieve our strategic priorities in a more complete, transparent, and systematic fashion by integrating: • Environmental health and integrity; • Social equity and cultural wellbeing; • Economic benefits; and • Good governance. The Triple Bottom Line (TBL) Decision Making Tool is meant to assist City staff when planning new initiatives or re-evaluating existing initiatives. The objective is to consider how to integrate as many Triple Bottom Line Indicators as possible into City Initiatives, while avoiding trade-offs, negative impacts, and significant adverse effects.	>Create Steering Committee and Advisory Committee to guide this work. >Conduct research and best practices on how Triple Bottom Line is taken up and understood by other organizations and municipalities. >Draft Triple Bottom Line Council Policy and present to Council. >Create a draft Triple Bottom Line Decision Making Tool.	A triple bottom line policy was adopted by Council in 2019. One of the principles includes "social equity and cultural well-being" with numerous indicators around equity and opportunity, diversity, accessibility, and inclusion, and heritage and culture. Specifically, an indicator within equity and opportunity aligns directly: "Support Truth and Reconciliation Calls to Action, the UN Declaration on the Rights of Indigenous Peoples, and/or initiatives that support the rights of Indigenous peoples". Further, the Principle of Economic Prosperity and Fiscal Responsibility includes an indicator for Sustainable Procurement described as "Promote and participate in procurement opportunities with Diverse and Indigenous Suppliers". The Policy lays out the responsibility of City Council and the Administration to consider a triple-bottom line in decision making.	The TBL Policy takes effect on January 1 of 2020. Administration will continue work on developing and refining the TBL Decision Making Tool and working with other divisions to incorporate a sustainability lens into their work and Council reports. The Steering Committee will discuss how to best report on the environmental, social, economic, and governance implications of the City's work.
43	Summary of Calls Directed to Municipal Governments	Sustainability	Waste Diversion	A Multi-unit Recycling education pilot program is being proposed for 2020. The pilot will target multi-unit buildings in neighborhoods with very high contamination starting with Pleasant Hill and Meadowgreen. Multi-unit recycling bins in each neighborhood will be audited to determine the type and amount of contamination in the bins followed up by educational materials distributed to each unit. Partnership with CUMFI is being explored both to access multi-unit buildings in the neighborhoods as well as to distribute educational materials.	Program planning was initiated in 2019.	In 2019, initial research, program ideation was completed. Program funding for a 2020 pilot has been allocated from the Multi-unit residential recycling operating budget.	In 2020, program development and implementation of the pilot program is expected including consultation with CUMFI, development of the educational materials, and launch of the program for up to 600 units.

Call to Action	Column1	Org Unit	City Initiative	Description	Planned Initiative 2019	Progress 2019	Planned Initiatives 2020
79	Summary of Calls Directed to Municipal Governments	Water & Waste Water Treatment	Pre-employment Water and Waste Water Training	The City of Saskatoon in partnership with the STC have collaborated on Water and Waste Water Operator Training. STC has funding the training and the City of Saskatoon hires graduates to work in the Water and Waste Water field so that graduates can become certified operators.	2019 was the first year of the program. Provide opportunity for employment, mentorship and career pathing within the Water & Waste Operations in partnership with the Saskatoon Tribal Council by offering Water Distribution & Collection Training.	In 2019 12 participants in the program with 8 getting employment with the City. Six staff were hired from the program and are currently working for the City in Water and Waste Operations.	In 2020 we will be offering this program again. Continuation of the program with 2020 graduates and continued practical training and work for the 2019 graduates
57	Summary of Calls Directed to Municipal Governments	Saskatoon Public Library	Reconciliation	Smudge Policy	NA	NA	Develop a smudge policy to allow groups to smudge prior to programming or activities at all Saskatoon Public Library branches.



December 19, 2019

Truth & Reconciliation Saskatoon
Strategy & Transformation Department
222 3rd Avenue North
Saskatoon Sk S7K 0J5

Mr. Isbister-Bear:

The Saskatoon Police Service is pleased to provide an update on the initiatives taken to address the Truth and Reconciliation Commission's Calls to Action. The Saskatoon Police Service recognizes and resolves to review, analyze and implement a number of relevant calls to action as they pertain to justice and municipal governance.

The following initiatives are part of a larger Indigenous Engagement Strategy and represent our progress throughout 2019 and into 2020:

Call to Action #57: We call upon federal, provincial, territorial and municipal governments to provide education to public servants on the history of Indigenous peoples, including the history and legacy of residential schools, the United Nations Declaration on the Rights of Indigenous Peoples, Treaties and Indigenous Rights, Indigenous law, and Indigenous-Crown Relations. This will require skills-based training in intercultural competency, conflict resolution, human rights, and anti-racism.

2019 Progress

- SPS had close to 600 sworn members and civilian staff participate in the KAIROS Blanket Exercise.
- SPS has signed a research agreement with CSKA (Canadian Strategic Knowledge Alliance) who will be examining cultural competency training throughout a member's career.
- Cultural competency and knowledge of the history of Indigenous peoples are a part of the promotional process within SPS.

2020 Planned Initiatives

- Continue working with CSKA to develop the career-long cultural competency training that includes components specific to police services.
- To continue to offer on-site cultural awareness learning opportunities throughout the year (Diversity/ Elders Teachings Lunch and Learns, Beading and Bannock, land-based teachings, etc.)

Call to Action #40: We call upon all levels of government, in collaboration with Indigenous people, to create adequately funded and accessible Indigenous-specific victim programs and services with appropriate evaluation mechanisms.

2019 Progress

- Continue to offer Indigenous-specific victim programs and services through staff which include a Victim Services Coordinator, two Indigenous Resource Officers, and a Missing Person Liaison that provide support to many Indigenous individuals and families.
- Have Elders onsite, in the office, to provide support to clientele/staff.
- Provided and placed a medicine box in the cultural room for all to use.
- Work closely with Saskatoon Tribal Council, FSIN, CUMFI and the Indian Metis Friendship Centre.
- Attend and provide support to MMIWG/MMIP families events/walks/vigils/days of hope.
- Use of translators to gather information in Cree/Dene/Michif etc.

2020 Planned Initiatives

- To continue to maintain and enhance Indigenous-specific support services to the community and be actively engaged in community through supporting events (Calling Home Ceremony, etc.), having active partnerships (Indigenous organizations, RCMP, families, etc.), share opportunities for land-based teachings, enhancing the roles of Elders within SPS and for clients.

Call to Action #92: ...Ensure Indigenous peoples have equitable access to jobs, training and education opportunities; and they benefit from economic development...

2019 Progress

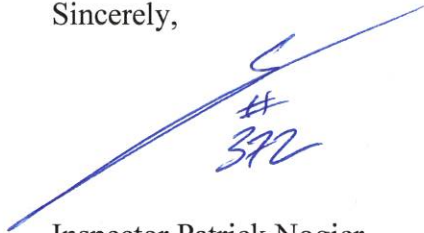
- Continue active participation in the Reconciliation Saskatoon circle.
- Engage in community initiatives to promote public dialogue around reconciliation (Calling Home Ceremony, Chief's Advisory Committee, SPS Women's Advisory, Rock Your Roots- Walk for Reconciliation, NIPD, etc.)
- The Indigenous Engagement Strategy development also plans to encompass action plans, dialogues, monitors and reports that focus on reconciliation.
- The entire Executive Team has participated in a mapping exercise with the Office of the Treaty Commission to determine a baseline of where SPS is at under the 4 pillars of Reconciliation Saskatoon: a shared understanding of our history, systems that represent and benefit us all, strong cultures, world views, and interwoven experiences, and authentic relationships.
- A focus, under the development of the Indigenous Engagement Strategy, is recruitment and employment of Indigenous Peoples. In 2019, the Indigenous Recruiting Constable position moved to be part of SPS Human Resources so the constable could be more involved in the hiring processes. The Indigenous recruitment constable follows a recruitment strategy.

2020 Planned Initiatives

- To continue to be a voice within the Reconciliation Saskatoon circle
- Further develop our Indigenous Engagement Strategy with active collaboration and consultations that will include a focus on reconciliation efforts.
- The Indigenous Recruiting Constable will have an on-going recruiting strategy.

The Saskatoon Police Service is committed to developing and implementing a strategic action plan which will promote internal and external dialogue for reconciliation throughout the organization.

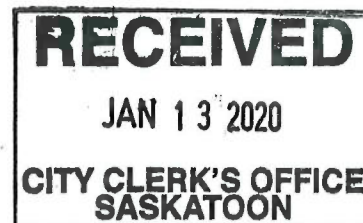
Sincerely,



Inspector Patrick Nogier
Specialized Uniform Operations Division
Saskatoon Police Service

/pn

From: Leah Zepick <[REDACTED]>
Sent: Saturday, January 11, 2020 4:28 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: canadian_address-_treaty_agreements.docx



Submitted on Saturday, January 11, 2020 - 16:27

Submitted by anonymous user: 174.2.24.210

Submitted values are:

Date Saturday, January 11, 2020

To His Worship the Mayor and Members of City Council

First Name Leah

Last Name Zepick

Email [REDACTED]

Address [REDACTED]

City Saskatoon

Province Saskatchewan

Postal Code [REDACTED]

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

Subject Treaty Territory in Mailing Address

Meeting (if known)

Comments

I have an idea for our mailing addresses. Please see attached file. I am not requesting to speak to city council but am willing if you'd like me to.

Attachments

canadian_address-_treaty_agreements.docx

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/356445>

Dear Mayor Charlie Clark,

I have a simple, insightful idea to share with you in support of our Truth and Reconciliation efforts in Canada.

I propose our mailing addresses include our Treaty Territory.

In addition to one's Canadian home address including street, city, province and postal code, we must include our identity of Treaty territory.

A home address reflects identity. My hope is that when acknowledging one's personal address including Treaty agreement, an individual will reflect upon home, place, and community to help "...*understand our diverse histories and experiences*" ("Reconciliation Canada," n.d.) of one's identity.

Imagine Canadians receiving mail with their treaty territory added to their regular mailing address. One might notice the addition, and that would be the first spark. Another community member may acknowledge the addition, be interested, perhaps research treaties further or engage in dialogue with the community. "*Reconciliation begins with oneself and then extends into our families, relationships, workplaces and eventually into our communities.*" ("Reconciliation Canada," n.d.) I believe the addition of Treaty Territories to mailing addresses is an important initiative that will "...*inspire positive change in communities throughout Canada.*" ("Reconciliation Canada," n.d.)

By including Treaty Territories in our Canadian mailing addresses, my intention would be that individuals identifying as FNIM will feel their heritage and communities are recognised and valued. I believe this constructive act of written recognition will ripple into appreciation and understanding of Treaty agreements in all populations. Written words are powerful. We respect the written agreements that are our Canadian Treaties, and with the addition of Treaty territory to one's address we are acknowledging We Are All Treaty People.

I would like to formally request the addition of Treaty Territories to our Canadian mailing address. You are invited and encouraged to incorporate this suggestion immediately. Please let me know your thoughts.

Sincerely,

Leah Zepick

[REDACTED]
Saskatoon, SK
Treaty 6
Canada
[REDACTED]

Reconciliation Canada. (n.d.). Retrieved from <https://reconciliationcanada.ca/about/about-us/>



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Sustainability Report: Towards a Healthy, Resilient and Regenerative Saskatoon

Recommendation of the Committee

That the report of the General Manager, Utilities & Environment dated January 13, 2020 be received as information.

History

At the January 13, 2020 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the, General Manager, Utilities & Environment dated January 13, 2020 was considered.

Your Committee received a PowerPoint from the Administration on this matter. In addition resolving that the matter be forwarded to City Council for information, your Committee also resolved to forward the report to the Saskatoon Environmental Advisory Committee for information.

Attachment

January 13, 2020 report of the General Manager, Utilities & Environment.

Sustainability Report: Towards a Healthy, Resilient and Regenerative Saskatoon

ISSUE

The attached report (Appendix 1 – The Sustainability Division: Toward a Healthy, Resilient and Regenerative Saskatoon) provides an overview of the Sustainability Division in order to gain perspective on the roles and functions that the City of Saskatoon's (City) environmental sustainability program has traditionally supported; whether that be through independent Division work, in partnership with other divisions, or in collaboration with the community. The report also looks ahead and outlines roles, responsibilities, and tasks which serve to better align with community, corporate and strategic direction for 2020-2021.

BACKGROUND

At its meeting on June 12, 2017, City Council was presented with the Civic Environmental Sustainability Program report as information.

At its meeting on August 7, 2018, the Standing Policy Committee on Environment, Utilities and Corporate Services was presented the following reports for consideration:

- Internal Audit – CO2 Reduction Initiatives Report, from Internal Auditors, PricewaterhouseCoopers LLP, dated June 2018; and
- Administrative Response – PwC – CO2 Reduction Initiatives Audit Report.

At the same meeting, City Council resolved:

“That the report of the Internal Auditor on the CO2 Reduction Initiatives and the report of the Acting General Manager, Corporate Performance Department dated August 7, 2018, be received as information.”

In 2018, the City underwent administrative restructuring, which created an opportunity to review, re-imagine and re-align the City's environmental and sustainability work.

In January 2019, the Environmental & Corporate Initiatives Division was renamed Sustainability Division and housed within the Utilities & Environment Department.

CURRENT STATUS

Partly spurred by changing corporate structures and increasing public interest in environmental responsibility, the City's environmental sustainability program has transitioned over the last fifteen years from a mandate strongly focused on waste, to one that embraces a broader definition of sustainability focused on Climate Action, Green Infrastructure, Environmental Protection, and Community Outreach (Appendix 2).

The Sustainability Service Line describes the provision of environmental and sustainability support, planning, education, greenhouse gas tracking, reporting, analysis, research, project management, and engineering to the corporation and

community. Broadly defined, the work scope includes environmental protection and compliance, natural systems, energy efficiency, waste and water reduction, climate action, corporate planning, and community leadership.

Approved in September 2019, and effective January 2020, the City's new Triple Bottom Line Council Policy requires that the City pursue "a holistic approach to sustainability by embedding environmental, social, and economic considerations in the City's decision making processes." The Sustainability Division is currently providing support to operationalize the Policy, while each City Division is responsible for ensuring that sustainable, co-benefits are planned into and achieved through corporate decision making and initiatives.

Current resources are used toward the development and implementation of strategies for the corporation and community that achieve positive environmental outcomes and co-benefits within the City. Corporate and community performance toward environmental goals is tracked on the City's [Environmental Dashboard](#).

DISCUSSION/ANALYSIS

Sustainability initiatives are highlighted in the report for the value that they bring to the community and the City (Appendix 3 - At a Glance: The Value of the Sustainability Division). For example:

- The Sustainability Division leverages funding from external sources, including the Federation of Canadian Municipalities, the National Research Council of Canada (NRCan), and provincial utilities, amongst others. The City has obtained multiple grants since 2002 to achieve environmental outcomes. These projects successfully obtained \$3.15M in Federation of Canadian Municipalities (FCM) and NRCan grants, \$4.43M in FCM loans, and \$387,360 in other grants to carry out projects valued at over \$20M.
- Support for community initiatives. The City's Environmental Grant supports community groups to carry out sustainability initiatives. The program has leveraged community investment by approximately seven times the value of the City funding, in which the City has supported 34 grants by providing \$90,000 in funding over the last five years, resulting in \$660,000 in community sustainability investments.
- Facilitate asset improvements for operational savings and user satisfaction. The City's Energy Performance Contracting (EPC) project is leading facility improvements valued at \$36M. Completed preliminary initiatives have already led to upwards of \$180,000 in annual savings, while the entire contemplated scope of work is estimated to result in over \$1.1M in annual savings. Not only do EPC projects reduce facility operating costs, they also reduce annual emissions, contribute to asset renewal, and provide facility comfort.
- Save money through utility bill management. The Sustainability Division manages utility bills for City operations through measurement and verification, creating budgets, and analysis of utility consumption and costs, which has led to \$877,234 in savings since 2017.

- Properly manage hazardous waste. The 2019 Household Hazardous Waste (HHW) program saw seven of the largest events in the program's history with records set in participation (3,930 vehicles) and weight of material collected (148,844 kg). Since 2015, the HHW program has received 540,024 kg (540 tonnes) of household hazardous waste from 15,369 residents.
- Collaborate with corporate and community partners. The Sustainability Division recognizes that internal and external partnerships and collaboration are key to effectively and successfully implementing its work plan and mandate. The Sustainability Division partnered or collaborated with more than 25 External organizations within 2019.

New leadership within the Sustainability Division and the Utilities & Environment Department has provided an opportunity to revisit the approach to the Sustainability Division's initiatives and operations while working toward implementation of City Council's 2018-2021 Strategic Goals. This work has been influenced by the context of increasing awareness of the global climate crisis, a better understanding of the impacts of global heating on Saskatoon and emissions target status, development of a new Official Community Plan, formative reports and council direction, and strategic corporate processes.

The attached report outlines an evolving role for the Sustainability Division to better address corporate risk, service gaps and to co-design and support the community's sustainability actions. To this end, it lays out planned activities by section for 2020-2021, including:

- Process improvements for managing and reporting Greenhouse Gas Emissions, energy management, impacted soils and the wetland policy;
- 10 and 30 year map to coordinate actions from Low Emissions Community Plan, Corporate Adaptation Plan and the Green Infrastructure Strategy;
- Prepare the terms for Council's consideration on an environmental sustainability reserve;
- Project delivery and support for PACE financing, Community Electric Vehicle pilot, Triple Bottom line, Recovery Park; High Performance Building Policy and Solar Strategy;
- Develop Industrial, Commercial and Institutional waste and green infrastructure programs;
- Support environmental protection processes through the development of erosion control guidelines, borehole policy and spills policy;
- Progress the energy performance contract with efficiency retrofits to thirty city facilities; and
- Review and refine current community education program offerings, including Healthy Yards, Household Hazardous Waste Days, Environmental Grants and Sanitary Sewer.

With a clear view of goals and tasks for the next fiscal period, we aspire to gain momentum on strategic goals and targets and work toward a vision for a sustainable

community, where every citizen and organization enjoys and prospers in a clean, healthy, resilient and regenerative city.

NEXT STEPS

The next steps in the 2018 Services Savings and Sustainability report states that the 2019 Services Savings and Sustainability report will be presented to City Council in the second quarter of 2020. The Low Emissions Community Plan annual report will be prepared for reporting in early 2021. Projects and programs will be reported to Committee and Council in due course as individually required.

APPENDICES

1. The Sustainability Division: Toward a Healthy, Resilient and Regenerative Saskatoon
2. Sustainability Division Graphic
3. At a Glance: The Value of the Sustainability Division

REPORT APPROVAL

Written by: Jeanna South, Director of Sustainability

Reviewed and Approved by: Angela Gardiner, General Manager, Utilities & Environment

Admin Report - Sustainability Report: Towards a Healthy, Resilient and Regenerative Saskatoon.docx

sus tain ability

**Towards a Healthy, Resilient
and Regenerative Saskatoon**

January 2020



04

A Changing Role

12

Division Structure and
Business Model

06

Program Background and
Context

24

2019 Work Summary

TOWARDS A HEALTHY, RESILIENT & REGENERATIVE SASKATOON

34

Influences on 2020-2021
Planning

44

Planned Activities by
Section

50

Attachments

42

2020-2021 Goals

48

Conclusion





The Sustainability Division is responsible for planning education programs for Saskatoon's curbside and multi-unit recycling programs, in close collaboration with the Communications Division. Here, the "Recycle Better in your ugly sweater" education campaign is displayed on a City bus in December.

SUS tain ability

A Changing Role

Dedicated action on environmental stewardship and sustainability has been a foundation of the City of Saskatoon (City) for many years and the 2018-2021 Strategic Plan highlights this commitment through its Environmental Leadership goal:

Saskatoon thrives in harmony with its natural environment and consistently demonstrates environmental leadership - Saskatoon's growth is environmentally and economically sustainable and contributes to a high quality of life.

As a climate change leader, the Sustainability Division has a significant role to play as changes to our local and global environment rapidly increase. The City's Strategic Risk Register contains three items related to climate change:

- The City may not be prepared for the effects of climate change.
- The City's community education and awareness initiatives regarding carbon footprint may not be affecting change in people's attitudes and behaviours.
- The City may fail to identify and pursue corporate CO₂e reduction initiatives.

The Sustainability Division (Division) was formed in 2019 through the corporate restructuring, evolving through various iterations to what it is today. In order to strategically support and achieve the City's environmental- and sustainability-related objectives, the Division adopted a renewed vision and mission as follows:

Vision

Saskatoon is a sustainable community where every citizen and organization enjoys and prospers in a clean, healthy, resilient and regenerative city.

Mission

Our mission is to collaborate and support the City of Saskatoon to embed sustainability into all of our decisions and actions. It is to empower and enable the community to be stewards of sustainability.

Sustainability initiatives bring value to the community and the City. The Division accesses grants and loans to work on environmental initiatives and to provide energy savings through building improvements. As well, the Division's environmental grants have leveraged community investments of approximately seven times the amount funded by the City. Looking to benefits beyond the dollar, the Division's work involves stewardship of clean air, water, and soils, promotion of active and clean transportation, and improving building performance not just to save money but also to support health and comfort.

This report provides an overview of the City of Saskatoon's Sustainability Division to showcase the roles and functions that the Division has traditionally supported, whether that be independently, in partnership with other divisions, or in collaboration with the community. The report also looks ahead and outlines roles, responsibilities, and tasks which serve to better align with community, corporate, and strategic direction for 2020-2021.

With a clear view of goals and tasks for the next fiscal period, we aspire to gain momentum on strategic goals and targets and work toward our vision for a sustainable community, where every citizen and organization enjoys and prospers in a clean, healthy, resilient, and regenerative city.

Food plays an important role in strategies for an equitable and environmentally sustainable Saskatoon. Here, members of the team take time over their lunch break to pitch in and plant vegetables at the Garden Patch, in support of the Saskatoon Food Bank and Learning Centre.



SUS tain ability

Program Background and Context

Branch and Division Development

The City of Saskatoon's Sustainability Division has evolved out of decades of environmental action that was led and facilitated by both the City and community.

Saskatoon's environmental sustainability program has gone from a branch primarily focused on operational aspects of environmental compliance and waste management to a 23-person Division in 2019 focused on a broad scope of sustainability outcomes.

Prior to 2004, the Environmental Compliance Branch was responsible for waste management and minimization, environmental labs, environmental monitoring, and capital projects for water and waste water treatment.¹

The Environmental Protection Branch was formed in April 2004 as part of the Utility Services Department. It was "responsible for administering programs and capital work relating to resource management and safeguarding the environment."² Its activities included public outreach, waste diversion programs, greenhouse gas reduction monitoring, soil remediation, and environmental planning. At that time, Environmental Engineering was a separate Branch within Utility Services responsible for water, wastewater, and solid waste operations.

In July 2005, Environmental Protection was combined with Environmental Engineering to form the Environmental Services Branch to provide "an integrated

¹ Environmental Operations Annual Report 2002. Water Treatment & Meters, Wastewater Treatment & Lifts, Environmental Compliance. Utility Services Department.

² Utility Services Business Plan. 2004-2006.



approach to environmental protection, water and wastewater quality and solid waste management to protect human health and safety and the environment.”³

In 2011, the Saskatoon Environmental Advisory Committee (SEAC) presented a report to the Administration and Finance Committee recommending:

“That the Administration be directed to:

- 1) Create an office of Sustainability and the Environment, and:
- 2) Place responsibility for the environmental policy and sustainability and environmental initiatives within the newly created office.”

SEAC’s report signaled a shift in how organizations and municipalities were starting to address environmental initiatives, by applying a broader sustainability lens to achieve more holistic outcomes and co-benefits.

In 2013, as part of Corporate restructuring, the branch was renamed the Environmental and Corporate Initiatives (E&CI) Division and moved to the Corporate Performance Department. E&CI maintained most of its staff and responsibilities related to greenhouse gas management, environmental protection, planning, and waste diversion programs and outreach. City-run operations of waste collections and facilities, as well as the environmental labs, were moved into other divisions. A new section, Corporate Initiatives, was added to E&CI to facilitate project development through its early stages.

The E&CI Division mandate also grew during this time after taking over the Energy Management responsibilities from the Project Services group in Facilities and taking a leadership role in natural gas procurement.

Municipal Leadership in Sustainability

In Canada and internationally, it is not unique for municipalities to take on leadership roles in addressing sustainability challenges. For example:

- 1,180 jurisdictions in 23 countries have declared climate emergencies, representing 290 million citizens. As of November 4, 2019, 468 governments in Canada have declared climate emergencies, including Edmonton (the only prairie city).⁴
- 174 communities in Canada, including Davidson and Regina, have passed Blue Dot declarations in support of the Right to a Healthy Environment, which includes clean air and water, safe food, a stable climate, and a say in decisions that affect our health and well-being.⁵

While Saskatoon has not declared a climate emergency or passed a Blue Dot declaration, in 2015, City Council made a commitment to climate action by becoming a signatory of the Global Covenant of Mayors for Climate & Energy, along with over 10,000 other cities and local governments across the world, and representing more than 800 million people.⁶ Saskatoon is also a member of the Carbon Disclosure Project⁷, as well as the Canadian Urban Sustainability Prac-



Healthy soil and clean water are critical for Saskatoon and the health of the region. The Division’s role as a leader in environmental protection serves to safeguard the community from the impacts of pollution by preserving the quality of the water, soil and air - now and for future generations.

³ Utility Services Department Business Plan, 2007-2009.

⁴ <https://climateemergencydeclaration.org/climate-emergency-declarations-cover-15-million-citizens/>

⁵ <https://bluedot.ca/about/declarations/>

⁶ <https://www.globalcovenantofmayors.org/about/>

⁷ <https://www.cdp.net/en/cities>

Voices of Saskatoon's youth are shared at a "Fridays for the Future" climate rally in Summer 2019.



tioners (CUSP) network, which is a working group stemming from the Urban Sustainability Directors' Network, a North American peer group of sustainability practitioners. CUSP facilitates information sharing, best practice support, and resource identification between many of the major municipalities in Canada.

A sampling of municipal Sustainability Office models in Canada can be found in Attachment 1. They vary significantly across municipalities. Some have smaller groups focused primarily on climate change strategy while sustainability is embedded more broadly throughout their organization, while others have numerous staff that focus on areas such as climate change and resiliency, energy management, and buildings, amongst others. Budgets, funding models, and staffing vary significantly across the cities.

Public Opinion and Support

During the 2019 Federal election, action on climate change was considered one of the top three issues by Canadians.⁸ Climate Emergency Declarations, youth-led rallies, and global environmental movements are being supported by individuals, governments, and businesses.

In 2017, the City hired Environics Research to conduct surveys to better understand environmental attitudes of Saskatoon's residents and businesses (see Attachment 2 for more detailed results). The majority (89%) of Saskatoon residents agree that climate change is happening, and 32% believe that it is already impacting our local community; however, one-third do not believe that climate change is human-caused, and 10% do not believe that climate change is happening at all.

Nearly 85% of residents agreed that more restrictions on industry are needed to stop pollution, and approximately 80% expressed concern about a variety of impacts related to climate change, such as rising costs for food, energy, public services, and insurance. Most residents supported municipal spending to slow down or protect the negative impacts of climate change, either with no strings attached or if it would lead to community benefits (such as improved health, safety, and quality of life outcomes), demonstrate financial savings, and/or generate economic activity and employment opportunities in our community. Only 11% responded that they did not support municipal spending on initiatives that reduce greenhouse gas emissions.

Survey findings also showed that multiple barriers exist that prevent environmental action. For example, 60% of residents noted that the initial cost of installing solar panels, upgrading to high quality windows, and adding insulation was a barrier. However, if those barriers were to be removed, residents showed interest in taking up a variety of actions.

From a business perspective, environmental responsibility was considered a core part of business by the survey respondents, particularly among larger organizations. Nearly three quarters of respondents believed that climate change will have a major or minor impact on their business within the next 10 years, with their primary concerns related to higher costs for energy, insurance, and public services, as well as damage to infrastructure. Many businesses also acknowledged that clients/customers expect organizations to be environmentally responsible.

⁸ <https://www.ipsos.com/en-ca/news-polls/Four-Weeks-In-Climate-Change-Fastest-Moving-Health-Care-Still-Top-Issue>

Most Important Issues in Determining Vote: By Age			
	18-34	35-54	55+
Health care	28%	33%	40%
Climate Change	29%	25%	32%
Affordability and cost of living	27%	31%	22%
Taxes	24%	24%	29%
The economy	20%	29%	25%
Housing (e.g., affordability, availability)	17%	16%	11%
Education	24%	15%	6%
Seniors' issues/ageing population	2%	7%	28%

Blue highlights indicate the top issue of importance per age group.

Figure 1: Most Important Issues in Determining Vote by Age – 2019 Federal Election (Ipsos, 2019)

National and Global Climate Crisis

Science is very clear on the facts and the causes of climate change.

The world is warming, and human activity is the cause. If left unchecked, the impacts will be serious.

The climate threat is real, but so are the exciting possibilities to find new and creative approaches to living together with health and prosperity within the limits of the natural world. -Climate Atlas of Canada

In 2017, the American Meteorological Society published its seventh edition of *Explaining Extreme Events from a Climate Perspective*. The report identifies extreme weather events that could not have happened without the presence of a warming climate. It presents 17 peer-reviewed analyses of extreme weather across six continents and two oceans, conducted by 120 scientists from 10 countries.⁹

Examples of recent extreme weather events include:

- In 2018, Montreal experienced 70 heat-related deaths, British Columbia experienced its worst fire season on record, and two brief thunderstorms caused widespread flooding in Toronto, bringing the downtown core to a standstill.¹⁰
- Argentina and Uruguay sustained severe droughts in 2018 that impacted livelihoods and the countries' economies.¹¹
- Europe endured a series of extreme heatwaves throughout the summer of 2018, leading to health issues and elevated mortality.¹¹
- On the coastal Indian state of Kerala, flooding in 2018 claimed the lives of 361 people and left hundreds of thousands completely stranded or homeless.¹¹
- A 2018 drought left Afghanistan with a food shortage that forced over 300,000 people from their homes.¹¹

⁹ <https://www.ametsoc.org/ams/index.cfm/publications/bulletin-of-the-american-meteorological-society-bams/explaining-extreme-events-from-a-climate-perspective/>

¹⁰ <https://www.cbc.ca/news/technology/climate-change-canada-1.4878263>

¹¹ <https://www.theguardian.com/environment/ng-interactive/2018/dec/21/deadly-weather-the-human-cost-of-2018s-climate-disasters-visual-guide>

- The Mendocino Complex wildfire became the largest in California's history. An estimated million acres were devastated by fire in 2018.¹¹

Locally, our weather is predicted to become "warmer, wetter, and wilder," which could lead to: increased insurance claims; demand on our utility services (i.e. water, electricity); power outages; stress on our urban forest and green spaces due to heat and drought; freezing rain and icy conditions; risks to our water supply; property damage; smoky conditions and poor air quality due to wildfires; infrastructure damage due to flooding; and pest outbreaks (amongst others).¹² Climate change and other human-caused activities are also responsible for threatening a million different plant and animal species,¹³ with "[extinctions] occurring hundreds of times faster than they would naturally."¹⁴ Not only that, but the Canadian Public Health Association recently published a *Climate Change and Human Health* report, which underscores that "the effects of climate change ... represent an unacceptably high and potentially catastrophic risk to human health."¹⁵

The impacts of climate change also come with a large price tag. "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."¹⁶ A recent publication by the Insurance Bureau of Canada also determined that:

12 https://www.saskatoon.ca/sites/default/files/documents/local_actions_report...pdf

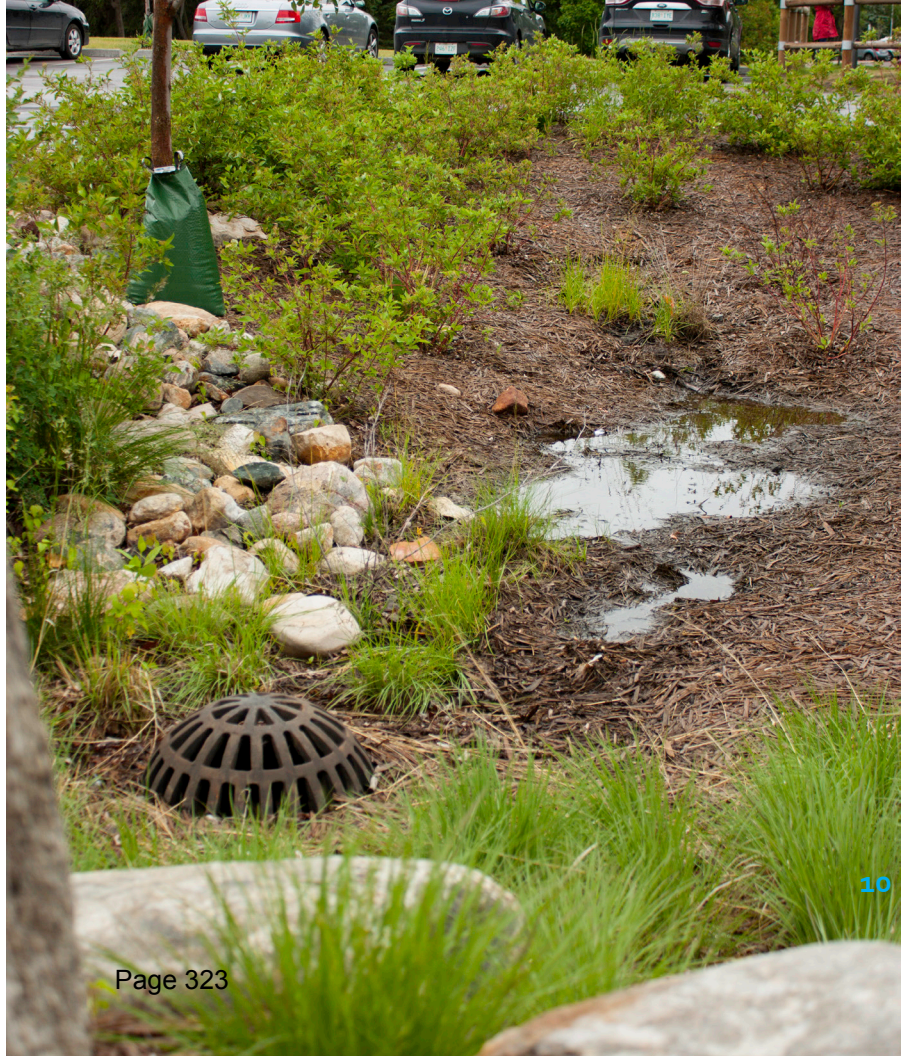
13 <https://ipbes.net/news/Media-Release-Global-Assessment>

14 <https://www.nationalgeographic.com/science/prehistoric-world/mass-extinction/>

15 <https://www.cpha.ca/climate-change-and-human-health>

16 https://www.saskatoon.ca/sites/default/files/documents/local_actions_report...pdf

This rain garden is an example of green infrastructure, which serves to capture water and help to manage extreme weather events, when the grey infrastructure may be reaching its capacity.



Property and casualty insurance payouts from extreme weather have more than doubled every 5 to 10 years since the 1980s. While insurable payouts averaged \$400 million per year from 1983 to 2008 in Canada, for eight of the last nine years leading up to 2017, insurance payouts for catastrophic losses exceeded \$1 billion per year. The insurance gap in Canada is also significant; for every dollar of insured losses borne by insurers in Canada, three to four dollars are borne by governments and home and business owners.

-IBC Natural Infrastructure-Report-2018

The *Low Emissions Community Plan* describes the positive payback for multiple mitigation efforts, as well as the costs of inaction. When compared to a Business as Planned (status quo) scenario, the Low Emissions Plan results in a total estimated return of \$14.6B after investments, in addition to 3.08 million tonnes of city-wide CO₂e emissions reduced annually. But to realize these benefits and paybacks, swift and dedicated action is required (both globally and locally) to address climate change and to reduce emissions.

Saskatoon's environmental sustainability program has developed alongside City Council's leadership, citizen expectations, other municipal contexts nationally, changing regulatory requirements and in response to changing environmental conditions. As with most civic programs, we can expect that the work of the Sustainability Division will continue to evolve in years and decades to come.

The Sustainability Division manages the Household Hazardous Waste Program, which provides a convenient service for residents to safely dispose of hazardous material. 2019 was the City's most successful year for this type of recovery, with 148,844 kg of material collected.



SUS tain ability

Division Structure and Business Model

This section introduces who we are as a Division, including our structure, vision, mission, and operational goals, as well as the people who deliver our work. An overview of our value proposition, partners, beneficiaries, and financial structure is also provided to highlight the Division's business model.

Division Overview

The Sustainability Division was established within the Utilities & Environment Department on January 1, 2019. The Corporate Initiatives section moved to Planning and Development, while Recycling Operations was transitioned to Water and Waste Operations.

In alignment with the 2019 corporate transformation, the Sustainability Division refreshed its Vision, Mission, and Operational Goal (Figure 2) to better capture the role of the Division as an environmental leader in the community, and as a capacity builder to enhance sustainability skill-sets, perspectives, and peer-to-peer learning within the corporation. The Division has four core responsibilities: Climate Action, Green Infrastructure, Environmental Protection, and Community Outreach (Figure 3), which are guided by broader strategic documents such as the Low Emissions Community Plan, Corporate Adaptation Plan, the Green Infrastructure Strategy, and the Environmental Management System.

Figure 2: Vision, Mission, and Operational Goal

Vision

Saskatoon is a sustainable community where every citizen and organization enjoys and prospers in a clean, healthy, resilient and regenerative city.

Mission

Our mission is to collaborate and support the City of Saskatoon to embed sustainability into all of our decisions and actions. It is to empower and enable the community to be stewards of sustainability.

Operational Goal

As a team, we achieve innovative, creative stewardship solutions through shared decision-making, research-based outcomes and empowerment of others.

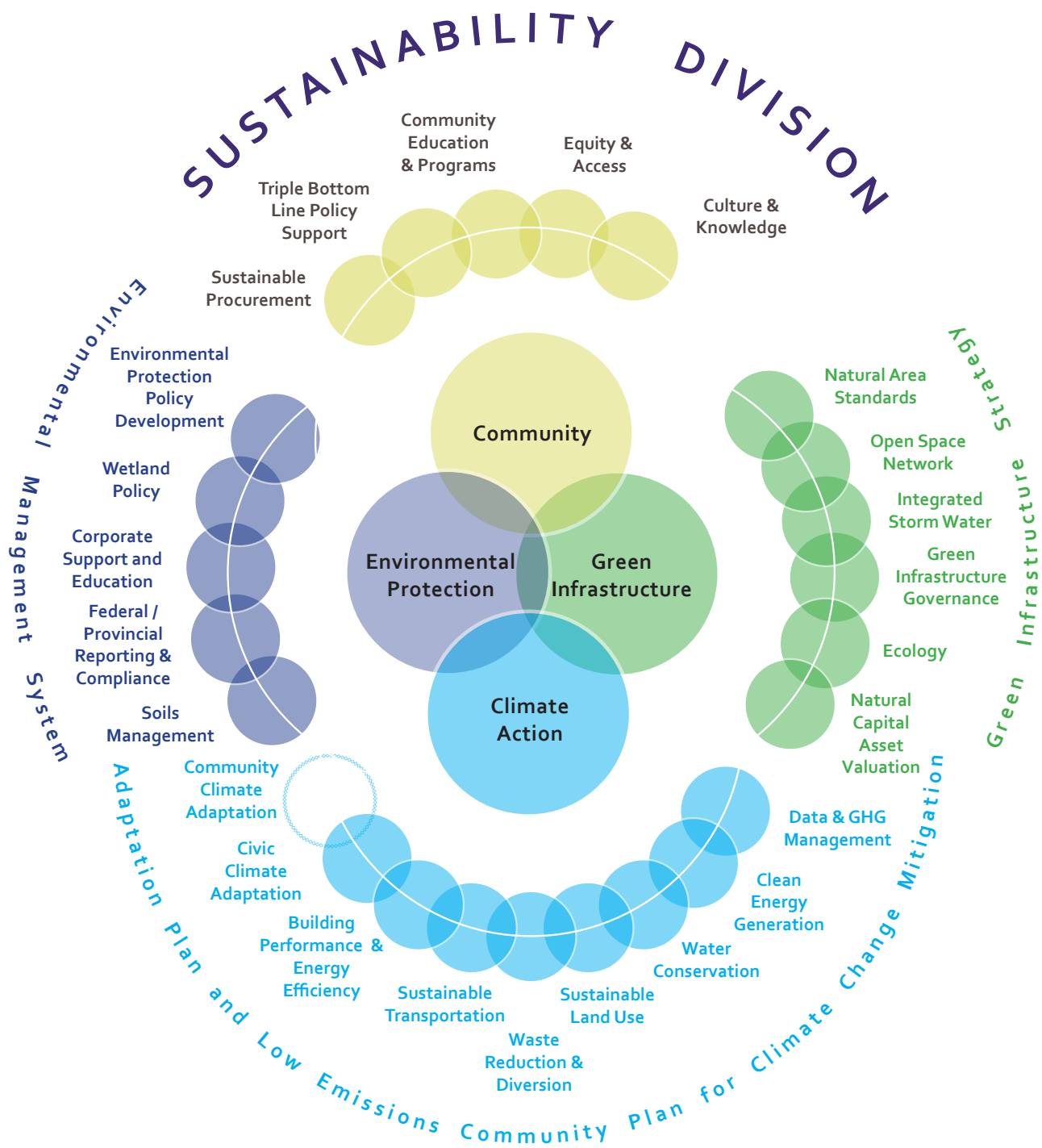


Figure 3: Four Responsibilities of Sustainability

The Sustainability Service Line was newly established in the *2020/2021 Operating and Capital Budget* and incorporates most of the Division's operating and capital spending. Corporate and community performance toward environmental goals is tracked on the City's [Environmental Dashboard](#).

The Division leads and collaborates on initiatives with other civic departments and community partners to improve sustainability outcomes and protect the environment for the benefit of current and future residents. In some cases, The Sustainability Division provides a supporting role to other divisions (e.g. for emissions reporting, environmental compliance, building performance, business case development, and technical expertise), while in other cases, environmentally beneficial corporate work requires little to no resources from the Sustainability Division.

There are a number of major initiatives being led by other civic divisions that have the potential to have significant environmental impacts, such as corridor planning, urban forestry, and transportation mode-share projects. These initiatives represent just a few of many opportunities for collaboration to occur between the Sustainability Division and other divisions to enhance the environmental outcomes and sustainability co-benefits of the City's work. Other examples include the transfer of project management of Recovery Park and the Energy Performance Contract projects to Major Projects while still maintaining a valuable support role for the delivery of these important initiatives.

Approved in September 2019 and effective January 2020, the City's new Triple Bottom Line Council Policy requires that the City pursue *"a holistic approach to sustainability by embedding environmental, social, and economic considerations in the City's decision making processes."* While the Sustainability Division is currently providing support to operationalize the Policy, each City division is responsible for ensuring that sustainable co-benefits are planned into and achieved through corporate decision making and initiatives.

Sustainability is the simultaneous pursuit of environmental health and integrity, social equity and cultural wellbeing, and economic prosperity and fiscal responsibility. Good governance is considered a key factor for the delivery, uptake, and success of sustainability outcomes.

-City of Saskatoon Triple Bottom Line Council Policy

As sustainability outcomes and indicators increasingly inform our collective work plans throughout the Corporation, the Sustainability Division may need to revisit its scope, role, and structure, as well as adapt to the changing needs of the Corporation and community.

Our People

The Sustainability Division is made up of a diverse, interdisciplinary team dedicated to environmental leadership. Over the years, the team has shown itself to be effective in coming up with meaningful and innovative solutions, solving complex problems, conducting thorough research, and designing and implementing successful initiatives.

In 2019, the Division was comprised of 23-25 staff, of which 11 were permanent full-time equivalent (FTE) positions and two were vacant. Staff positions are housed in CUPE 59, SCMMMA, and ESA. In 2020, 5.3 additional permanent FTEs are approved and will be used to prioritize transition of long-term temporary staff into permanent positions.

Staff are currently organized into four sections:

- Climate Change
- Energy and Sustainability Engineering
- Environmental Protection
- Education & Environmental Performance

The 2019 Organizational Chart can be found in Attachment 3, with the staff positions summarized below.

Figure 4: Staff Positions in December 2019



The diversity of educational backgrounds and skillsets held by the team directly supports the unique work of the Division to provide solutions to complex issues and plan forward-thinking initiatives. Staff have achieved post-secondary degrees in Accounting, Architecture, Agriculture, Agrology, Biology, Commerce, Engineering, Environment & Sustainability, Fine Arts, Geography, History, Kinesiology, Landscape Architecture, Political Studies, Renewable Resource Management, and Human Ecology amongst others. A number of staff have graduate and/or professional degrees in their respective fields.



Financials and Value Proposition

Surveys conducted by the City (Attachment 2) have revealed that many citizens value environmental sustainability and recognize that sustainable initiatives often have notable social and economic benefits. Many residents expressed support for municipal spending to address climate change, especially when those activities support community, quality of life, and financial co-benefits.

In order to provide value to Saskatoon citizens, the Sustainability Division leads and supports work involving climate action, green infrastructure, environmental protection, and community leadership in ways that maximize environmental, social, and economic benefits for the city. The Division researches, plans, pilots, and operationalizes initiatives that are both scalable and effective, as well as provides support to other divisions so that they can do the same. The team is also dedicated to community education and engagement, and acts as a liaison with stakeholders specializing in sustainability-related fields.

The 2019 work plan for Sustainability was ambitious, with 15 reports being brought forward to Committee, notably:

- The Low Emissions Community report lays out a roadmap for greenhouse gas emissions reductions of 80% by 2050, in concert with significant co-benefits such as reduced operating costs, cleaner air, improved health outcomes, and support for green economy jobs.
- *Climate Projections and Possible Impacts* was Part One of the Local

Actions Adaptation Strategy. The report clearly described the predicted impacts of climate change on our region.

- Local Actions Part Two, the *Corporate Climate Adaptation Strategy*, outlined actions that the City can take to mitigate climate-related risks to our assets, staff, and services.
- The Brownfields Renewal Strategy promotes infill development and management of contaminated sites within key growth corridors of Saskatoon.
- The Energy Performance Contracting project is leading facility improvements valued at \$36M through civic building energy retrofits. These activities are being carried out with financing sourced through the future energy savings and the civic building comprehensive maintenance (CBCM) reserve.

To carry out its work plan, the Sustainability Division was responsible for a 2019 operating budget valued at \$4.5M (split between mill rate and utility). The Division also manages a \$0 cost centre with approximately \$4.6M in expenses that are recovered through cross charges. In 2019, the Division managed \$31M in capital projects, with new 2020-21 capital projects totalling \$5.83M. The majority of the capital projects have been historically funded from grants and the Reserve for Capital Expenditures, with no funding or reserve for environmental sustainability being in place.

The Sustainability Division is uniquely positioned to leverage funding earmarked for sustainability-focused work. Attachment 4 summarizes the grants obtained by the City of Saskatoon since 2002 to achieve environmental outcomes. These projects successfully obtained \$3.15M in Federation of Canadian Municipalities (FCM) and Natural Resources Canada grants, \$4.43M in FCM loans, and \$387,360 in other grants to carry out projects valued at over \$20M.

Not only is the City able to leverage the increasing number of funding opportunities that are earmarked for environmental sustainability, but the City has also enabled the community to deliver environmental projects and programs through its Environmental Grant. Since 2015, the Sustainability Division has awarded 34 environmental grants totaling \$90,000, which has leveraged \$659,315 in community initiatives.

Value for and by the municipality can be demonstrated much beyond the dollar. Value is also achieved through the environmental, social, and economic outcomes that benefit our corporation and the community. Research supports that dedicated action on climate change and the implementation of sustainable solutions can lead to a high quality of life, improved health and wellbeing, and a more resilient community.

Figure 5 captures further Sustainability Division initiatives that create value for the community and the City.

Figure 5

At a Glance: The Value of the Sustainability Division

Benefit	Description	Value
Leverage funding from external sources	The Division researches opportunities for external funding for environmental projects including the Federation of Canadian Municipalities, the National Research Council of Canada, and provincial utilities, amongst others. See Attachment 4 for details.	\$1,220,000 In federal grant funding for environmental initiatives in 2018-19
Support community led initiatives	The City's Environmental Grant supports community groups to carry out sustainability initiatives. In the last five years, 34 grants totalling \$90,000 have been awarded, which have leveraged initiatives valued at \$659,315. See Attachment 5 for details.	\$1 : \$7.30 For every City dollar spent through the Environmental Grant program, \$7.30 community dollars are leveraged
Facilitate asset improvements for operational savings and user satisfaction	The City's Energy Performance Contracting (EPC) project is leading facility improvements valued at \$36M. ¹⁷ Completed "go early" projects have already led to upwards of \$180,000 in annual savings, while the entire contemplated scope of work is estimated to result in over \$1.1M in annual savings. EPC projects also reduce annual emissions, contribute to asset renewal, and provide facility comfort.	\$1,100,000 Projected savings per year resulting from EPC improvements
Save money through utility bill management	Sustainability manages utility bills for City operations through measurement and verification, budgeting, and utility consumption and cost analysis, which has led to \$877,234 in savings since 2017. Sustainability also provides support for capital projects that involve energy management for energy baselining, measurement and verification, and expertise, which has resulted in \$250,689 in savings since 2017.	\$1,128,000 Total cost savings to the City resulting from energy management for operations and capital project support ¹⁸
Reduce costs through natural gas procurement	Sustainability manages natural gas contracts with a third party supplier allowing the City to obtain lower commodity charges through the natural gas market, implement hedging strategies, and obtain lower delivery charges.	\$2,016,000 Total cost savings to the City resulting from Natural Gas Supply Management ¹⁹
Support a water system that is efficient & reliable	A Water Conservation Strategy is currently under development, which will identify strategies to achieve reductions and outline the financial implications for both our utility and water customers. Current water use is approximately 40 billion litres per year, meaning an 11% reduction would be equivalent to 4.4 billion litres of water per year.	11% = 4.4 billion litres Reduction in potable water use by 2025 proposed in the LEC Plan

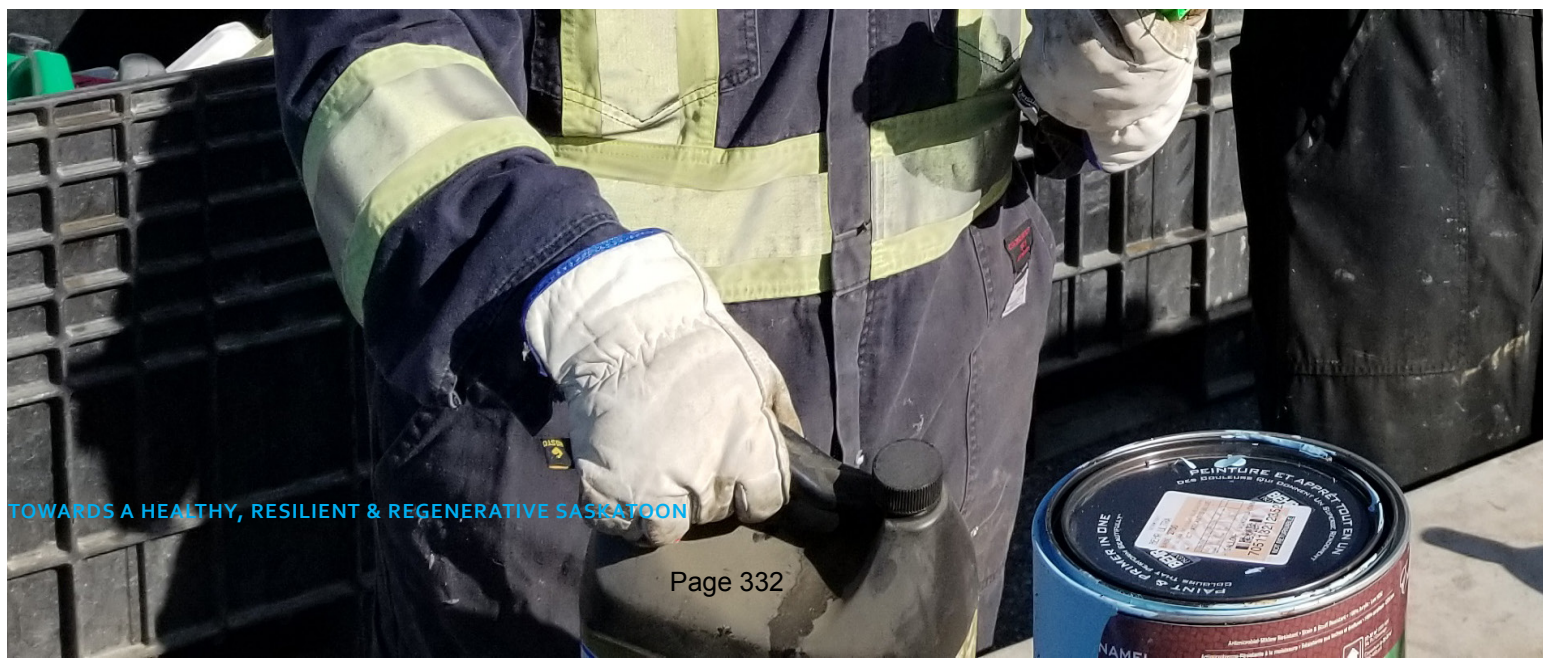
¹⁷ Inclusive of PST and GST

¹⁸ from 2017 to Nov. 2019

¹⁹ Compared to SaskEnergy's posted rates, from 2015 to November 2019.

Benefit	Description	Value
Identify actions to mitigate & manage climate risks	Using scientifically generated climate scenarios and projections, Sustainability worked with other divisions to create a corporate climate adaptation plan to manage the increasing risk to the City from changing local weather conditions and the climate crisis.	\$1 : \$6 Cost of preventative adaptation planning compared to costs of reactive measures
Extend the life of the landfill through waste reduction & diversion	In 2018, recycling and organics diversion resulted in 28,421 tonnes of waste diverted from the landfill, while residential garbage collection has decreased from 284 kg/capita in 2011 to 226 kg/capita in 2017. Further work on waste reduction is underway, including: planning and design for Recovery Park; Industrial, Commercial, and Institutional (ICI) recycling and organics; and the creation of a new Waste Reduction & Diversion Plan.	18 Additional years of landfill life once the residential curbside organics program and the full build out of Recovery Park are in place ²⁰
Properly manage hazardous waste	The Household Hazardous Waste (HHW) Program provides a convenient service for residents to safely and responsibly dispose of hazardous materials. The 2019 HHW program saw seven of the largest events in the program's history with records set in participation (3,930 vehicles). Since 2015, the HHW program has received 540,024 kg (540 tonnes) of household hazardous waste from 15,369 residents.	148,844kg Amount of Household Hazardous Waste material collected in 2019 through the City's HHW program
Support environmental protection to improve safety and reduce risk	The Sustainability Division ensures that impacted soils on City properties are identified, and safely and effectively managed according to legislation by providing impacted soil expertise on environmental risks for City projects.	16 Corporate initiatives accessed soil advisory services in 2019

²⁰ annually. Assumes that a "Status Quo" approach would include the same per capita residential waste disposal as 2019 and a population increase of 1.5%



Benefit	Description	Value
Enhance the Green Network and support ecosystem regeneration	The Green Infrastructure Strategy uses research-based planning to inform work to safeguard and regenerate the environment and local ecosystems. The City – in collaboration with community partners – is planning to develop a contiguous network of high-quality public land to provide ecosystem services to citizens and support the region's natural systems.	600+ Stakeholders informed the development of the Green Infrastructure Strategy in 2019
Align GHG reduction targets with other municipalities	The City is a signatory of the Covenant of Mayors for Climate and Energy and has aligned its greenhouse gas reduction targets with those of over 10,000 cities and local governments from around the world.	80% by 2050 The City's corporate and community GHG emission reduction target
Manage costs through dedicated climate mitigation actions	The Low Emissions Community (LEC) plan identifies multiple co-benefits associated with dedicated action to reduce greenhouse gas emissions and address climate change.	\$5.7B Estimated return on City investments by achieving low emissions and meeting GHG reduction targets by 2050
Collaborate with corporate and community partners	The Sustainability Division recognizes that collaboration with internal and external partners is key to effectively and successfully implementing its work plan and mandate. See Attachment 6 for details.	30+ External organizations the Sustainability Division partnered or collaborated with in 2019
Build capacity in our youth	The Student Action for a Sustainable Future program engages with students each year in action projects that result in measurable environmental improvements in the areas of waste, water, energy, food, biodiversity and transportation.	300 Grade 5-8 Students directly engaged in environmental action projects each year



The Climate Action plan includes strategies that address the causes of climate change as well as initiatives to plan for its effects. The benefits of proactive planning include reduced costs over business as planned, improved air and water quality, and better health and well-being for Saskatoon's citizens.



Outcomes and Beneficiaries

More often than not, discussions around climate change, biodiversity and environmental protection focus on how global actions result in global benefits, which can be a challenge to understand and translate into local outcomes and impacts. However, the current and future work of the Sustainability Division has multiple local beneficiaries, some of which are outlined below.

Action	Beneficial Outcomes	Beneficiaries
Climate Action Plan (includes actions from the <i>Low Emissions Community Plan</i> and <i>Corporate Climate Adaptation Strategy</i>)	<ul style="list-style-type: none"> Human health and wellbeing Improved air quality Risk mitigation and preparedness Lower utility bills 	<ul style="list-style-type: none"> Residents ICI sector Energy, building, and transportation industry Community organizations
Energy Performance Contracting (EPC)	<ul style="list-style-type: none"> Improved building performance Lower operating costs Asset renewal and system modernization Healthy, comfortable indoor environments GHG emission reductions 	<ul style="list-style-type: none"> Civic employees Contractors Visitors and users of civic facilities
Waste reduction	<ul style="list-style-type: none"> Extend the life of the landfill Cleaner community Protection of our environment, river and wildlife GHG emission reductions 	<ul style="list-style-type: none"> Single and multi-family households ICI waste generators Waste industry Civic employees Wildlife
Green Infrastructure and Environmental Protection	<ul style="list-style-type: none"> Recreational and educational opportunities Flood prevention and mitigation Improved water quality Increased green space & natural areas in and around Saskatoon Urban agriculture opportunities Regulatory compliance for environmental protection Tourism 	<ul style="list-style-type: none"> Residents Regional partners Educators Community organizations Civic employees Contractors Wildlife

When planning and implementing our work, it will be important to apply an equity lens to initiatives and to work with internal and external partners. Multiple jurisdictions are starting to design their sustainability programs to simultaneously achieve environmental and equity benefits. For example, energy efficiency programs and building improvement incentives can be designed to help low-to-moderate income households reduce their energy costs; water conservation initiatives can directly lower monthly bills; and electric vehicle and renewable energy programs can be re-thought to become more inclusive and accessible. A goal of our Division is to consider ways that our work can help address persistent inequities, rising affordability issues, high rates of energy poverty, and the disproportionate energy burdens experienced by certain households.

Awards

The City of Saskatoon's Sustainability initiatives have been recognized by multiple community awards programs.

In 2013, the Student Action for a Sustainable Future (SASF) program was awarded the Saskatchewan Waste Minimization Award and also recognized by the Regional Centre of Expertise for Education for Sustainable Development. The SASF has been featured by the [Global Environmental Education Partnership](#) as a Case Study for global leadership in environmental education.

The Rolling Education Unit, which provides hands-on, interactive waste management education, received recognition by the Regional Centre of Expertise for Education for Sustainable Development in 2016.

At the 2015 Rob Dumont Energy Management (RDEM) Awards, the City's investments and leadership in renewable and alternative energy was recognized, including: the solar thermal heating systems at Lawson Civic Centre and Harry Bailey Aquatic Centre swimming pools to offset natural gas use; and the Combined Heat and Power units at Lakewood Civic Centre and Shaw Centre that use natural gas to generate electricity, and use that same natural gas to heat the pools. In 2019, the Low Emissions Community Plan was nominated for a RDEM Award in the Leadership category.

The City received two Nature City Awards nominations in 2017 in the Community Initiatives category for the Winter City Strategy and the HealthyYards initiative.

Healthy Yards is a program led by the Sustainability Division in collaboration with neighbourhood partners such as the University of Saskatchewan, Saskatchewan Waste Reduction Council and Saskatoon Food Bank and Learning Centre. The program provides information for the community on home composting, water conservation and pesticide reduction.



TOWARDS A HEALTHY, RESILIENT & REGENERATIVE SASKATOON

SUS tain ability

2019 Work Summary

The detailed work of the Sustainability Division is carried out by four sections: Climate Change, Energy and Sustainability Engineering, Environmental Protection, and Education and Environmental Performance. The following chapter provides further details on the financials and key deliverables of each section in 2019.

Climate Change Section

The purpose of the Climate Change section is to enable a sustainable Saskatoon through an integrated and actionable climate change approach. The section's vision is to make Saskatoon a connected community where every citizen and organization takes pride in prosperous, resilient and low-carbon solutions to realize a clean and healthy city.

The section manages broad corporate strategies which define, manage, and mitigate climate change. The section provides GHG management support for the City in order to manage GHG accounting, reporting, risk, and mitigation support.

Total Operating in 2019: \$150,000

Cost Center	2019 Budget	Funding Source
01-781: Environmental Accounting	\$150,000	Mill rate

Total Capital in 2019: \$2,181,000

Cost Center	Capital Funding to Date	Funding Source
P2183: GHG Reduction	\$1,560,000	Reserve for Capital Expenditures, FCM, and Federal Government
P2538: Natural Capital Asset Valuation	\$157,000	Reserve for Capital Expenditures (budget includes \$125,000 of committed FCM funds, expected in 2020)
P2539: Climate Change Mitigation Business Plan	\$257,000	Reserve for Capital Expenditures, FCM, and CP - Capital Reserve
P2598: Climate Adaptation	\$207,000	Reserve for Capital Expenditures, CP - Capital Reserve, and FCM (budget includes \$125,000 of committed FCM funds, expected in 2020)

Engaging youth within Saskatoon's community is key for successful climate action. Here, Sustainability's Amber Weckworth is describing the Low Emissions Community Plan to high school students participating in a forum in their Fall 2019 term.



2019 Key Deliverables - Climate Change

The Climate Change section developed the *Low Emissions Community Plan* and the *Corporate Climate Adaptation Strategy*. This section leads GHG emission management and conducts monitoring and annual reporting on community and City emissions.

Area	Deliverable
Climate Action Plan: Low Emissions Community and Corporate Adaptation Strategy	<ul style="list-style-type: none"> • <i>Low Emissions Community Plan</i>. • LEC Plan Stakeholder Engagement (phase 1) and Partnership Opportunities Report. • Prepared budget requests and business cases related to emissions reduction and adaptation work (8 business cases were created, 4 of which were included in budget deliberations). • Co-reporting, research, and management of Net Metering stakeholder feedback for Saskatoon Light and Power. • <i>Climate Projections and Possible Impacts</i> report (April 2019). • <i>Corporate Climate Adaptation Strategy</i> report (December 2019).
GHG Emissions Management	<ul style="list-style-type: none"> • Inventory of community and corporate greenhouse gas emissions – 2016 and 2017 inventories completed and verified. • Reported to the Carbon Disclosure Project, Global Covenant of Mayors, National Climate League, and ICLEI.
Support for Other Divisions	<ul style="list-style-type: none"> • GHG calculations for other divisions upon request (either for administrative reports or reviews for capital projects). • Net-Metering report support and stakeholder feedback. • Financing Sustainability Report - support.



Energy and Sustainability Engineering Section

The purpose of the Energy and Sustainability Engineering section is to provide support, project management, and subject matter expertise in areas such as building performance, energy efficiency, clean energy and fuels, and waste diversion.

Specifically, the section focuses on:

- Energy and performance management, including: utility management; natural gas procurement; energy audits; utility, budget and variance reporting for facilities; and facility metering and performance monitoring;
- Energy and sustainability engineering, including: project management; project development; design and management of pilot projects; policy development and review; research; technical greenhouse gas calculations; expertise and research on renewable and alternate energy systems; and measurement and analysis of sustainability metrics;
- Procurement and management of consultants;
- Waste diversion engineering, including: optimization of composting operations; researching best practices; national solid waste benchmarking research and analysis; technical support for waste diversion program decision making; technical contributions to waste diversion studies and plans; capital project planning for transfer stations/Recovery Park; greenhouse gas emissions calculations; and
- Business Case development, operational cost estimates, process improvements, grant applications, and contract management.

Total Operating in 2019: \$295,100

Cost Center	2019 Budget	Funding Source
01-775: Energy Recovery	\$295,100	Mill Rate
01-462: Energy Management	\$0	Cost Recovery from City Divisions (\$4,696,600)

Total Capital in 2019: \$22,009,000

Cost Center: P2568 – Civic Facility Energy & Water Monitoring	Capital Funding to Date	Funding Source
17-900: Energy and Water Monitoring	\$109,000	Mill Rate and Grant Reallocation
17-901: Energy Efficiency Improvements for Civic Facilities	\$1,300,000	Productivity Improvement Loan and Grants from Natural Resources Canada and SaskEnergy
17-903: Energy Performance Contracting	\$600,000	Green Loan
17-907: Energy Performance Contracting Design	\$20,000,000	Approved internal borrowing

2019 Key Deliverables - Energy and Sustainability Engineering

In 2019, the Energy & Sustainability Engineering team commenced the Energy Performance Contracting work for civic facility retrofits, led procurement of a 4-year natural gas contract, and continued as an energy manager for numerous city facilities.

Area	Deliverable
Energy Performance Contract (EPC)	<ul style="list-style-type: none"> Completed “go early” projects for the Energy Performance Contract (EPC) work. Formalized processes with Corporate Financial Services for the management of the project’s internal loan / line of credit. Completed review of the 90% Feasibility Study for Phase 3 (approx. 35 buildings). Obtained approval for the contract value and blended project budget.
Natural Gas Procurement	<ul style="list-style-type: none"> Awarded a 4-year natural gas supply contract for small and large natural gas meters. Formalized a natural gas hedging strategy.
Renewable Energy	<ul style="list-style-type: none"> Administrative Report: Facilitating Solar Energy Opportunities (drafted in 2019, report may proceed in 2020).
High Performance Buildings	<ul style="list-style-type: none"> Supported Fire Hall 5 capital project planning.
Energy and Performance Management	<ul style="list-style-type: none"> Analyzed budgeting for spray pads. Supported the City’s annual GHG inventory. Adjusted energy management cross-charges to better distribute actual utility usage. Designed a pump retrofit to improve operations at the Lakewood civic centre. Conducted a major overhaul of the Shaw Centre Combined Heat and Power (CHP) unit and made minor repairs to the Lakewood CHP unit. Met with Natural Resources Canada / CANMET to understand the potential benefits of using RETScreen.
Water Efficiency	<ul style="list-style-type: none"> Completed the Civic Water Revenue Loss Audit and Mitigation project Phase 1.
Waste Diversion Engineering	<ul style="list-style-type: none"> Contributed to the curbside residential organics program, including Council report, technical analysis support, and processing RFP. Contributed to the preparation of the Recovery Park project. 2019 Administrative Reports (support/contributor): Curbside Waste and Organics Program Status, Curbside Organics and Waste Funding Options, and Additional Information on Curbside Organics.

Environmental Protection Section

The purpose of the Environmental Protection section is to safeguard our community from the impacts of pollution by preserving the quality of our water, soil, and air—now and for future generations.

Specifically, the section focuses on:

- Ensuring the City plans for and complies with changing federal and provincial environmental regulations;
- Monitoring best practices in managing risks that have environmental implications, and incorporating better-practice approaches into civic operations through planning, policy, and initiatives;
- Building environmental protection capacity of civic staff through education and collaboration; and
- Reducing corporate risk, improving civic management of environmental assets, and promoting consistency in the city's approach to environmental issues.

Total Operating in 2019: \$347,500

Cost Center	2019 Budget	Funding Source
02-400: Water Initiatives	\$198,700	Water Utility
03-500: Waste Water Initiatives	\$148,800	Wastewater Utility

Total Capital in 2019: \$3,480,100

Cost Center	Capital Funding to Date	Funding Source
P1975: Corporate Wide Environmental Management System	\$80,000	Corporate Projects Capital Reserve
P2263: Watershed Initiatives	\$675,000	Water & Sewer Infrastructure Reserve
P2264: Sewer Baseline	\$510,000	Water & Sewer Infrastructure Reserve
P2279: Sewer Bylaw	\$1,400,000	Water & Sewer Infrastructure Reserve
		Reserve for Capital Expenditure
P2390: Green Infrastructure	\$565,000	Water & Sewer Infrastructure Reserve
		CY Capital Reserve
Brownfields Renewal Strategy	84,600	Corridor Planning Program (PTIFF)
	\$103,000	FCM Grants
P4G Green Network Refinement Phase I	\$62,500	North Partnership for Growth

2019 Key Deliverables - Environmental Protection

The section provided advice and corporate support for impacted soils management, Wetlands Policy implementation, and general regulatory compliance. Contractor Environmental Guidelines were piloted in 2019 and the Green Infrastructure Strategy prepared for presentation to Council in Q1 2020.

Area	Deleverable
Corporate Support Services	<ul style="list-style-type: none"> • Soil advisory services for 16 corporate initiatives for on compliance with provincial regulations. • Advice for 60 initiatives on compliance with the City's Wetland Policy • Supported in the creation of protocols for Natural Area Screenings
Public Education	<ul style="list-style-type: none"> • Supported the development of public education programs: Irritable Sewer System, Sanitary Sewer Education and Bird Friendly Yards • Supported the delivery of Trout Unlimited Canada's Yellow Fish Road™ program, where 400 teachers and students painted 504 storm drains painted with a yellow fish and "rain only" signage
Corporate Training	<ul style="list-style-type: none"> • Published and piloted the Contractor Environmental Guidelines and Environmental Management Plan Quick Reference Guide • Developed training for Construction & Design and Parks field staff
Environmental Records Searches	<ul style="list-style-type: none"> • Coordinated 72 corporate-wide Environmental Search Requests
Civic Regulatory Reporting	<ul style="list-style-type: none"> • Acted as the City's account administrator for federal and provincial web-based reporting, including: <ul style="list-style-type: none"> ○ Federal: Environment Canada's Single Window Information Management System: Greenhouse Gas Reporting Program; National Pollutant Release Inventory; and Wastewater Effluent System Regulation ○ Provincial: Ministry of Environment Online Portal
Green Network	<ul style="list-style-type: none"> • Completed the draft Green Infrastructure Strategy • Supported the development of the Urban Forestry Management Plan • Supported the development of the Natural Area Standards • Worked with Meewasin to develop a proposed framework for future collaboration between the City and Meewasin on the Green Network • Completed a Natural Areas Inventory to inform the Green Infrastructure Strategy • Performed a desktop Natural Area Screening for the P4G regional partners to assist with Green Network Refinement Stage 1
Brownfield Renewal Strategy	<ul style="list-style-type: none"> • Completed work with Dillon Consulting on the Brownfield Inventory and targeted assessments at proposed bus rapid transit station locations. Work also included creation of a Scoring Tool to evaluate brownfield development potential and an <i>Incentive Program Recommendations Report</i> • Completed engagement on potential brownfield renewal incentives • Proposed a framework for future work on the Brownfields Renewal Strategy (approved by Council in June 2019)

Education and Environmental Performance Section

The purpose of the Education and Environmental Performance section is to improve the environmental performance of city (both the community and corporation) by: developing environmental strategies, programs, and policies; operating environmental and educational programs; reporting on environmental outcomes; and providing research, support, and training.

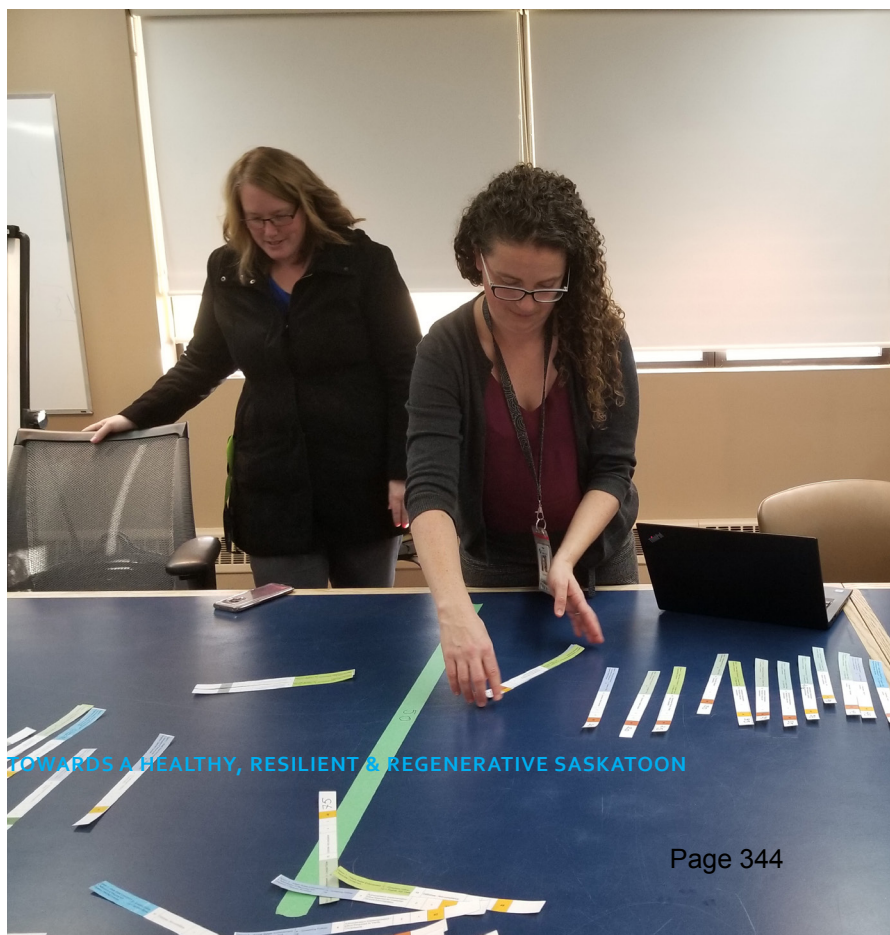
Total Operating in 2019: \$3,687,500

Cost Center	2019 Budget	Funding Source
01-777: Environmental Awareness	\$500,400	Mill Rate
01-778: Waste Recovery	\$220,000	Mill Rate
08-100: Curbside Recycling Operations*	\$1,898,100	Recycling Utility
08-200: Multi-Unit Recycling Operations*	\$1,069,000	Recycling Utility

* Sustainability managed the recycling programs for the first 5 months of 2019 and then programs and budgets were transitioned to Water and Waste Operations

Total Capital in 2019: \$3,008,000

Cost Center	Capital Funding to Date	Funding Source
P2184: Waste Characterization Study	\$1,060,000	Landfill Replacement Reserve and Waste Minimization Reserve
P2197: Water Conservation Initiative	\$1,830,000	Waterworks Capital Project Reserve
P2518: Public Space Recycling	\$118,000	Reserve for Capital Expenditures

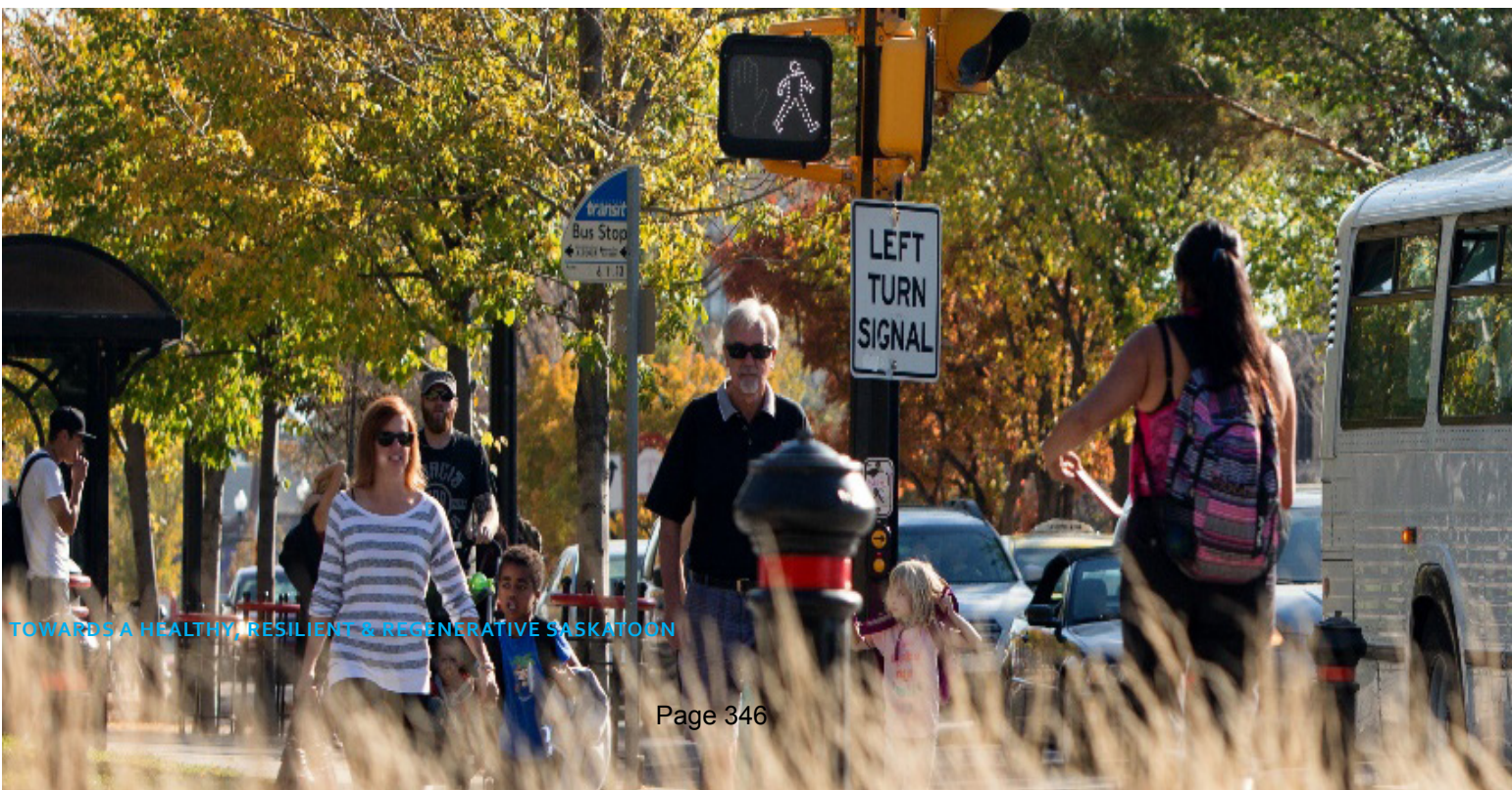


Research and community engagement are critical for crafting options and recommendations for complex issues associated with environmental sustainability. Once gathered, analysis and synthesis of what can be an overwhelming amount of information is required. Here, Katie Burns is preparing a session for the team who will review waste reduction options using a “Choosing by Advantages” decision-making model.

2019 Key Deliverables - Education and Environmental Performance

Area	Deleverable
	<ul style="list-style-type: none"> Completed the <i>Industrial, Commercial, and Institutional Waste Diversion Strategy</i> including engagement. Led Multi-unit Waste Diversion engagement and strategy development. Finalized the <i>Leading by Example Waste Diversion Strategy</i> and inventory. Participated on the Saskatchewan Waste Reduction Council Board. Conducted a Single Use Item Reduction Study with Johnson Shoyama School of Public Policy.
Waste Reduction	<ul style="list-style-type: none"> Completed the draft <i>Waste Reduction Plan</i> (March 2020 report) and <i>Waste Diversion Plan Update</i>. Completed City-wide Waste Characterization. Continued the Household Hazardous Waste program. Operationalized and transitioned residential recycling services. Conducted research for the Bottled Water at Civic Facilities report. Supported the Curbside Organics program preparation and reporting. Provided recycling in parks and public spaces.
Corporate Support	<ul style="list-style-type: none"> Supported the development of the <i>Triple Bottom Line Council Policy</i> and completed the <i>Triple Bottom Line Decision Making Tool</i>.
Community Education	<ul style="list-style-type: none"> Continued the Healthy Yards, Outdoor Water Conservation, and Compost Coach programs. Continued the Student Action for Sustainable Future program. Led recycling education programs, including: Rolling Education Unit, Cart Blitz, Newcomer program, Education Rooms, Waste Guide, Waste and Recycling calendar, app, and Waste Wizard, and Curbside Swap. Continued to lead the Environmental Community Grant program.
Water Conservation	<ul style="list-style-type: none"> Completed a draft <i>Water Conservation Strategy</i> and engagement plan.
Data Management and Reporting	<ul style="list-style-type: none"> Published the 2018 <i>Integrated Waste Management Report</i>. Participated in National Solid Waste Benchmarking Initiative Reporting. Conducted the biennial Waste and Recycling Awareness Surveys (residential and ICI). Made reporting enhancements to the City's Environmental Dashboard.

The Sustainability Division collaborates with other divisions in order to support Council's Strategic priorities and the Low Emission Community roadmap. Alternate transportation, such as cycling and transit figure prominently in the Plan.



SUS tain ability

Influences on 2020-2021 Division Planning

New leadership within the Sustainability Division and Utilities & Environment Department has provided an opportunity to revisit the approach to the Division's work and operations while working toward implementation of Council's 2018-2021 Strategic Goals.

This work has been influenced by the context of increasing awareness of the global climate crisis, a better understanding of the impacts of global heating on Saskatoon and emissions target status, development of a new Official Community Plan, formative reports and council direction, and strategic corporate processes. This chapter outlines some of the key drivers that are influencing the planning and proposed operationalization of work for 2020-2021.

Increasing Awareness and a Sense of Environmental Urgency

2019 has seen unprecedented community actions and media coverage of environmental issues around the climate crisis and habitat loss, emphasizing that issues around sustainability are rapidly growing and of increasing importance. Not only did the environment become a top election issue across Canada this year, but it's also an area of concern for residents locally. For some, action on climate change, pollution, and environmental protection comes with a sense of urgency, while for others it looms in the not so distant future. And while the rising costs of living and doing business are a shared concern, delaying action could lead to even greater costs than making dedicated financial investments today. Waiting also comes at greater risk, as both the science behind and impacts of climate change are increasingly signalling a need for dedicated, urgent action to prevent further harm to humans, wildlife, and ecosystems.

Our research has shown that, for the most part, the community is aware of this urgency and expects the municipality to prioritize actions. Planning and work for 2020-2021 will respond to the expectation that timely progress is needed



to efficiently and effectively execute direction from Council and achieve City targets. The text that follows includes some of the strategic foundations that are influencing how this work is further defined, organized, and resourced, as well as systems and structures that will be utilized to implement the work.

A Better Understanding of the Impacts of Global Heating on Saskatoon and Emissions Target Status

Consistent with the City's Strategic Goal of Environmental Leadership, the City signed an agreement with the Global Covenant of Mayors for Climate and Energy in November 2015. In signing the agreement, the City committed to:

*...implement policies and undertake measures to (i) reduce / avoid greenhouse gas (GHG) emissions, (ii) prepare for the impacts of climate change, (iii) increase access to sustainable energy, and (iv) track progress toward these objectives.*²¹

Specifically, within three years, the commitment pledges to develop, adopt, use and regularly report on the following:

- A community-scale GHG emission inventory, following the recommended guidance;
- An assessment of climate risks and vulnerabilities;
- Ambitious, measurable and time-bound target(s) to reduce/avoid GHG emissions;
- Ambitious climate change adaptation vision and goals, based on quantified scientific evidence when possible, to increase local resilience to climate change;
- An ambitious and just goal to improve access to secure, sustainable and affordable energy; and
- A formally adopted plan(s) addressing climate change mitigation / low emission development, climate resilience and adaptation, and access to sustainable energy.

In 2018, Price Waterhouse Cooper's (PwC) *City of Saskatoon CO₂ Reduction Initiatives Report* examined two risks relevant to the role of Environmental Leadership and Climate Change:

- *EL-2: The City's community education and awareness initiatives regarding carbon footprint may not be affecting climate change and people's behaviors.*
- *EL-3: The City may fail to identify and pursue corporate CO₂ reduction initiatives.*

The status of the PwC report is included in Attachment 7 and shows, that of the six PwC actions, two have been fully completed this year and the remaining four are in progress. The PwC Actions that involve the creation of a Marginal Abatement Cost (MAC) curve specific for Saskatoon and development of a realistic emissions strategy with reasonable targets have been completed with the creation of the *LEC Plan*. The four remaining actions are also consistent with LEC Actions.

²¹ Appendix C: Proposed New Global Committed Letter, GCOM-Commitment Template

Renewable energy is an important component of Saskatoon's Low Emissions future. Sustainability has been closely involved in a number of these initiatives, including combined heat and power at City facilities, solar opportunities and landfill gas.

Completion of the *Low Emissions Community (LEC) Plan* and the *Corporate Climate Adaptation Strategy* in 2019 provides a better understanding of global heating projections for Saskatoon, including impacts and costs under a business as planned scenario. The *LEC Plan* proposes a roadmap for reducing corporate and community GHG emissions by 80% by 2050. Completion of the *LEC Plan* and the *Corporate Climate Adaptation Strategy* has significant impact on the trajectory of work for the Sustainability Division and the corporation.

The *LEC Plan* roadmap of 40 actions impacts work across multiple sectors, such as buildings, energy, transportation, water, and waste. With Council's permission to continue LEC work and approved capital funding in 2020-2021, City Administration will be able to make progress on plan implementation, which will include involving the community in realising some of the short-term goals, as well as focusing on business case development for the next priority actions. The success of the plan lies in the ability of the City and the community to implement all of the actions and follow the timing laid out in the roadmap. With dedicated action, corporate targets of 40% emissions reductions by 2023 can be met. However, community reductions are expected to fall short of the 15% target by 2023, instead meeting this target by 2027. It is not yet possible to determine whether an 80% reduction in community and corporate emissions by 2050 will be met.

The *Corporate Climate Adaptation Strategy* was received for information by City Council in December 2019. It outlines corporate actions and initiatives for resiliency in four areas, including corporate decision-making, staff, services and assets. Implementation of the prioritized actions in the corporate plan is not part of the Sustainability funded work occurring in 2020-2021. A community adaptation plan is included as a part of the global commitment, but it is not planned and resourced for 2020-2021.



Official Community Plan

In 2020, the Community Services Department will launch a refreshed City of Saskatoon Official Community Plan (OCP), which will include a new section on 'The Environment'. Generally speaking, OCPs describe the long-term vision of communities:

"They are a statement of objectives and policies that guide decisions on municipal and regional district planning and land use management. These decisions impact communities' sustainability and resilience."²²

The content of the OCP impacts the Sustainability Division and the corporation as a whole. After the adoption of the new OCP, all bylaws or works undertaken by the City must be consistent with the Plan. The new OCP differs significantly from the previous version, in that it lays out areas of responsibility for the corporation and makes specific reference to the environment. It conceptualizes a corporate environmental strategy and mandates that Sustainability will both lead and share responsibility with other teams across the City, including Saskatoon Water, Saskatoon Light & Power, Water & Waste Operations, Community Planning, Facilities, and Urban Forestry.

Saskatoon's draft OCP section on 'The Environment' includes six sections with the following subtopics:

1. Environmental Protection: Environmental Stewardship, Water, Air, and Land.
2. Natural Systems: Integration with the Urban Environment, Asset Management, Integrated Storm Water Management, Wetlands and Conservation Management, Conservation of Natural Areas, Riverbank Stewardship, and Urban Forestry.
3. Energy: Energy Conservation and Efficiency, Renewable Energy, and Sustainable Buildings.
4. Waste Management: Reduction, Recovery, and Residual Waste.
5. Climate: Mitigation and Adaptation.
6. Community Leadership: Shared Stewardship and Community Programs.

The areas of environmental responsibility broadly outlined in the draft OCP have helped inform the roles, responsibilities, and re-organization of the Sustainability Division for 2020-2021. For example, the Division is: formalizing and enhancing its structure for the Environmental Protection staff to support the OCP's Environmental Protection and Natural Systems oversight; maintaining a strong Energy and Sustainability Engineering Section; renewing and aligning resources for community education and support; and continuing the significant efforts that were demonstrated in 2019 on climate action and waste reduction planning.



The new Official Community Plan includes sections on both environmental protection and natural systems, which will help to guide sustainable decision-making on planning and land-use management in Saskatoon.

²² Retrieved 2019-11-20: <https://www2.gov.bc.ca/gov/content/governments/local-governments/planning-land-use/local-government-planning/official-community-plans>



Direction through Recent and Anticipated Reports

The definition of corporate sustainability continues to evolve as work is planned, refined, and delivered in areas such as climate action, environmental management, and green infrastructure. To this end, the role of the Sustainability Division as a corporate support and facilitator will develop and respond over time to new reports, policies, and goals.

Some significant Council decisions were made in 2019 that set a course for the work of the Sustainability Division—and other divisions—for 2020 onwards. *The Triple Bottom Line (TBL) Report* presented to City Council in Q3 of 2019 put forward a Council Policy and City decision making process based on four principles: environmental health and integrity, social equity and cultural wellbeing, economic prosperity and fiscal responsibility, and good governance. With the policy and decision making tool coming into effect in 2020, this will start to guide corporate decisions by directing that a “sustainability lens” be applied to City initiatives.

Other significant reports that will impact the scope and work plan of the Division and point to significant new program opportunities, include the *Waste Reduction Plan*, *Green Infrastructure Strategy*, *ICI Waste Diversion*, and *Water Conservation Strategy*.

Each of these reports (and corresponding strategies, policies, and actions) closely examine our city's context around specific environmental issues. They were developed based on research and best practice, and identify short-, medium-, and long-term actions necessary to prepare for change. Not only will these reports help coordinate efforts across the corporation, but resourcing needs and deliverables are likely to be better managed and understood due to the clarity and direction these reports provide.

Strategic Corporate Business Practices

Corporate development of the Strategy and Transformation Office (STO) has enabled access to additional tools and opportunities for improvement and efficiency of the Sustainability Division. Effective use of these tools can improve the delivery of the Sustainability program by helping us to work *smarter*. For example, Process Improvement Coordinators have demonstrated benefits through process mapping, business case development, design thinking, and other measures which have been or could be utilized by this team. Project management (PM) tools and the PM Community of Practice have also provided immeasurable benefit to the Division, and further planning is underway to develop a team of professional project managers who can work effectively across the Division, mentor staff on PM best practice, and provide an enhanced level of project controls and oversight.

Development of Portfolio Management best practices by the STO also highlights opportunities for Sustainability to adopt its principles for successful implementation of initiatives. In gathering and analyzing data on sustainability initiatives for this report, the findings show that the Division / Branch has taken on dozens of initiatives since the Environmental Protection Branch was created in 2004. Some of these initiatives have successfully evolved into programs and others into completed projects. In some instances, programs have graduated and moved to other Divisions for ongoing operations, such as the curbside recycling program which was transitioned to Water and Waste Operations in 2019. On the other hand, one can also see that other projects were not completed or operationalized at scale. There are a host of initiatives that were proposed (sometimes multiple times) but not operationalized. In some cases, initiatives were initiated, studied, or piloted, but did not proceed past that point. At the time of preparing this report, it is not fully understood why these initiatives did not proceed to implementation at scale, only that multiple examples exist.

Incorporating principles of Portfolio Management into the work of the Sustainability Division can help to better determine the viability and business case of initiatives before they move forward for consideration by Council. Because of the perception of climate urgency, coupled with financial limitations and scrutiny, projects should be vetted with criteria for their ability to be scalable and likelihood to be delivered within a determined timeframe. There is an opportunity to more efficiently manage workloads and resources by considering project and program implementation at scale from the outset.



A variety of climate concerns have been communicated, indicating a need to work closely with many groups, and across ages and gender to tailor programs and education to specific communities rather than a one-size-fits-all approach.



The STO is also providing support for the development of continuous Quality Management Systems (cQMS), which could be invaluable for Sustainability. Fortunately, much of our administrative work practices are already in alignment with corporate practices. Some of the new, emerging, or evolving initiatives, which are unique offerings by Sustainability to the Corporation, require formalization or improvement. For example, operationalization of the *Triple Bottom Line Policy* requires process development in order to support corporate delivery of the new policy. Some of this work involves processes for intake, support, and governance. Furthermore, when the *Wetlands Policy* was implemented in 2013, processes and resources were not formalized. The Environmental Protection section has been supporting the implementation of this policy in an ad hoc manner, but further work is required to formalize resources, work requests, tracking, and accountability. The management of greenhouse gas tracking and reporting has also become a relatively new corporate responsibility, which is being led by Sustainability. With resources secured in 2019 and the *LEC Plan* moving forward, work to systematize the GHG accounting and reporting structures, as well as support the measurement of GHG impacts by other Divisions, will be operationalized through 2020-2021. The *High Performance Civic Building Policy* will also need to be operationalized and supported after it is completed.

Building Partnerships and Co-Designing Change

The work led and facilitated by the Sustainability Division depends on a model of collaboration with both the community and other civic divisions.

Community engagement standards for the City were enhanced in 2019 through a new Engagement Policy. The Division has traditionally collaborated with numerous partners and stakeholders (some of which are listed in Attachment 6). Due to the diverse nature of sustainability work, partnerships can take many forms and vary in governance structures, including public sector agencies, community-based organizations, and businesses. Working side-by-side, we seek to leverage the unique advantages of each partner in ways that produce mutual value. A goal of this collaborative model is to make our work more accessible when compared to traditional government services. We look for community partnerships which may offer something unique to our division or the delivery of an initiative or service, with an opportunity to foster innovation, experimentation, or scale that may not be possible within the scope of our own municipal work.

Corporate collaboration and internal partnerships will become increasingly important in 2020, especially as Sustainability further develops its City support role for Triple Bottom Line assessments, business case development, funding research, Project Management support, GHG emission impacts, and new and existing Environmental Protection services. The Division will also support and monitor initiatives relating to the *LEC Plan* and work directly with other divisions such as Saskatoon Transit, Saskatoon Water, Fleet, Facilities, Planning, SL&P, and Finance. In addition to strategic supports, Sustainability will also continue to lead and support initiatives within other divisions.

Collaboration ensures that the broadest scope of co-benefits can be explored for each initiative. Increasingly, best practices in sustainability are defined not just by their GHG or environmental impact, but by their approach to equity. The demographic results of recent Surveys conducted by Sustainability point to a variety of climate-change concerns across age, gender, and income – indicat-

ing a likely need to use different tactics and educational approaches to create programs that are tailored to specific audiences in our community. Best practice program design seeks to enhance program access first for those most in need and to not leave anyone behind. For these reasons, applying a deeper focus on Triple Bottom Line, Reconciliation, and social equity has been identified as a priority for the Sustainability Division going forward.

A Culture of Leading by Example

Over the years, our team has developed and encouraged a culture of sustainability and well-being in the workplace and beyond. Many staff are involved in volunteer and community initiatives outside of work that support environmental, social, and/or economic benefits. As a goal for collaboration and to model a way forward, Sustainability will continue to lead by example.

Where possible, Sustainability staff have taken part in environmental behaviours to better understand how they work prior to promoting the initiative to the City or the community on a broader scale. For example, in trying to “walk the walk,” a large number of Sustainability staff walk, bike, or bus for their daily commute to work. Where it makes sense, the Division has operationalized and encouraged options for work travel using active or public transportation options, including office bus passes for worktime use. This has resulted in lower operating costs for the Division and reduced corporate parking resources used by the team, including the Director.

Waste has been at the forefront of the work of the Division from the outset. Our team ensures that we recycle properly and showcase responsible waste diversion practices. Some members of the team started an office composting pilot at Civic Square East, which has now taken root as an established 4th Floor Lunch Room practice. The approach has also been taken up by other work groups at the City. These lessons learned will be applied to the roll-out of organics collection across the City, once it is ready to be operationalized.

The strategic direction for the Division will include opportunities to continue to use ourselves as a testing ground in order to pilot and vet operational initiatives and changes and determine their viability to the corporation and the community.

Waste reduction and education are a key focus for the Sustainability Division. With the implementation of any program, engagement with a broad group of stakeholders allows us to gain meaningful feedback in order to develop better, more effective programs.



SUS tain ability

2020-2021

Goals

The influencing factors outlined in the previous section were considered as the Sustainability Division identified and prioritized its 2020 work plan. In order to provide a cohesive and comprehensive approach to both corporate and community sustainability, the Division's 2020 goals reflect that leadership, resourcing, planning, and action at scale are key to success.

1.0 Take the Long View

- 1.1 Draft detailed actions for 10-year planning to coordinate the recommendations from climate mitigation and adaptation, green infrastructure and environmental protection planning.
- 1.2 Create and plan for a living and coordinated vision for sustainability to 2050. Plan the long-term delivery of the *Low Emissions Community Plan*, *Corporate Climate Adaptation Strategy*, and *Green Infrastructure Strategy*.
- 1.3 Source sustained funding for environmental initiatives to ensure consistency and to better facilitate moving initiatives from research to pilot to implementation at scale.

2.0 Community First

- 2.1 Engage, co-design and problem solve: Further develop partnerships with community in order to collaboratively approach problem-solving and face the climate crisis collectively.
- 2.2 Incorporate Truth and Reconciliation Commission (TRC) and equity into all projects from the outset. Revisit existing programs to find possible improvements.
- 2.3 Involve and engage youth meaningfully.
- 2.4 Inform and support: Create a suite of communications information for the community to enable and encourage sustainable actions and easily access and share knowledge.

3.0 Lead the Corporation in a Time of Change

- 3.1 Plan strong programs in collaboration with other Divisions that can graduate to operationalization or implementation at scale.
- 3.2 Lead by Example: Provide information, training and support for sustainable practices for the corporation.
- 3.3 Develop capacity and skills in change management: The Sustainability team is a change leader. Team development on organizational change management and co-creation is required.
- 3.4 Strengthen and formalize Project Management (PM) skills: Ensure that PMs are trained and knowledgeable in PM tools and processes. Develop and use PM tools in a consistent manner as the Corporation.

4.0 Work Smarter and Tune our Processes

- 4.1 Nurture and build team strength: Celebrate significant milestones. Collaborate. Listen. Encourage. Learn from each other.
- 4.2 Use portfolio management to consider the work of the Division as a cohesive whole and more efficiently manage resources.
- 4.3 Strengthen the environmental regulatory role and formalize regulatory processes as a priority.
- 4.4 Formalize/Improve administrative processes around work requests, billing, data tracking, energy management, etc.
- 4.5 Rebalance staffing across the Division to better manage resources and work portfolio.



SUS tain ability

2020-2021

Planned Activities by Section

The strategic actions listed in the previous section identify Division-wide goals and tasks for 2020 and beyond. These goals will also shape how tasks are carried out by each section.

In order to better address the tasks and workload of each section and team member, some adjustments to the Division Organizational Structure are planned. Refer to Attachment 8 for the 2020 Organizational Chart and work summary.

Climate, Strategy and Data: 2020-21 Planned Activities

This section will become the leader in strategic environmental planning, which will broadly impact both the corporation and community. The team will also manage climate change related data, systems, and protocols. Deliverables are outlined below, including LEC implementation oversight, process development for GHG emissions reporting, and the Water Conservation Strategy.

Climate, Strategy and Data: Planned Activities

Administration	<ul style="list-style-type: none"> Redefine section name from Climate Change to Climate, Strategy and Data.
LEC Plan	<ul style="list-style-type: none"> Provide an update report for Council on the LEC Plan. Provide oversight of implementation for LEC Actions and sub initiatives. Continue engagement related to LEC Plan implementation. Provide Business Case support for other Divisions.
GHG Emissions Management, Data Management and reporting	<ul style="list-style-type: none"> Prepare and review the 2018 and 2019 Greenhouse Gas Inventory and reports. Establish intake process (requests from other divisions) for GHG quantification and other corporate services. Establish process for GHG inventory preparation and verification. Continue updates and improvements to the Environmental Dashboard.
Projects	<ul style="list-style-type: none"> Continue Water Conservation planning through engagement and a report to City Council. Corporate Adaptation Implementation Report for 2022. Align the Low Energy Access Partnership with other strategies. Provide support for PACE financing program development. Refresh the Environmental Management System Plan. Co-Author the Sustainability Reserve report with Finance. Develop and begin implementation of the Triple Bottom Line program. Lead the development of a Community Electric Vehicle Pilot Project and engagement. Support a Fleet electric vehicle Pilot.

Energy and Sustainability Engineering: 2020-21 Planned Activities

This section will remain focused on the multi-year delivery of the Energy Performance Contract for civic facility retrofits. Energy management will be maintained and evolve with a goal to further improve data analysis capacity. The team will continue to build capacity to provide engineering support for GHG emissions reporting, waste reduction, and water audit and conservation initiatives.

Energy and Sustainability Engineering: 2020-21 Planned Activities

Environmental Performance Contracting	<ul style="list-style-type: none"> • Manage EPC contracts to complete engineering design and “go early” work. • Support contract administration for primary EPC work, including site review and technical input.
Energy Management & Natural Gas Procurement	<ul style="list-style-type: none"> • Find utility cost savings in collaboration with Facilities Management and other Divisions. Pilot the RETScreen software for utility bill portfolio management. • Extend energy monitoring contract and finalize a long-term sub-metering strategy through the EPC project. • Continue to improve cross charge equity through continual refinement of distribution of cross charges. • Manage natural gas contract, document the governance and decision-making process for natural gas procurement, and hire a natural gas consultant.
High Performance Buildings	<ul style="list-style-type: none"> • Complete High-Performance Civic Building Policy Part 1: Policy & Handbook. • Hand off maintenance and operation of CHP units to Facilities Management. • Assist the Fire Hall 5 project with implementation of the High-Performance Civic Building Policy. • Provide support to Saskatoon Land for their contemplated net-zero housing project.
Renewable Energy & Electric Vehicles	<ul style="list-style-type: none"> • Complete the Solar Strategy report. • Provide support and subject matter expertise for electric vehicle, right sizing, and efficiency work for the City’s fleet.
Water Efficiency	<ul style="list-style-type: none"> • Contribute to the Water Conservation Steering Committee. • Assist Saskatoon Water with developing an Energy Management team/strategy. • Start phase 2 of the Civic Water Revenue Loss Audit and Mitigation project. • Complete the Blue Communities report. • Participate on and/or contribute to the Spray Pad/Paddling Pool Advisory Committee.

Environmental Protection: 2020-21 Planned Activities

This section will continue to provide corporate support for development subject to the Wetland Policy and initiatives dealing with impacted soils, while working to create and improve processes for these services. Delivery of the *Green Infrastructure Strategy* will occur in early 2020.

Environmental Protection 2020-21 Planned Activities

Corporate Support Services	<ul style="list-style-type: none"> • Develop process improvements for Environmental Protection services. • Provide advice on compliance with provincial contaminated soil regulations. • Update the impacted sites inventory with information collected via the Brownfield Renewal Strategy. • Provide advice on compliance with the City's Wetland Policy. • Digitize the corporate wetland inventory. • Act as the City's account administrator for federal and provincial web-based reporting. • Investigate corporate risk regarding groundwater protection and spills management and undertake appropriate policy development. • Complete work on the Green Network Refinement Stage 1- Natural Area Screening for the Saskatoon North Partnership for Growth. • Complete work on the Brighton Raw Water Irrigation pilot. • Support the Storm Water Utility in collaboration with the University of Saskatchewan on storm water quality projects.
Corporate Training	<ul style="list-style-type: none"> • Provide regulatory education and training for civic staff on: Contractor Environmental Guidelines; Environmental Management Plans; Soil Management; Spills and Discoveries Management. • Complete year 2 of the Contractor Environmental Guidelines pilot project.
Green Infrastructure & Network	<ul style="list-style-type: none"> • Finalize the <i>Green Infrastructure Strategy</i>. • Support implementation and refinement of the Natural Area Standards and Wetlands Policy. • Complete work on the Natural Capital Asset Valuation project, including completing FCM grant deliverables.
Brownfield Renewal Strategy	<ul style="list-style-type: none"> • Support Planning & Development to implement the Brownfields Renewal Strategy framework in conjunction with the Corridor Planning Program. • Develop education and awareness materials for brownfield soils remediation.
Environmental Records Searches	<ul style="list-style-type: none"> • Transfer the Environmental Records Search service to the Access & Privacy Management Program with the City Clerk's Office starting Jan. 1, 2020.

Community Leadership & Program Development: 2020-21 Planned Actions

Starting in 2020, the Education and Environmental Performance Section will be renamed the Community Leadership and Program Development section. This will allow the section to focus on the delivery of environmental programs across the Division, as well as develop expertise in program design and delivery for the corporation and the community. A significant program that will be developed by this section is Industrial, Commercial, and Institutional Mandatory Organics and Recycling. Support to operationalize the *Triple Bottom Line Policy* across the corporation will also be led by this team.

Community Leadership & Program Development 2020-21 Planned Activities

Administration	<ul style="list-style-type: none"> • Change Section name to Community Leadership and Program Development from Education and Environmental Performance.
Waste Reduction	<ul style="list-style-type: none"> • Complete an Implementation Plan for mandatory recycling and organics for the Industrial, Commercial and Institutional sector. • Create an Implementation Plan for multi-unit residential organics. • Deliver a final version of the City's Waste Reduction Plan. • Continue delivery of the Household Hazardous Waste program. • Create a Public Space Recycling implementation plan. • Support completion of Organics Feasibility Study reporting to FCM. • Provide technical support for the Waste Reduction and Diversion Plan. • Assist with specifications and procurement for Recovery Park, waste diversion programming planning, operations planning, and waste diversion business cases.
Community Education	<ul style="list-style-type: none"> • Continue existing education programs, including Student Action for a Sustainable Future, Healthy Yards, Recycling Education programs, and Curbside Swap. • Develop a new multi-unit recycling education program. • Expand the Environmental Community Grant program using the new/amended Community Grants policy. • Deliver the Sanitary Sewer Education Program and the Yellow Fish Road – Storm Water Education Program.
Green Infrastructure	<ul style="list-style-type: none"> • Lead Green Infrastructure Strategy implementation, as well as biodiversity and urban agriculture initiatives.

sus tain ability

Conclusion

The Sustainability Division has evolved out of decades of environmental leadership by the City and our community. Work by the Division on climate change, waste reduction, green infrastructure, building performance, and water conservation, amongst others, is strongly aligned with the City of Saskatoon's strategic goals and vision.

Over this period of time, municipalities and communities around the globe have declared an environmental state of emergency, as ecosystems, the climate, and the well-being of humans and other species face serious and potentially irreversible threats. As the City strives to define and build a Saskatoon which is healthy, equitable, resilient, and regenerative, a leadership role is required to address what science has defined as quickly-accelerating environmental issues.

While taking action to resolve the impacts of climate change can seem overwhelming, many solutions already exist that can be implemented quickly. Other solutions will require research, innovation, investment, and experimentation as new approaches to tackle new challenges are designed and tested by local and global communities. Whether solutions are well-understood or require further development, they can provide uplifting, inspiring, and tangible outcomes that solve multiple issues at once and benefit people and planet.

As the field of environmental sustainability continues to adapt to a changing world, the work of the Sustainability Division will continue to evolve as well. While the work before us will require dedication and perseverance, it is also exciting to be on the cusp of change. The next steps will require a Sustainability team which is on one hand dynamic, agile, and creative, while on the other hand has the expertise and vision to guide administration and the community to find balanced, accountable, and achievable solutions.





TOWARDS A HEALTHY, RESILIENT & REGENERATIVE SASKATOON

Attachment 1: Municipal Scan

A municipal scan was conducted that reviewed the following 18 Canadian Cities: Saskatoon, Regina, Edmonton, Calgary, Winnipeg, Halifax, London, Mississauga, Ottawa, Toronto, New Westminster, Victoria, Saanich, Abbotsford, Richmond, Surrey, Vancouver, and Montreal. The high-level results show significant variances across municipalities.

The number of dedicated sustainability staff in each City ranges from 1.75 - 79. The types of positions that exist include: environmental management professionals; climate mitigation and adaptation project managers; environmental coordinators; utility/energy management specialists; policy experts; resilience, infrastructure, and transportation strategists; IT specialists; environmental professionals focused on environmental risk, energy efficiency, water, and clean energy; project engineers; building professionals; planners; emissions specialists; and waste analysts.

Annual budgets also vary depending on the scale and scope of work, with the highest annual budget being \$11M. While some municipalities have no (or very little) dedicated funding for sustainability, all of the municipalities that were reviewed have some staff resources assigned to help move this work forward. Funding and funding models vary significantly across the cities, with larger cities typically accessing greater resources.

In terms of organizational structure, a lot of diversity exists. For example, while a few cities have an Office of Sustainability, others house their sustainability staff in divisions such as: Economic & Environmental Services; Energy & Environment; Parks, Forestry & Environment; Infrastructure Planning; Climate Change & Resiliency; Technology & Digital Innovation; Climate Action; Environmental Services; Sustainability & District Energy. These divisions are managed under various departments, such as: Urban Form and Corporate Strategies Development; the Chief Administrative Officer (CAO) Office; Community Services; Planning and Development; Planning, Infrastructure and Economic Development; Citizen Experience, Innovation & Performance; Development Services; Engineering; Planning; Parks, Recreation and Culture.

Of note:

- Some cities have cross-departmental sustainability working groups, climate change teams, or energy management committees to support activities throughout the corporation.
- One municipality rotates its sustainability staff between departments every two years.

Waste reduction and diversion efforts are often located within separate Waste Management divisions.

Attachment 2: Survey Results






Environmental Awareness Survey

In 2017, the City of Saskatoon (City) hired Environics Research to conduct a survey to better understand environmental attitudes and behaviours, perceived barriers to taking environmental actions, and perceptions of the City's environmental performance of both Saskatoon residents²³ and the Industrial, Commercial and Institutional (ICI) sector²⁴. The full results can be viewed on the City's Environmental Dashboard webpage: saskatoon.ca/enviroadashboard.

General findings include:

- 19% of residents totally agree and 69% somewhat agree that, compared to others, they are doing their part to protect the environment.
- 84% of residents totally agree or somewhat agree that more restrictions on industry are needed to stop pollution.
- 69% of residents totally agree or somewhat agree that the way we consume and live is leading to the complete destruction of the planet.
- 66% of residents totally disagree or somewhat disagree that growing the economy should take priority over protecting the environment.
- 69% of residents totally disagree or somewhat disagree that the environment can recover on its own from problems caused by humans.

There are a number of barriers that prevent residents from engaging in activities:

				
Eating local/organic food	Turning off lights/electronics	Reducing water use on lawn/garden	Taking shorter showers	Avoiding idling vehicle
Cost: 68% Inconvenience and/or availability of organic food: 29% Don't believe in benefits of organic food: 7% Will buy what I need anyway: 5% Unsure: 3%	I/others forget to do it: 27% Time to boot up electronics: 11% Not convenient: 8% Want lights on for safety: 6% Smart devices remain on: 6% Unsure: 19%	Lack of rain: 22% Want a green lawn: 19% Only water as necessary: 9% Have big yard: 8% Plants need water: 8% Heat: 6% Unsure: 14%	Prefer long showers: 25% Need to clean/wash hair properly: 22% Take short showers now: 7% Long showers relieve pain: 4% Unsure: 5%	Weather: 32% Rarely idle: 11% Inconvenient: 11% Always on the go: 9% Traffic flow: 8% I forget: 4% Unsure: 6%

²³ A total of 817 residents completed the survey between June 28th and July 22nd, 2017. Quotas by area of Saskatoon (Suburban Development Area, or SDA), gender and age were applied to the sample, with minor statistical weighting by these variables to ensure the sample reflected the known characteristics of the City's population (based on StatsCan data). Because this was an online survey with a non-probability sample, no margin-of-error can be ascribed to these survey results. For the purposes of comparison, a margin-of-error with a probability sample of n=817 is +/- 3.4%, 19 times out of 20.

²⁴ Environics conducted a telephone survey with representatives of ICI organizations operating in Saskatoon. This included businesses, not-for-profit organizations, and health and educational sector representatives. A total of 151 respondents were interviewed by telephone between June 29th and July 19th, 2017 (108 businesses, 31 non-profits, and 12 institutions). The margin of error for a sample size of n=151 is +/- 7.98%, 19 times out of 20.

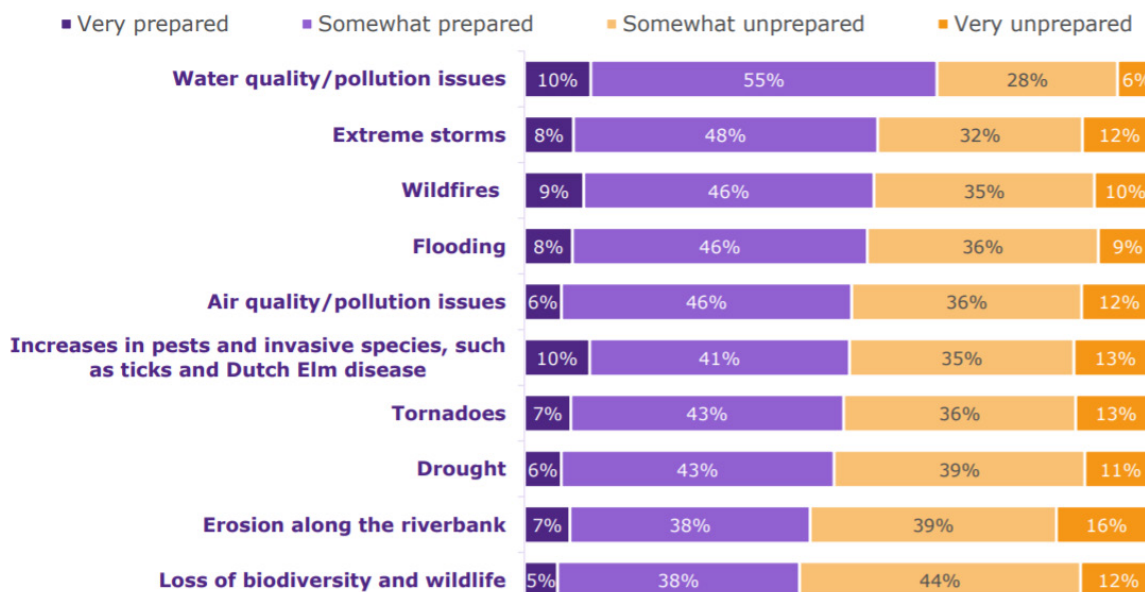


	Installing solar panels	Installing high-quality windows/insulation	Installing water-efficient appliances
Cost	61%	60%	43%
Don't own home	17%	22%	20%
Current item(s) are new/work fine	-	-	13%
Lack of knowledge/hadn't considered it	10%	--	4%
Bylaw restrictions	8%	5%	-
Logistical issue (e.g. lack of space)	6%	3%	-
Takes too much time	-	4%	3%
(Unsure)	3%	10%	15%

The results specific to climate change concluded that:

- 89% of Saskatoon residents agree that climate change is happening (57% believe it is caused by human activity²⁵, and 32% believe that science is not conclusive that climate change is caused by humans²⁶). Only 10% believe the science is not conclusive that climate change is happening. These perceptions about climate change are similar to those of other Canadians.
- 39% of residents consider themselves very well or extremely well informed about climate change²⁷, which is higher than the Canadian average of 27%. Only 10% consider themselves to be not very well informed.
- 32% of residents believe climate change is negatively affecting Saskatoon today²⁸. 57% believe that it will do so in the future, with only 11% believing that climate change will have no impact now or in the future.

When asked how prepared residents feel Saskatoon is to deal with the impacts of climate change, views were divided:



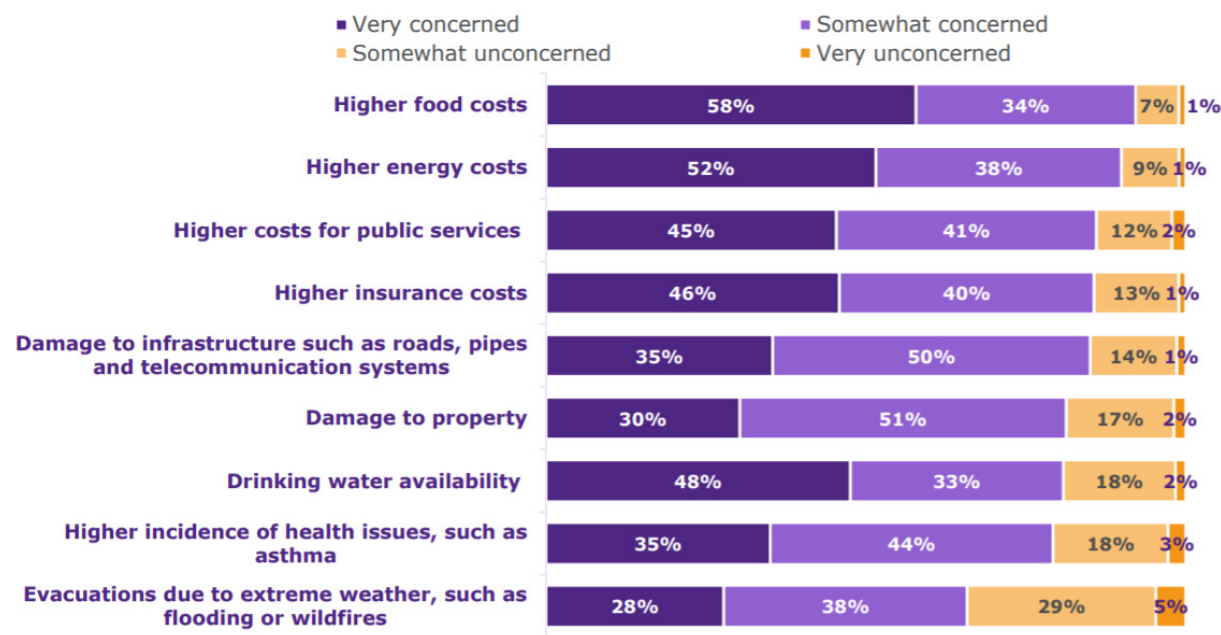
²⁵ Higher among: those living in Saskatoon's Core SDA, women, recent immigrants, and those with higher education and household income.

²⁶ Higher among: older adults (55+) and non-immigrants.

²⁷ Higher among: men, younger adults, those who immigrated to Canada, and those with higher levels of formal education.

²⁸ Higher among: women, younger adults, those living in Saskatoon's Core SDA, those with higher levels of education, and those who engage in environmental behaviours on a frequent basis.

Survey results also show that residents are concerned about a variety of impacts related to climate change²⁹:

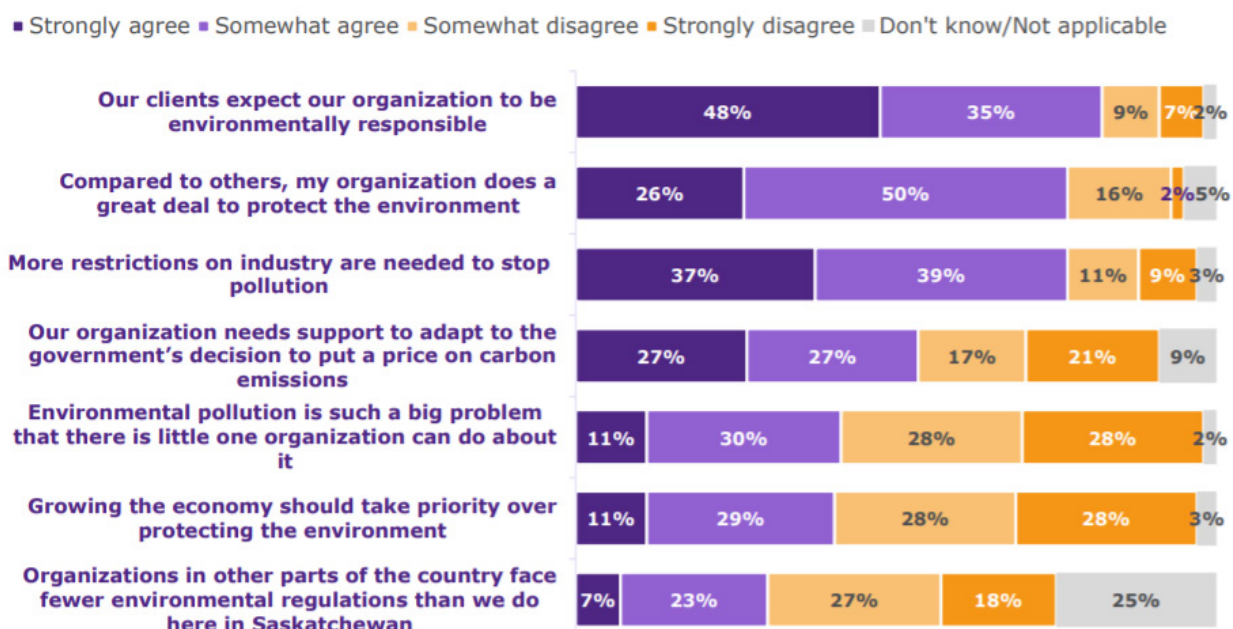


Key findings of the Industrial, Commercial and Institutional (ICI) survey include:

- Three in ten organizations currently have an environmental sustainability plan in place, with large organizations more likely to have done this planning.
- Six in ten business/organization representatives say protecting the environment is a major issue, with this sentiment more likely to be shared by larger organizations.
- 42% of businesses were very interested and 42% were somewhat interested in receiving environmental support from the City.
- 28% of businesses believe that climate change will have a major impact and 44% a minor impact on their organization within the next 10 years. Primary concerns about climate change include higher costs for energy, insurance, and public services, as well as damage to infrastructure.

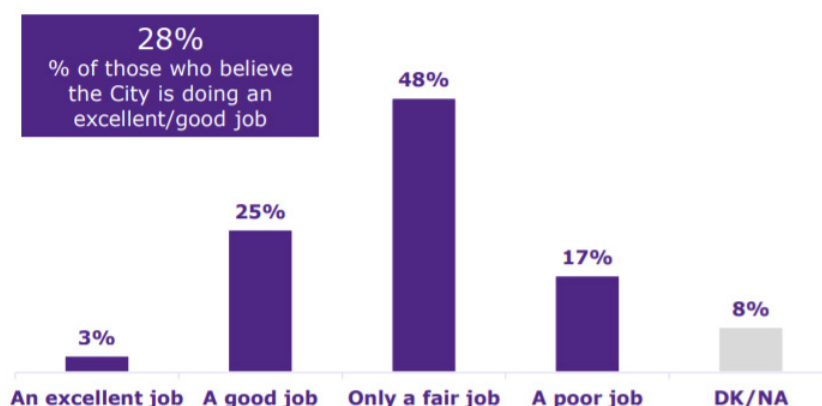
²⁹ Recent immigrants to Canada and indigenous citizens tend to be more concerned than other residents about most of these impacts. Women tend to be more concerned than men about many of these items. Lower-income earners tend to be most concerned about having to evacuate. Older residents tend to be more worried about property-related impacts, such as higher insurance costs, high costs for public services, damage to infrastructure, and damage to property.

Businesses held a diversity of attitudes about environmental issues:



When asked to rate the City of Saskatoon's efforts to help organizations reduce their environmental impact, the results show there is room for improvement:

Three in ten consider the City of Saskatoon to be doing an excellent or good job in helping organizations reduce their environmental impact.



Climate Change Mitigation Survey

During the City's 2018 Climate Change Mitigation engagement and communications campaign, a Residential Survey was posted on the City's engagement page³⁰. A summary of findings are as follows:

- While the majority supported taking action on climate change due to the direct and indirect benefits that would occur, other residents had concerns about the high cost of action, that the benefits would not outweigh the costs, and that there are other priorities where funds should be directed.
- 58% of respondents selected Strongly Agree to the statement "I want our community to do everything it can to reduce greenhouse gas emissions and take action on climate change."

³⁰ 1,197 residents participated in the survey that was posted online from January 16 – February 15, 2018. The survey was promoted through a variety of communications channels.

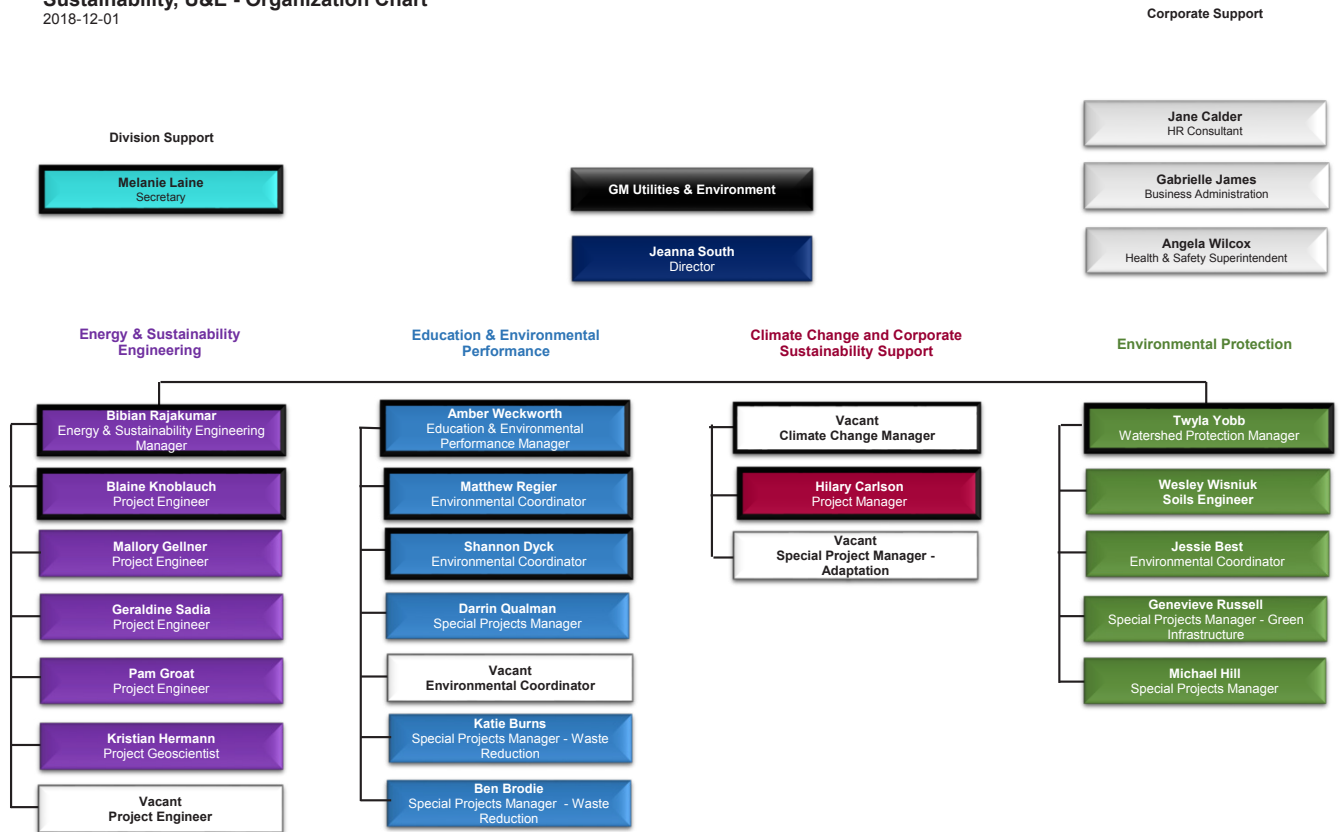
- 55% of respondents selected Strongly Agree to the statement “protecting the environment can be done in a manner that can also benefit our economy.”
- When asked, “If you could wave a magic wand and make all of the barriers disappear, what actions would you do first?”, the following came up as the top priorities: support renewable energy, buy or use an electric vehicle, add more insulation or better windows to my home, and renovate or build using green building practices and materials.

Residents were asked to indicate which statements they were in agreement with when responding to the following question: *How should our City invest in initiatives that slow down or prevent the negative impacts of climate change?*

- 50% agreed with the statement: “I support spending on initiatives that reduce greenhouse gas emissions, whether or not future financial savings can be expected.”
- 42% agreed with the statement: “I support spending on initiatives that reduce greenhouse gas emissions, but only if investments lead to community benefits, such as improved health, safety, and quality of life outcomes.”
- 36% agreed with the statement: “I support spending on initiatives that reduce greenhouse gas emissions, as long as investments demonstrate financial savings over the long-term.”
- 31% agreed with the statement: “I support spending on initiatives that reduce greenhouse gas emissions, but only if investments generate economic activity and employment opportunities in our community.”
- 12% agreed with the statement: “I support spending on initiatives that reduce greenhouse gas emissions, but only if investments demonstrate financial savings over the short-term.”
- 11% agreed with the statement: “I do not support spending on initiatives that reduce greenhouse gas emissions.”

Attachment 3: Current Organizational Structure

Sustainability, U&E - Organization Chart 2018-12-01



Attachment 4: Grants and Loans

Federation of Canadian Municipalities (FCM) – Green Municipal Fund

Canadian municipalities are eligible to apply for FCM's Green Municipal Fund to study bold environmental projects, innovative environmental pilot projects, and impactful capital projects that reduce GHG emissions and protect the air, water, or land. While this is only one source of external funding, it has provided significant support over the years for environmental initiatives led by the City of Saskatoon (City).

Year	Project	Amount (\$)	Description
2002	Water Treatment Sludge Reclamation	<ul style="list-style-type: none"> Grant: \$200,000 Loan: \$2,303,000 Total Project Value: \$9,211,000 	The project was focused on designing and constructing a sludge reclamation facility to collect water treatment wastes for utilization at the city's landfill, in order to entirely eliminate sludge discharges.
2002	Solid Waste Recycling Depots	<ul style="list-style-type: none"> Loan: \$360,000 Total Project Value: \$1,440,000 	The project replaced 100+ old recycling depots with 10-15 "one-stop" modern recycling centres.
2003	Regional Waste Management Facility	<ul style="list-style-type: none"> Loan: \$300,000 & \$337,500 Total Project Value: \$1,200,000 & \$1,350,000 	This project was an integral part of a larger systems approach that included solid waste diversion and water quality improvement projects to manage affluent and effluent to and from the water treatment plant. Landfill capping and capture/utilization of Landfill Gas also formed part of the City's Solid Waste Management Master Plan.
2003	Solid Waste Cogeneration Facilities	<ul style="list-style-type: none"> Grant: \$63,187 Total Project Value: \$126,374 	This feasibility study assessed the technical options and developed a business plan for a bio-digester within the City of Saskatoon, to treat between 49 and 66 per cent of the City's organic waste from five to ten different waste streams.
2004	Construction and Demolition (C&D) Waste Management Centre Feasibility Study	<ul style="list-style-type: none"> Grant: \$15,693 Total Project Value: \$31,386 	This project focused on the potential of developing a construction and demolition materials handling facility at an alternate site to the Saskatoon Waste Management Centre. The intent was to extend the lifespan of the Landfill by over seven additional years by diverting approx. one third of the waste stream.
2005	Planning Study: Greenhouse Gas Emissions Audit and Corporate Environmental Management System	<ul style="list-style-type: none"> Grant: \$37,000 Total Project Value: \$74,000 	The City of Saskatoon completed the PCP Milestone 1 by creating a GHG emissions inventory and forecast that assessed how to best reduce emissions from City and community operations.
2005	Field Test Study: Retrofitting Rapid Stabilization and Gas Collection in Older Landfills	<ul style="list-style-type: none"> Grant: \$262,500 Total Project Value: \$525,000 	The goal of this field test was to enhance Landfill Gas production and collection at the City of Saskatoon Landfill by adding moisture to the landfill to stabilize the existing waste mass.

2006	Local Action Plan for GHG Reduction	<ul style="list-style-type: none"> Grant: \$139,100 Total Project Value: \$278,200 	The City of Saskatoon developed a local action plan outlining a range of projects to reduce municipal greenhouse gas emissions as part of its commitments under the Partners for Climate Protection program.
2006	Saskatoon Transit: Purchase of Hybrid Buses	<ul style="list-style-type: none"> Grant: \$300,000 Loan: \$1,127,181 Total Project Value: \$2,854,362 	The City of Saskatoon Transit Branch purchased four 40-foot, low-floor hybrid (diesel-electric) buses and installed its first transit signal priority system on the College Drive corridor, the most challenging and strategic section of its transit system.
2010	District Energy System Feasibility	<ul style="list-style-type: none"> Grant: \$110,000 Total Project Value: \$230,000 	The objective of the study was to determine the financial viability and GHG savings of district energy projects in Saskatoon.
2011	City of Saskatoon Strategic Plan & Community Visioning Initiative	<ul style="list-style-type: none"> Grant: \$333,771 Total Project Value: \$721,605 	The City of Saskatoon engaged in a community visioning initiative in order to strategically plan how to: maintain a diverse, innovative and competitive economy; grow sustainably; create a more socially and culturally diverse city; support sustainable transportation systems; and determine the City's roles and responsibilities in the area of environmental leadership.
2013	City of Saskatoon North Downtown District Energy Feasibility Study	<ul style="list-style-type: none"> Grant: \$58,150 Total Project Value: \$126,800 	
2015	Transportation Study – Saskatoon Transit Strategic Plan	<ul style="list-style-type: none"> Grant: \$110,000 Total Project Value: \$220,000 	The project identified and assessed tools to align service and demand to optimize efficiency, increase attractiveness to new riders, and set a course for implementation over the next ten years.
2018	Natural Capital Asset Valuation	<ul style="list-style-type: none"> Grant: \$125,000 Total Project Value: \$157,000 	The natural capital asset valuation study will inventory natural assets within the City of Saskatoon and determine a value (in financial terms) that green infrastructure provides to the community. The project will develop an accounting and reporting framework for natural capital assets, conduct a vulnerability assessment on municipal infrastructure and recognize natural infrastructure as a key component of municipal development.
2018	LEC Plan	<ul style="list-style-type: none"> Grant: \$125,000 Total Project Value: \$490,000 	The City of Saskatoon Sustainability Division developed a 30 year comprehensive plan for reducing greenhouse gas emissions in order provide a roadmap for achieving the City's pre-established emissions reduction targets for both the community and the corporation. Strategy included the work of consultants Sustainability Solutions Group.
2019-20	Organics Feasibility	<ul style="list-style-type: none"> Grant: \$144,600 Total Project Value: \$299,100 	Agreement with FCM in place, funds not yet received. Funding to be received once study is complete and completion report is filed.
2019-20	Brownfield Renewal Strategy, Plan	<ul style="list-style-type: none"> Grant: \$46,400 (exact amount TBD) 	Agreement with FCM in place, funds not yet received. Funding to be received once completion report is filed.
2019-20	Brownfield Renewal Strategy, Study	<ul style="list-style-type: none"> Grant: \$56,600 (exact amount TBD) 	Agreement in place, funds not yet received. Funding to be received once completion report is filed.
2020	Corporate Climate Adaptation Strategy	<ul style="list-style-type: none"> Grant: \$125,000 Total Project Value: \$207,000 	Application has been submitted to FCM. Funding has been committed.

Natural Resources Canada (NRCan) and Utilities Grants

Year	Project	Amount (\$)	Description
2009	EcoCanada Internship	<ul style="list-style-type: none"> EcoCanada Grant: \$12,000 	Internship funding for Project Engineer.
2009	Fire Hall 6 Boiler Retrofit	<ul style="list-style-type: none"> SaskEnergy Grant: \$7,360 	High efficiency boiler retrofit.
2010	Field House Boiler Retrofit	<ul style="list-style-type: none"> NRCan Grant: \$24,840 SaskEnergy Grant: \$29,844 SRC: \$2,400 	High efficiency boiler retrofit where the grant was administered by the Saskatchewan Research Council (SRC).
2010	Solar Hot Water Panel Installations	<ul style="list-style-type: none"> NRCan Grant: \$273,902 	Solar water heating panels installed at Lawson Civic Centre (90 panels) and Harry Bailey Aquatic Centre (72 panels).
2011	ACT Arena Controls System and Energy Monitoring	<ul style="list-style-type: none"> SaskPower In-Kind Contribution: \$41,000 	SaskPower paid for the installation of a building management system (BMS) and electricity monitoring system in ACT Arena as a pilot project for their municipal ice rink program.
2011-2012	Ice Rink Additive Pilot Project	<ul style="list-style-type: none"> SaskPower In-Kind Contribution: \$2,000 	SaskPower paid for a pilot project to test a flood water additive (IceMax) in municipal rinks for their municipal ice rink program.
2015 - 2016	Combined Heat and Power Market Development / Pilot Project	<ul style="list-style-type: none"> NRCan Grant: \$600,000 SaskEnergy Contribution: \$325,000 Total Project Value: Approx. 1.3 million 	All requirements are complete except annual post-project reporting.

Attachment 5: Summary of Projects Leveraged through the City's Environmental Grant

The Sustainability Division allocates grants annually to local non-profit organizations implementing initiatives that support the City of Saskatoon's strategic goal of Environmental Leadership. To be eligible for the grant, activities must relate to one of the following categories:

- environmental stewardship;
- climate change mitigation and/or adaptation;
- water conservation;
- waste reduction and/or diversion; and
- environmental communications and/or awareness.

Over the last five years, the Environmental Grant has funded 34 initiatives and leveraged nearly \$660,000 in community dollars spent on environmental initiatives.

Year	Projects Funded	Total Allocated	Total Leveraged
2015	7	\$10,000	\$133,625
2016	6	\$10,000	\$147,376
2017	6	\$20,000	\$122,550
2018	8	\$20,000	\$61,575
2019	7	\$30,000	\$194,189
TOTAL	34	\$90,000	\$659,315

Attachment 6: Partnerships and Affiliations

The following external partners are those in which the Sustainability Division has direct collaboration with, whether it be through memberships, board participation, research partnerships, and/or program, project, or service delivery.

Government, Institutions, and Crowns

- Federation of Canadian Municipalities
- National Resources of Canada
- Meewasin Valley Authority
- Partners for Climate Protection
- Saskatoon Environmental Advisory Committee (SEAC)
- Saskatoon Public School Division
- Greater Saskatoon Catholic Schools
- Saskatchewan Polytechnic LINC program
- University of Saskatchewan (e.g. School of Environment and Sustainability, Johnson Shoyama School of Public Policy, Master Gardeners, Edwards School of Business, Facilities Management, College of Engineering, Global Institute of Water Security, Sustainability Education Research Institute)
- Western Yellowhead Air Management Zone

Non-Profits and Community

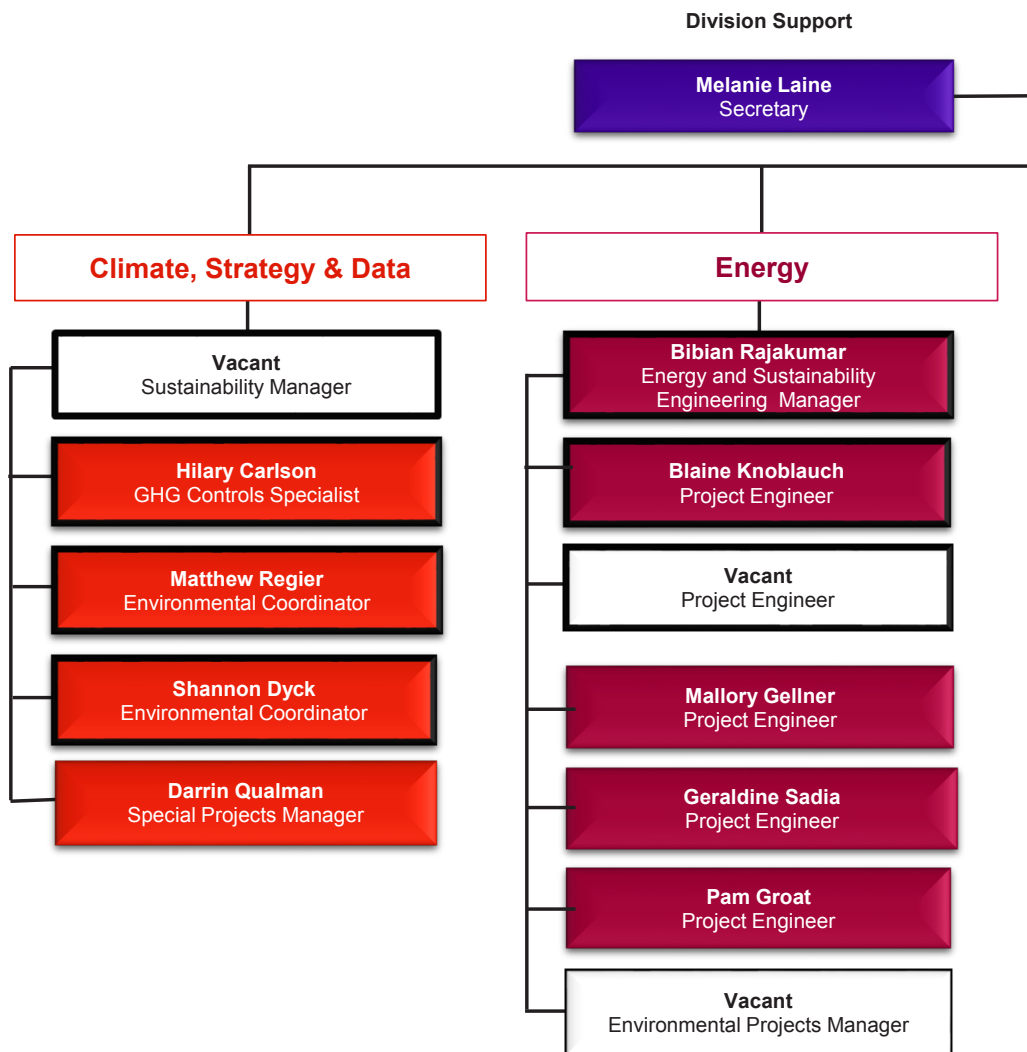
- American Society of Heating, Refrigeration, and Air Conditioning Engineers (ASHRAE)
- Canadian Green Building Council (CaGBC) – Local Chapter
- CHEP
- National Climate League
- National Zero Waste Council
- Native Plant Society
- Saskatoon Open Door Society
- Saskatchewan Intercultural Association (SIA)
- Partners FOR the Saskatchewan River Basin
- Saskatchewan Environmental Society (SES)
- Saskatchewan Waste Reduction Council (SWRC)
- Saskatoon Food Bank and Learning Centre
- South Saskatchewan River Watershed Stewards
- Wild About Saskatoon
- SARCAN
- Cosmopolitan Industries
- SaskPower
- SaskEnergy

Industry

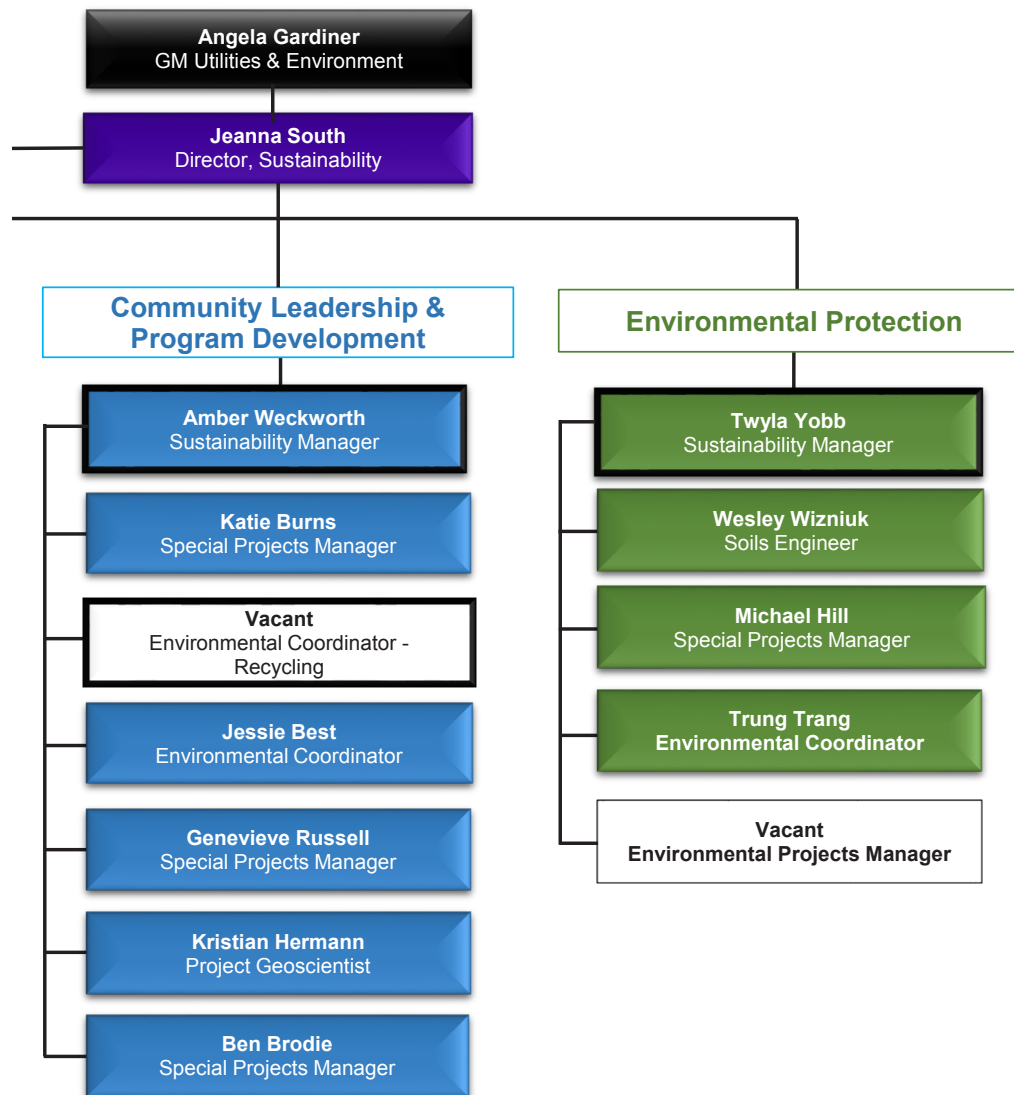
- Electronic Products Recycling Association (EPRA)
- Saskatoon and Region Homebuilders Association (SRHBA)
- Multi-Material Stewardship Western (MMSW)
- Product Care
- SARC

Attachment 7: PWC CO₂ Reduction Audit Update

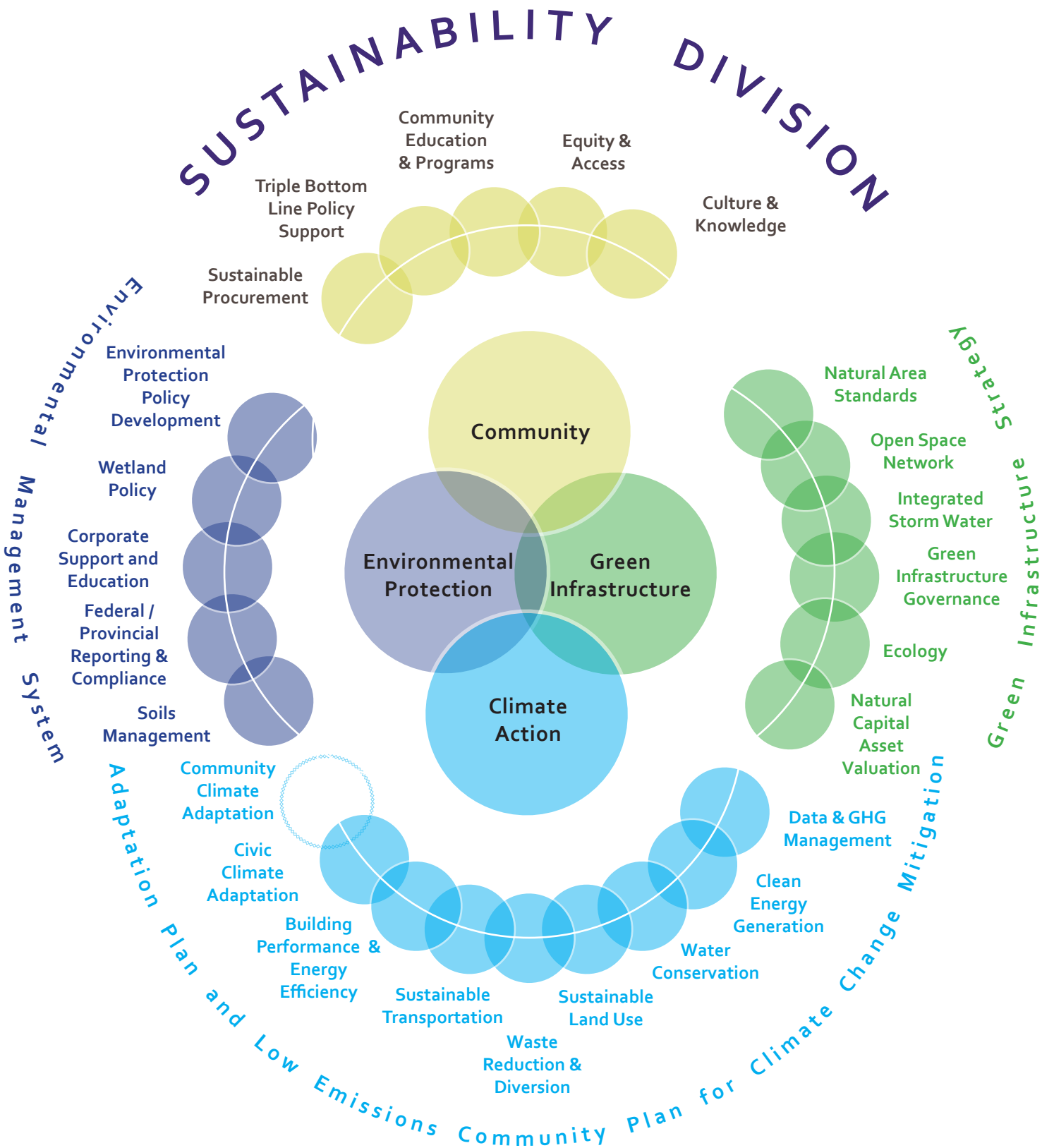
Response to CO ₂ Reduction Initiatives Audit Recommendations						
Theme	#	Action/Recommendation	Current Status	Next Steps	Owner	Timeline
Mitigation risk identification and measurement	1	Develop MAC curves specific to the City's circumstances as a minimum fundamental tool.	COMPLETE - MAC curve was developed and presented to Council in August 2019.	Consider further review of the MAC curve as new information is gathered – for instance as part of the Water Conservation strategy.	Not assigned	TBD
	2	Develop a realistic emission reduction strategy with reasonable targets, focused on the areas of greatest emission reduction potential and employing appropriate levers.	COMPLETE - the Low Emissions Community Plan provides a 30-year roadmap indicating the 40 actions that the City and Community need to take to meet the 80% reduction target. Was presented to Council in August of 2019.	The LEC Plan is complete however, further engagement and communications with stakeholders is required to get community buy-in and understanding, as well as look for opportunities for implementation.	GHG Controls Specialist	ongoing
Mitigation goal setting	3	Develop City-specific emission reduction goals based on a more sophisticated understanding of the inventory and aligned with an environmental management system.	ONGOING – A water conservation strategy and waste reduction plan will include specific targets, both are in draft form. New capital projects for electric vehicles, high performance building policy, and the solar strategy will help set emissions targets for buildings and fleet. Further work on the EMS is required.	Water Conservation Strategy to include Corporate targets. Waste Reduction Plan to include Corporate targets (along with ICI strategy). Scoping and project development in 2020 for EV, buildings, and EMS.	Water Conservation PM Waste Reduction PM EMS, Solar, EV, and buildings PMs to be assigned in Q1-2020	August, 2020 March 2020 TBD
	4	Develop an environmental management system (EMS) that includes high-level goals, objectives and targets, including those related to deep decarbonization.	To start in this budget cycle – Sustainability plans to implement an EMS system in collaboration with a Climate Change Adaptation strategy. Funding in place.	Hire a PM to develop an EMS system.	Climate Change Manager	2021
Data management	5	Implement a more robust, automated system that extends the entire length of the data management cycle to ensure quality data control over the GHG inventory and to enable effective measurement of performance.	Ongoing – Sustainability has adequate resourcing for GHG inventory and verification. A process review has been initiated in order to document and improve processes.	Sustainability will work with Process improvement coordinator to improve and document processes. Further work with IT to look for better data management and integration with City systems and processes.	GHG Controls Specialist	2020
Resourcing	6	Build out a resourcing plan that addresses the current gap of five to six FTE's based on the actions and programs currently in place and proposed in the internal work plans.	ONGOING – 5.3 permanent FTE's were approved in the 2020/2021 budget to work on some parts of the Low Emissions Community Plan and other aspects of sustainability's work plan. Note, that no resourcing was identified for Corporate Adaptation.	A What We Do Report outlining the Sustainability division's mandate, resourcing, and long term plan is being drafted.	Sustainability Director	January 2020



Attachment 8: 2020-2021 Sustainability Organization Chart







At a Glance: The Value of the Sustainability Division

Leverage funding from external sources	The Sustainability Division (Sustainability) researches opportunities for external funding for environmental projects for the Division and the Corporation. Sources of funding include the Federation of Canadian Municipalities, the National Research Council of Canada, and provincial utilities, amongst others. See Attachment 4 of the Sustainability Report for details.	\$995,000 Of federal grant funding secured for environmental initiatives in 2018-2019
Support for community-led initiatives	The City of Saskatoon's (City) Environmental Grant supports community groups to carry out sustainability initiatives. In the last five years, 34 grants totalling \$90,000 have been awarded, which have leveraged initiatives valued at \$659,315. See Attachment 5 of the Sustainability Report for details.	\$1 : \$7.30 For every City dollar spent through the Environmental Grant, \$7.30 community dollars are leveraged
Facilitate asset improvements for operational savings and user satisfaction	The City's Energy Performance Contracting (EPC) project is leading facility improvements valued at \$36M. ¹ Completed "go early" projects have already led to upwards of \$180,000 in annual savings, while the entire contemplated scope of work is estimated to result in over \$1.1M in annual savings. Not only do EPC projects reduce facility operating costs, they also reduce annual emissions, contribute to asset renewal, and provide facility comfort.	\$1.1M Projected savings per year resulting from EPC improvements
Save money through utility bill management	Sustainability manages utility bills for City operations through measurement and verification, creating budgets, and analysis of utility consumption and costs, which has led to \$877,234 in savings since 2017. Sustainability also provides support for Capital Projects that involve energy management for energy baselining, measurement and verification, and expertise, which has resulted in \$250,689 in savings since 2017. The Energy & Sustainability section also supports Finance in responsible accounting of City funds through City GL code corrections.	\$1.128M Total cost savings to the City resulting from Energy Management for Operations and Capital Project support (from 2017 to Nov. 2019).
Reduce costs through natural gas procurement	Sustainability manages natural gas contracts with a third party supplier instead of using the SaskEnergy default rate. This allows the City to obtain lower commodity charges through the natural gas market vs SaskEnergy, implement hedging strategies, and obtain lower delivery charges by switching accounts from a small to large meter designation.	\$2.016M Total cost savings to the City resulting from Natural Gas Supply Management (from 2015 to Nov. 2019) ²
Support a water system that is efficient & reliable	The Low Emissions Community (LEC) plan proposes an 11% reduction in potable water use by 2025. Current water use is approx. 40 billion litres per year, meaning an 11% reduction would be equivalent to 4.4 billion litres of water per year. A Water Conservation	11% Reduction in potable water use by 2025

¹ Inclusive of PST and GST.

² Compared to SaskEnergy's posted rates.

	Strategy is currently under development, which will identify strategies to achieve this level of reduction, examine ways to maintain efficiency and reliability of our water services, as well as outline the financial implications for both our utility and water customers.	
Identify actions to mitigate & manage climate risks	Using scientifically generated climate scenarios and projections, Sustainability worked with other divisions to create a corporate climate adaptation plan to manage the increasing risk to the City from changing local weather conditions and the climate crisis. Some studies have shown that for every \$1 spent on disaster mitigation, \$6 can be saved in reactive measures.	\$1 : \$6 cost of adaptation planning and preventative action compared to costs of reactive measures
Extend the life of the landfill through waste reduction & diversion	Waste reduction projects have traditionally been initiated by the Sustainability Division, including waste diversion through recycling and organics processing. In 2018, recycling and organics diversion resulted in 28,421 tonnes of waste diverted from the landfill, while residential garbage collection has decreased from 284 kg/capita in 2011 to 226 kg/capita in 2017. Further work on waste reduction is underway, including capital and operations planning and design for Recovery Park, Industrial, Commercial, and Institutional recycling and organics and the creation of a Waste Reduction and Diversion Plan for the next decade.	18 Additional years of landfill life once the residential curbside organics program and the full build out of Recovery Park are in place. ³
Properly manage hazardous waste	The Household Hazardous Waste (HHW) Program provides a convenient service for residents to safely and responsibly dispose of hazardous materials. The 2019 HHW program saw seven of the largest events in the program's history with records set in participation (3,930 vehicles) and weight of material collected (148,844 kg). Since 2015, the HHW program has received 540,024 kg (540 tonnes) of household hazardous waste from 15,369 residents.	148,844kg Amount of Household Hazardous Waste material collected in 2019 through the City's HHW program
Support environmental protection to improve safety and reduce risk	The Environmental Protection section ensures that impacted soils on City properties are both identified, as well as safely and effectively managed according to legislation. Environmental Protection provides impacted soil expertise to manage potential environmental risks for City projects.	16 Corporate initiatives accessed soil advisory services in 2019
Enhance the Green Network and support ecosystem regeneration	Through projects such as the Green Infrastructure Strategy, research-based planning informs work to safe-guard and regenerate the environment and ecosystems. The City – in collaboration with community partners – is planning to develop a contiguous network of high quality public land to	600+ Stakeholders informed the development of the Green Infrastructure Strategy in 2019

³ Assumes that a "Status Quo" approach would include the same per capita residential waste disposal as 2019 and a population increase of 1.5% annually.

	provide ecosystem services to citizens and support the region's natural systems. In 2019, over 600 technical advisors, subject matter experts, residents, and green space users informed the development of the vision, actions, and priority areas for the Strategy. Biodiversity and Urban Agriculture were among the top priorities for many.	
Align GHG reduction targets with other municipalities	The City is a signatory of the Covenant of Mayors for Climate and Energy and has aligned its greenhouse gas reduction targets with those of over 10,000 cities and local governments from around the world.	80% by 2050 The City's corporate and community GHG emission reduction target
Manage costs through dedicated climate mitigation actions	The Low Emissions Community (LEC) plan identifies multiple co-benefits associated with dedicated action to reduce greenhouse gas emissions and address climate change. When compared to a Business as Planned (status quo) scenario for City finances, the LEC scenario results in a total estimated return of \$5.7B after investments.	\$5.7B estimated return on City investments by achieving low emissions and meeting GHG reduction targets by 2050
Collaborate with corporate and community partners	The Sustainability Division recognizes that internal and external partnerships and collaboration are key to effectively and successfully implementing its work plan and mandate. See Attachment 6 of the Sustainability Report for details.	25+ External organizations the Sustainability Division partnered or collaborated with in 2019
Build capacity in our youth	The Student Action for a Sustainable Future program engages approximately 300 grade 5-8 students each year in action projects that result in measurable environmental improvements in the areas of waste, water, energy, food, biodiversity and transportation.	300 Students directly engaged in environmental action projects each year



STANDING POLICY COMMITTEE ON ENVIRONMENT, UTILITIES & CORPORATE SERVICES

Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institutional Sector

Recommendation of the Committee

1. That Option 1 - Waste Bylaw Enforcement plus Separate Waste Containers be approved for implementation; and
2. That the City Solicitor amend Bylaw No. 8310, The Waste Bylaw to enact Option1.

History

At the January 13, 2020 Standing Policy Committee on Environment, Utilities & Corporate Services meeting, a report from the, General Manager, Utilities & Environment dated January 13, 2020 was considered.

Your Committee received a PowerPoint from the Administration on this matter and a presentation from Keith Moen, Executive Director, NSBA. Your Committee also received a letter from Darla Lindbjerg, President & CEO, the Chamber, dated January 10, 2020 with regard to the matter.

In addition to the above recommendation, your Committee also referred this matter to the Saskatoon Environmental Advisory Committee for feedback.

Attachment

1. January 13, 2020 report of the General Manager, Utilities & Environment.
2. January 10, 2020, letter from Darla Lindbjerg, President & CEO, the Chamber.

Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institutional Sector

ISSUE

The City of Saskatoon (City) has adopted a target of diverting 70% of waste from the City's landfill. It has implemented or expanded various residential waste diversion programs and services to help achieve this target. Overall reduction of waste tonnage from Saskatoon and area landfills is included in the Low Emissions Community (LEC) Plan in order to reach 2050 greenhouse gas emissions reduction targets. However, the City has yet to implement any approaches to facilitate waste diversion in the Industrial, Commercial and Institutional (ICI) sector.

The ICI sector generates 68% of all garbage sent to Saskatoon and area landfills. Approximately 45% (75,800 tonnes) of this waste consists of recyclables or organics that could be diverted. Like most North American municipalities, the ICI sector waste that is generated in Saskatoon is primarily managed by the private sector with the City providing optional services including: the City's landfill, commercial garbage collections, and the compost depot. In 2016, 8.5% of the total waste managed by the City was recyclable and organic material that could have been diverted but instead were buried in the City's landfill.

Given these facts, what regulatory approaches could the City adopt to encourage or facilitate greater use of recycling and organics to help Saskatoon reach its waste diversion target and the overall reduction in waste tonnage outlined in the LEC Plan?

BACKGROUND

2.1 History

In 2015, City Council considered two reports, "Implications of Landfill Bans", and "Landfill Ban Implementation Considerations", which recommended the development of a landfill ban on paper and cardboard and outlined a phased program plan. At the November 2015 Budget Deliberations, City Council resolved, in part:

"That a phased landfill ban for paper and cardboard begin in 2016 as outlined in the report of the General Manager, Corporate Performance Department dated November 9, 2015."

The Landfill Ban Implementation Considerations report outlined Phase 1 of the paper and cardboard ban as the requirement for diversion of paper and cardboard at the curb for the ICI sector.

At its meeting on November 27, 2017, City Council considered the Industrial, Commercial, and Institutional Waste Diversion Opportunities report which provided an update on Waste Diversion opportunities in the ICI sector. City Council resolved:

“That \$156,000 be transferred from the Waste Minimization Reserve to Capital Project #2184 - Waste Characterization for the development of the *Industrial, Commercial, and Institutional Waste Diversion Strategy*.”

In 2017, the City’s 2018-2021 Strategic Plan was updated to include more explicit actions pertaining to the goal of Environmental Leadership. The update included the specific action to implement mandatory recycling and organics programs and policies for the Industrial, Commercial, and Institutional sectors.

At its meeting on October 22, 2018, City Council approved the following motion regarding the curbside organics processing Request for Proposals (RFP):

“That the Administration amend the draft RFP to reflect the City’s intent to implement an organics bylaw for the Industrial, Commercial and Institutional (ICI) sector within the next 2-4 years.”

The amendment was included in the RFP. The Administration is planning to provide an update on the RFP in early 2020.

2.2 Current Status

The Administration has completed the [ICI Waste Diversion Strategy](#); finalized three options for recycling and organics for the ICI sector; completed stakeholder engagement; and determined a recommendation. A decision is required to continue planning and to begin implementation.

At the Preliminary Business Plan and Budget deliberations, City Council approved \$700,000 for the Capital Project #1964 - Waste Reduction – Industrial, Commercial, and Institutional (ICI) and Multi-Unit project for 2020 and 2021. The purpose of the project is for implementation of the strategy presented in this report.

2.3 Public Engagement

A total of 870 individuals have participated in engagement that include meetings, workshops, and online surveys. The Engagement Summary is available in Appendix 1 and the full engagement results are available at [Saskatoon Talks Trash: Businesses & Organizations](#). Statistically representative surveys were also conducted by Insightrix and the results are available in the [2019 ICI Waste & Recycling Survey](#) and [2019 Waste & Recycling Survey](#) (residential).

The 2019 ICI Waste & Recycling Survey and the 2019 Waste & Recycling Survey (residential) findings indicate that both residents and members of the ICI sector support programs and policies that require the ICI sector to divert recyclables and organics.

- The 2019 ICI Waste and Recycling Survey found that of the 96% of the ICI sector that generates recyclable materials, 90% supported the City requiring organizations to recycle their recyclable waste. The same survey found that of the 41% that generate organic waste, 85% supported the City requiring organizations to compost or otherwise divert their organic waste from landfill.

- The 2019 Waste & Recycling Survey (residential) found 75% of residents supported the City banning recycling from non-residential garbage bins, and 72% supported banning organics from non-residential garbage bins.

These results differ, however, from the final survey conducted as part of the Engagement to determine stakeholder preferences. It found approximately 62% of the 381 businesses and organizations who participated indicated preference for a voluntary approach instead of the regulatory options presented.

The *ICI Waste Diversion Strategy* indicates how the engagement results informed and refined the options presented to the stakeholders, as well as the selection of the recommendation. Stakeholder preferences for each option, as well as their ability to understand, implement and control costs, are presented as advantages and disadvantages for each option.

2.4 City of Saskatoon's Current Approach

The City has adopted Bylaw No. 8310, *The Waste Bylaw*, to comprehensively regulate solid waste in the City. Through the authority established in the Bylaw, the City requires all businesses and organizations to dispose of waste in a waste container or at a Provincially-approved Waste Management Centre. It does not, however, require the ICI sector to take additional measures to divert recyclable or organic materials.

The majority of ICI waste is managed by the private sector. They undertake or operate waste collections, landfills, material recovery facilities for recyclables, organics processing, hazardous waste disposal, and some construction and demolition waste diversion. The City also provides some waste services for the ICI sector including:

- The City's Landfill;
- Commercial garbage collections; and
- Compost Depots.

The ICI sector also utilizes waste programs that are designated for residents. According to the 2019 ICI Waste & Recycling Survey:

- 23% have used residential recycling depots; and
- 10% have used residential household hazardous waste drop off days.

The City currently does not have any waste reduction or diversion education directed specifically at the ICI sector.

The Province of Saskatchewan does not require recycling or organics diversion by the ICI sector. The province is in the process of developing a solid waste management plan, but has indicated that this will focus on residential waste diversion.

2.5 Approaches in Other Jurisdictions

The approaches used to encourage or facilitate ICI sector recycling and organics diversion varies across Canada. Such approaches are largely dependent on whether ICI waste diversion is regulated at the provincial or municipal level. A more

comprehensive description of approaches in other jurisdictions is available in the *ICI Waste Diversion Strategy*. A summary of the most noteworthy approaches are as follows:

- The Government of Ontario has enacted regulations for the ICI sector to source separate recyclable material. As a result, municipal governments have not taken additional steps to regulate ICI waste beyond their own commercial customers.
- The Government of Nova Scotia has enacted a ban on recyclables and organics from all landfills in the province. The Halifax Regional Municipality has adopted a complementary policy that requires all businesses to have garbage, recycling and organics collection containers.
- The Government of British Columbia has enacted legislation and regulations that compel municipalities to develop waste diversion plans that require approval by the province. Metro Vancouver and the Regional District of Nanaimo have developed programs for hauler licensing to divert ICI recycling and organics, but have yet to receive provincial approval. The City of Vancouver is exempt from the provincial approval obligation, but it requires businesses to state their plan to divert recycling and organics through the business licensing process.
- In Alberta, both Calgary and Lethbridge have developed source separation requirements for the ICI sector, which requires separate containers for garbage, recycling and organics, independent of the provincial government. Calgary has fully operationalized its program. Lethbridge is in the process of implementing its program, with recycling planned for 2020.

OPTIONS

The Administration proposes three options for consideration. These options are largely variations of one another and possess several common features, namely:

Required Materials	Match what is accepted in residential recycling and (future) organics programs.
Phased Implementation	A phased implementation timeline is intended to allow businesses and organizations to prepare for the changes and ensure that recycling comes first.
Program Cost for Businesses and Organizations	The costs for waste management and diversion will vary for businesses and organizations based on the types and amounts of waste they generate, and will be paid directly to a service provider of their choosing (if applicable).

Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institutional Sector

Education and Support	A comprehensive education and support program will be put in place by the City that is tailored to the specific option and aims at increasing compliance by making the process easy to understand, offer resources for the business, and reduce administrative burden for the business.
Home-based Businesses Excluded	These options are for commercial businesses and organizations that are responsible for managing their own waste and do not have curbside or multi-unit residential waste diversion available. As is the case now, mixed-use properties will be responsible for contracting additional collections that exceed the capacity provided through the residential programs.
Regulatory Exemptions	<i>The Waste Bylaw</i> will lay out a process where case-by-case exemptions may be made to the City's requirements for recycling and organics under certain circumstances: if recyclable or organics waste is demonstrated as not being generated; if there are risks that cannot be mitigated to the satisfaction of local waste processors (such as contamination with medical waste); or if a large generator of a single type of organic waste cannot find a processor (since organics processing requires specific material input balances). This is a common approach in Canadian jurisdictions that have regulated ICI recycling and organics.

Notwithstanding these common features, the options have been evaluated based on various criteria that includes:

- How well they divert waste;
- ICI stakeholders' preference;
- Ability to implement, control costs and understand;
- Safety;
- Administration's effort to plan, implement and operate;
- Ability to adapt post-implementation;
- Resident satisfaction;
- Waste Bylaw compatibility; and
- Precedents in other jurisdictions.

Reference tables comparing the options and their advantages and disadvantages can be found in Appendix 2.

Before describing the options, it is also necessary to address the assumptions and limitations about the Administration's proposals and why some approaches are excluded from the analysis.

First, the Administration is not presenting the status quo as an option for analysis. The reasoning for this is because the Administration has received previous direction from City Council to develop a mandatory program for ICI waste diversion. As explained in section 2, the status quo is essentially a voluntary education program and is an

ineffective way to divert waste. However, when surveyed, stakeholders preferred a voluntary approach to any of the three regulatory options presented.

Second, several other alternatives were considered by the Administration, but they were not developed or included in the analysis because of low stakeholder support, potential legal challenges, high Administrative costs or the lack of precedents from other jurisdictions (additional information can be found in the *ICI Waste Diversion Strategy*). These alternates included:

- Required use of City services for recycling and organics, which while preferred by smaller organizations was not preferred by medium and large organizations, due to the City's likely inability to meet their unique waste disposal needs and the high cost to develop these programs. City diversion services for the ICI sector will remain opt-in.
- Compliance through regular waste audits, which have only been applied to large volume waste generators in some American jurisdictions and would raise both safety and privacy issues.
- Verification that materials in the bins are correctly sorted, which would be challenging to enforce due to potential of illegal dumping being the source of identified contamination as well as safety or privacy issues that could arise when inspecting the contents of bins.
- A disposal surcharge on all garbage landfilled, no matter where it is disposed of, which was the least popular of the options presented in the statistical survey of the ICI sector and while the concept has been developed by two Canadian municipalities, it has not yet been implemented.
- Licensing of waste haulers providing recycling and organics services, which did not have high stakeholder interest (especially by waste haulers), and has not been implemented for waste diversion purposes in Canada.
- Submissions through property tax assessments were found to be incompatible due to the confidentiality required for information collected and the enforcement being through provincial court rather than City bylaws.

Option 1 - Separate Waste Containers

This option proposes to require members of the ICI sector to have three separate and labelled containers in place for each waste stream (recycling, organics, and garbage). It also requires that property owners or occupants provide annual education to their employees and tenants, and ensure all waste is removed and taken to an appropriate facility. Exceptions will apply for businesses that do not generate organics. This option was the most preferred option during the engagement process largely because it the simplest to implement and understand, and is considered to be the least expensive to implement and operate by the City.

The implementation of this option proposes the following mandatory requirements for the ICI sector and the City:

Requirements for ICI sector

- Containers and Labelling - The following must be in place:
 - Garbage Container and Recycling Container – applies to all businesses and organizations; and
 - Organics Container – applies to all businesses and organizations that generate food or yard waste as part of their operations;
- Education: Provide information about recycling and organics each year to employees and tenants; and
- Removal of waste and recoverable materials: Contract a hauler and/or self-manage the removal of waste and recoverable materials from your property or on-site processing to be taken to an appropriate facility.

Verification (Responsibility of the City)

The City will verify that there are appropriate labelled containers and services in place using one of the following approaches:

- Complaint follow-ups - The City would follow-up on complaints of non-compliance through the 24-hour customer service centre or with a site visit; or
- Complaint follow-ups and education blitz – There, in addition to complaint follow-ups, the City would make site-visits to certain areas of the City or to certain sectors, providing education first with the potential of issuing tickets if compliance is not achieved.

Regular site visits (visiting each business every few years to ensure compliance) were considered but have been removed from consideration since they were not preferred by stakeholders and would take significantly more resources by the City to implement.

Environmental Implications

Each of the recycling and organics options are estimated to result in similar levels of waste diversion; the method of enforcement is expected to influence diversion. For this option, education blitzes are expected to result in slightly higher diversion than complaint follow-up only approaches.

All of the options estimate that 2,400 tonnes of recyclables and 3,000 tonnes of organics could be diverted from the City's landfill per year, contributing an additional 5% to the City's waste diversion rate. A total of 17,000 tonnes of recycling and 21,000 tonnes of organics could be diverted from area landfills.

Landfilling 38,000 tonnes of recyclables and organics generates 38,000 tonnes CO₂e of greenhouse gas (GHG) emissions each year. This amounts to 1% of the total community emissions reduction commitment of the LEC Plan. By the 2050 anniversary of the Plan, the cumulative GHG's would be 1,140,000 tonnes CO₂e.

Social Implications

Each option has been designed to respond to stakeholder preference and this option was the most preferred of the mandatory options considered.

One concern that was identified during engagement was that specific groups (i.e. small businesses, non-profits, and those with very low or very high waste generation) might be disproportionately impacted by the requirements. This option responds to that concern by requiring only those in the ICI sector that generate food or yard waste as part of their operations to have an organics container.

Legal Implications

An update to Bylaw No. 8310, *The Waste Bylaw* will be required.

Financial Implications

The capital costs for program development between 2020 and 2023 is estimated to be between \$790,000 and \$910,000 for project management, bylaw revisions, education and communications planning and implementation, and the additional staff resources (above what will be required for ongoing operations) that will be required during the phase-in and first year of implementation for both recycling and organics. \$550,000 would be required from the 2020 and 2021 approved capital budget P1964 – Waste Reduction Initiatives of the \$700,000 allocated for ICI and Multi-unit waste diversion projects.

Program operations will start in 2021 with recycling phase-in the second half of the year. Annual operating cost is projected to be \$220,000 to \$340,000 (depending on level of enforcement) and includes 1.2 to 2.2 FTE's for administration and enforcement officers, plus ongoing communications. In 2021, the program will only operate for the second half of the year, requiring half the operating budget. A budget request for additional program development (capital) and ongoing operations will be included in the 2022-2025 budget.

The diversion of 5,400 tonnes of recyclable and organic waste from the City's landfill is estimated to result in a revenue reduction of \$567,000 in tipping fees and up to a \$25,000 reduction in entry fees per year. The diversion would also result in extending landfill life by approximately 5% and preserving approximately \$362,000 of landfill airspace value per year (based on 2018 landfill airspace values).

Advantages

- Most preferred regulatory option by ICI sector stakeholders of regulatory options presented.
- Easiest to understand by stakeholders during engagement.
- Implementation should be relatively straightforward by businesses and organizations.
- Provides businesses and organizations with flexibility and ability to control costs as they have control over the hauler, or can haul themselves. Businesses and organizations without organics will not be required to have organics bins.
- Will require the fewest FTEs to operate.
- Two Canadian jurisdictions have implemented this option and one is planning to implement in 2020.
- Will meet resident expectations that the ICI sector is required to divert waste.

Disadvantages

- May result in a slightly elevated risk of conflict in the field during site verifications, this will be mitigated through existing safety procedures.
- Less flexibility for businesses and organizations to develop innovative waste diversion solutions and less flexibility for the City to expand the program to accommodate additional materials.

Option 2 - Separate Waste Containers plus Submission of Proof

This option proposes to include all the requirements noted in Option 1, but adds additional obligations to the ICI sector. As in Option 1, this option requires members of the ICI sector to have separate and labelled containers in place, provide annual education, and remove waste and recoverable materials from their property, and it adds a requirement to submit proof of containers to the City.

The implementation of this option proposes the following mandatory requirements for the ICI sector and the City:

Requirements for the ICI sector

- The same requirements as Option 1; and
- A one-time Submission of Proof that containers are in place made through business licensing application or renewal process (or a parallel process set up for organizations not requiring a business licence).

Verification (Responsibility of the City)

- The City will verify that there are appropriate waste bins and services in place. It may use one of the following approaches:
 - Complaint and screening follow-ups, where the City would follow-up on complaints of non-compliance through the 24-hour customer service centre or screen applications and follow-up when there are questions with the submission; or
 - Complaint and screening follow-ups plus education blitz, where in addition to complaint and screening-based follow-ups the City would make site-visits in a certain area of the City or a certain part of the sector, providing education first and then time to become compliant in advance of issuing tickets.

Environmental Implications

This option may result in slightly higher waste diversion than Option 1 because of the added level of verification involved in the submission process. However, the differences are not quantifiable. Similar to Option 1, education blitzes are expected to result in slightly higher diversion than the complaint or screening follow-up only approach.

All of the options estimate that 2,400 tonnes of recyclables and 3,000 tonnes of organics could be diverted from the City's landfill per year, contributing an additional 5% to the City's waste diversion rate. A total of 17,000 tonnes of recycling and 21,000 tonnes of organics could be diverted from area landfills.

Landfilling 38,000 tonnes of recyclables and organics generates 38,000 tonnes CO_{2e} of GHG emissions each year. This amounts to 1% of the total community emissions reduction commitment of the LEC Plan. By the 2050 anniversary of the Plan, the cumulative GHG's would be 1,140,000 tonnes CO_{2e}.

Social Implications

This option was less preferred than option 1 (tied with option 3). This option has responded to the concern around disproportionate impact by requiring only those in the ICI sector that generate food or yard waste to have an organics container. Another concern with this option is that businesses and organizations expect it to have a high administrative burden compared to the other options as a result of the submission process.

Legal Implications

An update to Bylaw No. 8310, *The Waste Bylaw* will be required.

Financial Implications

The capital costs for program development between 2020 and 2023 is estimated to be between \$1,420,000 and \$1,480,000 for project management, bylaw revisions, education and communications planning and implementation, the upgrade to POSSE for business license applications and renewals, the development of a parallel submission process for organizations that do not require a business licence, and the additional staff resources (above what will be required for ongoing operations) that will be required during the phase-in and first year of implementation for both recycling and organics. The amount of \$580,000 would be required from the 2020 and 2021 approved capital budget P1964 – Waste Reduction Initiatives of the \$700,000 allocated for ICI and Multi-unit waste diversion projects.

Program operations would start in 2021 with recycling phase-in the second half of the year. Annual operating cost is projected to be \$490,000 and \$620,000 (depending on level of enforcement), and includes 3.7-4.7 FTE's for administration and enforcement officers, plus ongoing communications. In 2021, the program would only operate for the second half of the year, requiring half the operating budget. A budget request for additional program development (capital) and ongoing operations would be included in the 2022-2025 budget.

The diversion of 5,400 tonnes of recyclable and organic waste from the City's landfill is estimated to result in a revenue reduction of \$567,000 in tipping fees and up to a \$25,020 reduction in entry fees per year. The diversion would also result in extending landfill life by approximately 5% and preserving approximately \$362,000 of landfill airspace value per year (based on 2018 landfill airspace values).

Advantages

- Will meet resident expectations that the ICI sector should be contributing to the City's waste diversion targets.
- Marginally more safe than Option 1, due to a lower risk of conflict in the field.

Disadvantages

- Tied with Option 3 as the least preferred option by stakeholders.
- More difficult for ICI stakeholders to understand, which may result in low compliance with the requirement to provide submission of proof documentation.
- Will require the most FTEs to administer and enforce.
- Less flexibility for businesses and organizations to develop innovative waste diversion solutions, and less flexibility for the City to expand the program to additional materials.
- No jurisdictions in Canada have implemented this option.

Option 3 - Submission of a Recycling and Organics Checklist/Summary

This option proposes to require members of the ICI sector to have a waste diversion plan, provide annual education, and remove waste from their property as well as submit a summary of their plan on a form. This option differs from Options 1 and 2 in that it does not require separate containers for recycling and organics. Instead, the submission of a plan summary is how the City will encourage and verify recycling and organics diversion. This option is largely comparable to Option 2 in the cost to implement and operate. However, it provides businesses and organizations within the ICI sector with a high level of flexibility to reduce or divert waste.

The implementation of this option proposes the following mandatory requirements for the ICI sector and the City.

Requirements for the ICI sector

- ICI sector stakeholders develop a waste diversion plan by completing a 1-page template and implement the plan;
- Submit a One-time Recycling and Organics Summary of the waste diversion plan: Complete a new section of the business licensing application or renewal form or a parallel form for organizations not requiring a business licence;
- Removal of Waste and recoverable materials: Contract a hauler and/or self-manage the removal of waste from your property, or provide on-site processing; and
- Education: Provide information about recycling and organics each year.

Verification (Responsibility of the City)

- The City would verify that there is appropriate recycling and/or organic diversion in place. It may use one of the following approaches:
 - Screening follow-ups when a business or organizations submits “no”, “does not create” or “unknown”. The City would review whether that is appropriate for the type of business or organization and follow-up with a call for additional information, with an approach focused on education first and time to become compliant in advance of issuing tickets; or
 - Screening follow-ups plus education blitz where, in addition to screening-based follow-ups, the City would focus on site-visits in a certain area of the

City or certain parts of the sector, with an approach focused on education first and time to become compliant in advance of issuing tickets.

Environmental Implications

This option may result in slightly lower waste diversion than Options 1 or 2 because of the high degree of flexibility and the reliance on self-declarations for the majority of compliance verification. However, the differences are not quantifiable. Similar to the other options, education blitzes are expected to result in slightly higher diversion than the complaint or screening follow-up approach.

All of the options estimate that 2,400 tonnes of recyclables and 3,000 tonnes of organics could be diverted from the City's landfill per year, contributing an additional 5% to the City's waste diversion rate. A total of 17,000 tonnes of recycling and 21,000 tonnes of organics could be diverted from area landfills.

Landfilling 38,000 tonnes of recyclables and organics generates 38,000 tonnes CO₂e of GHG emissions each year. This amounts to 1% of the total community emissions reduction commitment of the LEC Plan. By the 2050 anniversary of the Plan, the cumulative GHG's would be 1,140,000 tonnes CO₂e.

Social Implications

This option was less preferred than Option 1 (tied with Option 2).

This option provides the ICI sector with the flexibility to choose waste reduction and diversion approaches that work best for their business or organization, as well as provides the opportunity for those that do not generate a type of waste to not be required to have a plan in place for it. For this reason, it is the least likely to have disproportional impacts. However, stakeholders still found this option to have a high administrative burden on businesses and organizations.

Legal Implications

An update to Bylaw No. 8310, *The Waste Bylaw* will be required.

Financial Implications

The capital costs for program development between 2020 and 2023 is estimated to be between \$1,000,000 and \$1,070,000 for project management, bylaw revisions, education and communications planning and implementation, the upgrade to POSSE for business license applications and renewals, the development of a parallel submission process for organizations that do not require a business licence, and the additional staff resources (above what will be required for ongoing operations) that will be required during the phase-in and first year of implementation for both recycling and organics. The amount of \$570,000 would be required from the 2020 and 2021 approved capital budget P1964 – Waste Reduction Initiatives of the \$700,000 allocated for ICI and Multi-unit waste diversion projects.

Program operations will start in 2021 with recycling phase-in the second half of the year. Annual operating cost is projected to be \$490,000 and \$620,000 (depending on level of

enforcement), and includes 3.5-4.5 FTE's for administration and enforcement officers, plus ongoing communications. In 2021, the program will only operate for the second half of the year, requiring half the operating budget. A budget request for additional program development (capital) and ongoing operations will be included in the 2022-2025 budget.

The diversion of 5,400 tonnes of recyclable and organic waste from the City's landfill is estimated to result in a revenue reduction of \$567,000 in tipping fees, and up to a \$25,020 reduction in entry fees per year. The diversion would also result in extending landfill life by approximately 5%, and preserving approximately \$362,000 of landfill airspace value per year (based on 2018 landfill airspace values).

Advantages

- Greatest ability for stakeholders to implement and control costs because they can develop a plan to keep recycling and organics from being landfilled that works for their organization.
- One jurisdiction in Canada has implemented this option.
- Easiest to adapt once implemented.
- Marginally more safe than Option 1, due to a lower risk of conflict in the field, tied with Option 2 as the safest option.

Disadvantages

- Tied with Option 2 as the least preferred option.
- The most difficult option for stakeholders to understand during engagement, which may result in difficulty in providing education as well as result in inaccurate reporting.
- Will require the second highest number of FTEs to administer and enforce.
- Would require more effort to align with *The Waste Bylaw*.
- May be less likely to meet resident expectations that the ICI sector will be diverting the same waste materials because the high level of flexibility could be perceived as a lower standard than the City's residential programs.

RECOMMENDATION

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

1. Option 1 - Waste Bylaw Enforcement plus Separate Waste Containers be approved for implementation; and
2. That the City Solicitor amend Bylaw No. 8310, *The Waste Bylaw* to enact Option1.

RATIONALE

Option 1 is being recommended as it is expected to result in similar waste diversion to other options and is easier and more straightforward to implement for the businesses and organizations affected as well as for City administration. This option was most preferred by stakeholders, and is likely to meet residents' expectations that the ICI

sector is contributing to the City's waste diversion targets. Further, it has been successfully implemented in both Calgary and Halifax.

Option 1 has the lowest cost to implement, requiring \$790,000 to \$910,000 of capital funding for program development and ongoing operating funding of \$220,000 to \$340,000. Option 2 would cost \$510,000 to \$570,000 more than Option 1 for program development (capital funding), and Option 3 would require an additional \$90,000 to \$160,000 more than Option 2. Both Options 2 and 3 would cost \$150,000 to \$280,000 more per year than Option 1 to operate.

ADDITIONAL IMPLICATIONS/CONSIDERATIONS

ICI Waste Diversion Strategy

The City's forthcoming Waste Reduction and Diversion Plan will provide a roadmap for the development of new waste reduction and diversion initiatives. Appendix 3 - The ICI Waste Diversion Strategy Roadmap provides an overview of the initiatives that will impact the ICI sector.

City of Saskatoon Compliance

If ICI recycling and organics is approved, additional funding will be required for the City to comply, which will be requested in the 2022-2025 budget.

The Waste Bylaw

There are a several outstanding minor amendments that need to be made to Bylaw No. 8310, *The Waste Bylaw*. The Administration proposes coordinating these amendments to the greatest extent possible with the update that is required as part of the implementation of ICI sector recycling and organics.

COMMUNICATION ACTIVITIES

A full summary of communications activities that were completed to support engagement with the ICI sector in the development of ICI sector recycling and organics options is available in the full engagement results.

A media strategy was developed for the release of this report. If the recommendation is approved, ICI stakeholders and the public will be informed through the City's webpage, e-mail to stakeholders involved in engagement, and a Public Service Announcement. A comprehensive communications plan will be developed as part of the implementation planning in 2020 for the approved option.

NEXT STEPS

An approval report is expected in early 2021 to recommend changes to *The Waste Bylaw*. The following is the implementation plan for ICI recycling and organics.

Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institutional Sector

Date	Milestone
2020 – Q2-4	Draft Waste Bylaw updates; develop communication and education plan and materials; potential application to the Federation of Canadian Municipalities' Green Municipal Fund.
2021 – Q1-2	Approval report to Council for Waste Bylaw changes; finalize education materials and operational implementation plans.
2021 – Q3	Phase-in period of 1 year begins for ICI recycling.
2022 – Q3	Enforcement begins for ICI recycling; phase-in period for ICI organics begins.
2023 – Q3	Enforcement begins for ICI organics.

APPENDICES

1. Engagement Summary
2. Options Summary and Status Quo Description
3. Industrial, Commercial and Institutional Waste Diversion Strategy Roadmap

REPORT APPROVAL

Written by: Katie Burns, Special Projects Manager
Amber Weckworth, Education and Environmental Performance Manager

Reviewed by: Jeanna South, Director of Sustainability

Approved by: Angela Gardiner, General Manager, Utilities & Environment

Admin Report - Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institutional Sector.docx

Saskatoon Talks Trash: Businesses & Organizations

Engagement Summary
December 17, 2019



Engagement Summary

In November 2015, City Council approved a phased landfill ban for paper and cardboard that included the development of recycling for the Industrial, Commercial and Institutional (ICI) sector in advance of implementing a ban of materials at the City's landfill. The 2017 Waste Opportunities Report confirmed the importance of participation of the ICI sector in moving towards the City's 70% waste diversion target. Subsequent reports outlined specific waste diversion opportunities. The City's 2018-2021 Strategic Plan includes the Environmental Leadership action to "Implement mandatory recycling and organics programs and policies for the Industrial, Commercial and Institutional Waste Diversion Strategy."

ICI Waste Diversion Strategy engagement outlined in this summary occurred between March and December 2019. Three stakeholder groups were identified that have the potential to be impacted by implementation of the ICI Waste Diversion Strategy including:

- Generators: businesses and organizations operating and generating waste in Saskatoon.
- Business Associations: associations that represent ICI Sector generators and/or waste service providers.
- Haulers and Processors: waste removal and processing companies that serve Saskatoon businesses and organizations.

The engagement included 3 phases. The table below describes the engagement goals and engagement activities for each phase. The engagement results from each phase informed the overall project's development, which is provided in the ICI Waste Diversion Strategy.

Phase	Engagement Goal:	Engagement Activity	Date
Phase 1: Options Identification	Develop options for mandatory waste diversion for the ICI sector that could work in Saskatoon. Learn what values and concerns businesses and organizations have regarding a mandatory waste diversion program, and if there are any trends within different segments of the sector.	Business Association Meetings Options Identification Workshop Waste & Recycling Behaviors Survey	March to May 2019 July 23, 2019 July 22 to August 15, 2019
Phase 2: Options Review	Learn what values and concerns businesses and organizations have regarding mandatory waste diversion requirements, and if there are any trends within different segments of the sector. Validate key findings and test with wider stakeholder base.	Haulers/Processors Meetings Options Review Workshop Options Review Survey Key Stakeholder Meetings Business Association Meetings	August 2019 to September 2019 September 16 & 19, 2019 September 23 to October 11, 2019 September 2019 to October 2019 September to November 2019
Phase 3: Options Preference	Identify key preferences for ICI strategy. Learn which of the final options are preferred by businesses and organizations, and if there are any trends within different segments of the sector.	Options Preference Survey	December 3, 2019 to December 10, 2019

Feedback from 870 participants informed the engagement goals. Results from each phase are summarized below and provided in detail in the [Comprehensive Engagement Report](#). [BK(-E&CI1)]

Phase 1: Options Identification

The purpose of activities in this phase of engagement was to identify values, barriers and opportunities from the perspective of generators from diverse sectors and to develop options for waste diversion requirements. A total of 179 participants were involved in the Options Identification phase of the project. Meetings (4 business associations), a workshop (25 businesses /organizations) and a statistical survey (150 participants) were used.

Themes that emerged from the results related to barriers and opportunities are listed below, followed by results from options identification exercises.

Barriers and Opportunities

The following themes emerged from Phase 1 related to barriers and opportunities:

- City Intrusion
- Waste Servicing
- Volume
- Administrative Burden
- Education
- Costs
- Space
- Aesthetics/Vandalism
- Safety
- Illegal Dumping
- Materials
- Enforcement
- Cleanliness
- Conflicting Requirements/Regulations

Options Identification

Workshop participants were provided with a list of option components from other municipalities that are commonly found in ICI programs related to requirements, enforcement, materials, education and resources, and program roll-out. Participants were asked to select those components that would work well for their operation.

Workshop participants indicated that they selected their preferences based on how well they aligned with the following:

- Convenience
- Affordability
- Accountability
- Inclusivity
- Flexibility

Survey participants were asked to indicate their level of support for select components including separate bins for recycling and organics, waste diversion plan, waste audits, and City as a waste provider.

Requirement

The requirement to “have separate bins for recycling, organics, and garbage” was the most popular selection among workshop participants and 89% of survey participants indicated support for “having separate and labelled bins for recycling, organics, and garbage.” “Develop a waste diversion plan that includes recycling and organics diversion” was also a popular requirement for large operations. Approximately 67% of survey participants would support “having organizations develop and submit a waste management plan.”

Enforcement “An application or proof of compliance submitted to the City of Saskatoon” and “add to business license application and renewal process” were the most popular selection among workshop participants for enforcement.

Survey participants were not provided with alternative enforcement options, but approximately 71% expressed support for “audit waste that is sent to landfill to make sure no recyclable, organic or other materials that could be diverted are present.”

Materials

“All recyclable materials in residential recycling program” and “all organic materials expected in residential organics program were preferred by the majority of workshop participants for inclusion in the draft options.

Service Provider

The size of the business or organization did seem to have some impact on the preference for Service Provider selections. Overall, the “Private sector services –provide garbage, recycling and/or organics” was the most popular selection which is also the most popular selection among large operations. Small/medium operations however, preferred “mandatory City run recycling and organics collection - everyone (funding: property taxes, utility fees, and/or user fees)”, with “Private Sector” the second most popular selection.

Without opportunity to provide feedback on alternative service provider arrangements, approximately 70% of survey participants support the City providing recycling and organics collection service that is property tax or utility fee funded.

Education and Resources

“Rebate or grant to offset costs of new or expanded diversion “were popular among workshop participants in terms of education and resources as well as a roll-out strategy with “a transition period before enforcement begins.”

Phase 2: Options Review

Meetings (11 stakeholder groups), two workshops (64 participants) and an online survey (235 participants) were used during this phase to explore barriers and opportunities that businesses and organizations had regarding the draft options, and to validate key findings from Phase 1 with a wider stakeholder base. Perspectives were captured from 310 participants during this phase. Overarching themes related to barriers and opportunities that emerged from the results are listed below followed by a discussion about the draft options preference.

The draft Options were developed using feedback from the Options Identification phase and included:

- Option 1: Three Separate Bins and Site Visit Verification
- Option 2: Three Separate Bins and Submission of Proof
- Option 3: Submission of Waste Diversion Plan

Barriers and Opportunities

The following themes emerged from the Options Review results related to barriers and opportunities. Descriptions of specific barriers and opportunities related to each theme are provided in the full report.

- Low Volume Generation
- City Intrusion
- Cost
- Space
- Administrative Burden
- Responsible Party
- Target Large Volume Generators
- Ease and Flexibility
- Already Doing It
- Disproportionate Impacts

Draft Options Preference Results

Participants were asked to select the statement that best reflects their thoughts on each option from the list provided below:

- This option will work well for my business or organization. No changes required.
- This option might work with a few changes.
- This option currently does not work for my business or organization.
- Other

The early preference results for each option are provided in this section in order of most preferred to least preferred.

Most Preferred: "Option 3: Waste Diversion Plan"

If the Waste Diversion Plan will be similar to check boxes on the business licence, this option had the highest level of support. Approximately 56% of participants felt that this option would either work well as it is, or could work well with a few changes.

Second Most Preferred: "Option 1: Three Separate Bins and Site Verification"

Approximately 53% of participants felt that this option would work well in its current form, or could work well with a few changes.

Least Preferred: "Option 2: Three Separate Bins and Submission of Proof"

This option was only slightly less popular than Option 1. Approximately 47% of participants felt that this option would either work well as it is, or could work well with a few changes.

Phase 3: Options Preference

Survey data from 381 businesses and organizations was analysed to determine which of the final options are preferred by businesses and organizations and which will not work, and if there are any trends within different segments of the sector. Key findings from this phase are provided below with detailed results available in the full report.

Most Preferred Option

Participants were asked to select their Most Preferred Option and 2nd Choice from the list of final options below:

- Option 1: Waste Bylaw Enforcement + Separate Waste Containers
- Option 2: Waste Bylaw Enforcement + Separate Waste Containers + Submission of Proof
- Option 3: Waste Bylaw Enforcement + Submission of a Recycling & Organics Checklist/Summary
- Option 4: Voluntary Recycling & Organics with Education

Regardless of sector, business size, materials generated or materials collected, Option 4 was the most preferred option by survey participants. Approximately 62% of participants selected this Option followed by Option 1 which was Most Preferred by 22% of participants. Of the 145

participants who selected Option 4 as their Most Preferred Option, the majority (104 or 72%) selected Option 1 as their 2nd Choice.

Options that Would Not Work

Participants were asked to select any Options that would not work for their business or organization from the following list:

- Option 1: Waste Bylaw Enforcement + Separate Waste Containers
- Option 2: Waste Bylaw Enforcement + Separate Waste Containers + Submission of Proof
- Option 3: Waste Bylaw Enforcement + Submission of a Recycling & Organics Checklist/Summary
- Option 4: Voluntary Recycling & Organics with Education
- None of the above (meant to indicate that all Options would work)

Approximately 43% of participants felt that Option 3 would not work, followed by Option 2 (33%), Option 1 (22%) and then Option 4 (12%) which is consistent with the results from the Options Preference question.

The most popular combination of Options that would not work was Options 1, 2 and 3 which was selected by 51 participants (13%). The Option 2 and 3 combination was the next most popular selected by 50 participants (13%).

Verification Methods that Would Not Work

Participants were asked to select Verification Methods that would not work for their business or organization from the following list:

- Complaint follow-ups
- Screening follow-ups
- Regular Site Visits
- One-time submission of proof (copies of contracts, photos)
- One time submission of recycling and organics checklist/summary
- Education blitzes
- None of the Above

Regular Site Visits was the most popular selection with 29% of participants indicating that it will not work. The least popular selection was Education Blitzes (15% of participants) which suggests that if not paired with other methods it is the preferred method of verification.

The most popular combination of verification methods that will not work was selected by 7% of participants and included all methods with the exception of Education Blitzes which further supports that this method is preferred.

Consideration of results

Results from all activities informed specific phases of the project. The consideration of results at each project phase are described below.

Phase 1: Options Identification

The workshop results, in combination with results from other engagement activities, advice from solicitors and consideration of potential cost implications were used to inform development of the Draft Options. Draft Option 1 included the separate bins engagement preference and Option 3 included submission of a waste diversion plan through business licensing engagement preference. These draft options requirements were paired with program components to model how similar programs operate in other jurisdictions. Draft Option 2 was formulated based on the preferences of separate bins and a submission through business licensing and is not modelled after programs in other jurisdictions.

Phase 2: Options Review

The workshop and survey results, in combination with results from other engagement activities, lessons learned from other jurisdictions, advice from solicitors and consideration of potential cost implications were used to inform the final options. The emerging themes informed the final options and/or report in the following ways:

- Low Volume Generation: Options 1 and 2 were changed so the requirement to divert organics will only apply to businesses and organizations that generate it as part of their operations. Option 3 continues to provide the flexibility to state types of waste that are not generated.
- City Intrusion: Following Phase 2, Administration considered including an Option 4 (voluntary program with education) in the Final Options and Decision Report. After further consideration, Option 4 was not included as a Final Option in the Decision Report, and was attached to the Decision Report for information instead. The Final Options provided enforcement levels, so that both stakeholders and City Council can better understand what enforcement could look like.
- Cost: The cost to a business or organization will vary depending on the quantities and types of waste generated. However all final options were designed to provide the ability to control costs such as a choice of private sector solution, opt-in city service, depot drop offs, or on-site composting.
- Space: Space will be addressed in the revisions to the Waste Bylaw, the Zoning Bylaw Update, and a review of other standards or policies. The Education and Support for the program will also offer on-site support to assist in siting containers if requested.
- Administrative Burden: The Final Options discuss more specifically what education and support will be provided, with a focus on resources and in-person support that will help streamline meeting requirements and addressing specific concerns or challenges.
- Responsible Party: The Final Options are more specific about who is likely to be responsible for implementing mandatory recycling and organics based on how it works in other jurisdictions. Responsibility will be finalized in the revisions to the Waste Bylaw.
- Target Large Volume Generators: The Final Options do not specifically target Large Volume Generators, but instead removed the requirement in Options 1 and 2 for the organics containers for those that do not generate food or yard waste as part of their operations.
- Ease and Flexibility: All Final Options continue to be based on providing choice and flexibility, rather than restrictive program that limits choice.

- **Already Doing It:** Through our representative statistical survey, we know that over 70% of businesses and organizations are already compliant with Option 1 & 2 container requirements. This was echoed in the workshop and survey results.
- **Disproportionate Impacts:** The change to Options 1 and 2 to require organics containers only for businesses and organizations that generate food or yard waste as part of their operations is expected to reduce the disproportionate impacts for some. The ability to be exempted will be specifically addressed in the revisions to the Waste Bylaw. The City will also study what opt-in services it can provide that will reduce disproportionate impacts.

Phase 3: Options Preference

Results from the Options Preference Survey including preferred options, options that would not work and verification methods that would not work informed the “Stakeholder Preference”, and “Stakeholder Ability to Implement” factors in Administration’s decision making process, described in the ICI Waste Diversion Strategy. While the ICI sector indicated clear preference for Option 4: Voluntary Recycling & Organics with Education, Administration must recommend a mandatory option (Option 1, 2, or 3) to appropriately respond to the Council direction to develop a mandatory ICI Waste Diversion Strategy. A Comprehensive Engagement Report that clearly identifies the ICI Sector preference for Option 4 will be provided to City Council for consideration.

Options Summary and Status Quo Description

Options Summary - Requirements, Compliance Verification, and Cost

	Option 1 - Separate Waste Containers (verified by City)	Option 2 - Separate Waste Containers (business submits proof)	Option 3 - Waste Diversion Plan (business submits form)
Requirements & Responsibilities – ICI Sector			
Separate Containers for Garbage, Recycling, and Organics*	✓	✓	
Diversion Plan for Recycling and Organics			✓
Submission through business licensing**		✓	✓
Provide education to employees/tenants	✓	✓	✓
Potential Verification By Waste Bylaw Enforcement			
Complaint Follow-up	✓	✓	
Screening Follow-up		✓	✓
Education Blitzes	✓	✓	✓
Recycling and Organics Education			
Education Program	✓	✓	✓
Annual Operating Cost (to City) – Preliminary Estimates***			
2022+	\$	\$\$	\$\$

*Only if food or yard waste is generated as part of operations.

** Or a parallel process for organizations that do not require a business license

*** \$ = between \$220,000 and \$340,000; \$\$ = between \$490,000 and \$620,000

Options Summary - Advantages and Disadvantages

	Option 1 - Separate Waste Containers (verified by City)	Option 2 - Separate Waste Containers (business submits proof)	Option 3 - Waste Diversion Plan (business submits form)
ICI Stakeholders			
Preference	Most preferred regulatory option	Least preferred	Least preferred
Ability to Understand	Easiest to understand	Moderate understanding	Hardest to understand
Ability to Implement and Control Costs	Less control and less flexible	Less control and less flexible	Most control and most flexible
City of Saskatoon			
Compatibility with existing enforcement	Most compatible (mimics existing)	Not as compatible – introduces new process	Not as compatible – introduces new process
Effort to Plan, Implement, and Operate	Least effort and resources by City administration	More effort and resources required by City administration	More effort and resources required by City administration
Ability to Adapt	Less adaptable	Less adaptable	Most adaptable
Increased safety risk	The same level of risk as current Waste Bylaw enforcement	Less risk than current Waste Bylaw enforcement	Less risk than current Waste Bylaw enforcement
Precedent			
Implemented in Canada	Yes – implemented in 2 jurisdictions	No	Yes – implemented in 1 jurisdiction
Outcomes			
Waste Diversion	5,400 tonnes projected	5,400 tonnes projected	5,400 tonnes projected
Resident Satisfaction	Should satisfy resident	Should satisfy residents	May be slightly less satisfactory if businesses are seen to be not diverting some streams

Highest advantage
Moderate advantage or neutral
Disadvantage

Status Quo plus Education - Voluntary Recycling & Organics with Education

The Administration received direction from City Council to develop and implement a regulatory (mandatory) approach to Industrial, Commercial, Institutional (ICI) sector recycling and organics.

During the final phase of engagement, the status quo, or voluntary approach, with an added education component was discussed by respondents. It is outlined here to

demonstrate the differences between the regulatory options developed by the Administration and a voluntary approach. This would involve the development of education and communication materials to encourage the ICI sector to divert recycling and organics. The status quo was not included as an option in the decision report, as it does not address the direction from Council for a mandatory program.

Environmental Implications

Voluntary recycling and organics with education is expected to have a minimal impact on improving waste diversion. Waste diversion may continue to slowly improve, however, that will more likely be attributed to expanded diversion services developed by the private sector and to some extent the City of Saskatoon (City).

Therefore, the majority of 2,400 tonnes of recyclables and 3,000 tonnes of organics that could be diverted from the City's landfill per year by the regulatory options would continue to be landfilled, resulting in no significant improvement to the City's waste diversion rate. A total of 17,000 tonnes of recycling and 21,000 tonnes of organics would continue to be landfilled city-wide.

By landfilling 38,000 tonnes of recyclables and organics in 2016 (at the City's and regional landfills), the ICI sector generated 38,000 tonnes CO_{2e} of GHG emissions. Voluntary recycling and organics would continue to see similar annual emissions.

Social Implications

This option was the most preferred by stakeholders in the final engagement survey. There are no concerns about disproportionate impacts.

Legal Implications

No changes to Bylaw No. 8310, *The Waste Bylaw* would be required.

Financial Implications

The capital costs for program development in 2020 is estimated to be \$85,000 to develop education and communications materials and would be required from the 2020 and 2021 approved capital budget P1964 – Waste Reduction Initiatives of the \$700,000 allocated for ICI and Multi-unit waste diversion projects.

Program operation costs will start in 2020. Annual operating cost is projected to be \$50,000 (depending on level of education provided) and includes 0.2 FTE's to continuously improve education and communications. A budget request for ongoing operations would be included in the 2022-2025 budget.

Since approximately 5,400 tonnes of recyclable and organic waste from the ICI sector will continue to be received at the City's landfill, there will be no revenue reduction from tipping or entry fees. Approximately \$362,000 of landfill airspace value per year (based on 2018 landfill airspace values) would continue to be consumed.

Advantages

- More preferred by ICI stakeholders than any of the three options.
- Due to the voluntary nature of this option, it will be easiest for stakeholders to understand, implement and control costs.
- It would require fewer FTEs than the three options.
- No changes would be required to the Waste Bylaw.
- Safety risks would be virtually eliminated due to having no staff in the field.

Disadvantages

- No anticipated improvements in waste diversion or greenhouse gas emission.
- While many Canadian municipalities have adopted this approach, none have quantified waste diversion improvements as a result.
- Residents are unlikely to be satisfied that the ICI sector is contributing to the City's waste diversion target.

Industrial, Commercial and Institutional Waste Diversion Strategy Roadmap

The Industrial, Commercial, and Institutional (ICI) Waste Diversion Strategy is part of the City of Saskatoon's (City) Waste Reduction and Diversion Plan. The summary below provides an overview of all the waste diversion and reduction initiatives that may involve or impact the ICI sector in the short, medium and long-term.

Priorities

Four priorities for the ICI sector have been identified to help achieve the City's 70% Waste Diversion Target:

1. Diversion Policies and Programs
2. Partnerships and Collaboration
3. Leading by Example
4. Enabling a Circular Economy

The tables below outline the priorities, goals, actions and phasing. These were developed in coordination with the City's forthcoming Waste Reduction and Diversion Plan based on stakeholder engagement, research, in-progress waste diversion projects, and prior reporting to City Council (for instance the Waste Diversion Opportunities Report).

Priority 1: Diversion Policies and Programs

GOALS	KEY ACTIONS	PHASING
A. Implement mandatory recycling and organics diversion programs and policies.	<ul style="list-style-type: none"> Implement a regulatory approach for recycling and organics. Funded actions for 2020-2021 include Waste Bylaw update, education and communications, and phase-in of recycling requirements. 	Short (0-3 years)
B. Implement construction and demolition waste diversion policies and programs.	<ul style="list-style-type: none"> Prepare a business case for the 2022-2025 budget. Research best practices for construction and demolition waste diversion policies and programs. Align implementation with the Recovery Park project. 	Medium (4-9 years)
C. Implement disposal bans at the Saskatoon Landfill.	<ul style="list-style-type: none"> Prepare a business case for the 2022-2025 budget. Develop an approach for a disposal ban at the Saskatoon Landfill for any materials where diversion opportunities are in place for all sectors. Encourage similar landfill bans at a regional level by working with other landfills operating in the region and the provincial government. 	Medium (4-9 years)

D. Provide education on waste reduction and additional waste diversion.	<ul style="list-style-type: none"> Develop resources for the ICI sector to encourage waste reduction and diversion as part of the education for mandatory recycling and organics. 	Short (0-3 years)
E. Determine the role of City-delivered services for ICI waste management and diversion.	<ul style="list-style-type: none"> Review waste management and diversion services that the City currently provides or could potentially provide. Recommend services that support the regulatory approach for recycling and organics and that can be sustainably funded. If needed, prepare a business case for the 2022-2025 multi-year budget. 	Short (0-3 years)

Priority 2: Partnerships and Collaboration

GOALS	KEY ACTIONS	PHASING
A. Continuously improve waste data management and reporting system to monitor ICI waste generation and diversion.	<ul style="list-style-type: none"> Complete the ICI Waste & Recycling Survey every two years in coordination with the residential waste survey. Continue to include ICI sector waste in the City's Waste Characterization Studies. Collect data from waste haulers on volumes and types of waste collected within City limits (as per <i>The Waste Bylaw</i>). 	Ongoing
B. Establish a working group with representatives from the ICI sector to support strategy implementation.	<ul style="list-style-type: none"> Strike an ICI working group. Meet regularly to assist in implementing recycling and organics, such as during Waste Bylaw updates and planning communications and education. 	Short (0-3 years)
C. Work with the provincial and federal governments on new waste reduction and diversion initiatives.	<ul style="list-style-type: none"> Communicate, monitor, and collaborate with the provincial and federal governments on related initiatives such as ICI waste diversion policies and programs and single-use item regulations. 	Ongoing
D. Establish a program to increase waste diversion from local schools.	<ul style="list-style-type: none"> Develop and implement an organic pilot program for schools. 	Short (0-3 years)

E. Leverage community and external funding sources to initiate new initiatives.	<ul style="list-style-type: none"> Continue to develop and submit project proposals that support the development of waste reduction and diversion policy and program. Continue to identify external funding sources, such as the Federation of Canadian Municipality's Green Municipal Fund and submit applications. 	Short (0-3 years)
---	--	----------------------

Priority 3: Leading by Example

GOALS	KEY ACTIONS	PHASING
A. Establish recycling at all City facilities.	<ul style="list-style-type: none"> Explore funding opportunities to ensure compliance with the mandatory recycling requirement for the ICI sector. 	Short (0-3 years)
B. Collect organics at all City facilities to align with the mandatory organics requirements for the ICI sector.	<ul style="list-style-type: none"> A business case and budget will be prepared for the 2022-2025 budget. 	Medium (4-9 years)
C. Develop policies to require public space and event waste diversion.	<ul style="list-style-type: none"> A business case and budget will be prepared for the 2022-2025 budget. 	Medium (4-9 years)
D. Develop policies and procedures to divert construction and demolition waste from City projects.	<ul style="list-style-type: none"> A business case and budget will be prepared for the 2022-2025 budget. 	Medium (4-9 years)
E. Ensure procurement procedures align with waste diversion and reduction	<ul style="list-style-type: none"> Pilot sustainable and/or circular procurement that support waste reduction and diversion as well as the triple bottom line policy. Develop a sustainable and/or circular procurement procedure. A business case and budget will be prepared for the 2022-2025 budget to expand pilots if necessary. 	Short (0-3 years)
F. Maximize the use of recycled content	<ul style="list-style-type: none"> Explore opportunities to expand the use of recycled content through procurement specifications and criteria. A business case and budget will be prepared for the 2022-2025 budget to expand if necessary. 	Short (0-3 years)

Priority 4: Enabling the Circular Economy

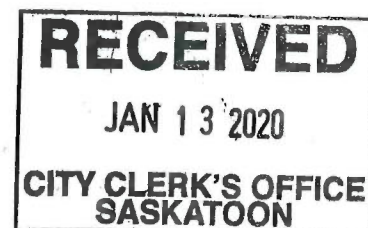
GOALS	KEY ACTIONS	PHASING
A. Reduce Food Waste and increase reclamation through a coordinated approach	<ul style="list-style-type: none"> Complete the Research Junction Project (pending funding approval): Promising Practices in Food Reclamation for Saskatoon. Prepare a business case for the 2022-2025 budget. 	Medium (4-9 years)
B. Explore opportunities for local economic development or social enterprises to support waste reduction and diversion	<ul style="list-style-type: none"> Consider opportunities as part of the implementation of new initiatives, such as Recovery Park. 	Medium (4-9 years)
C. Share, reuse and repair strategy	<ul style="list-style-type: none"> Complete the Johnson Shoyama Graduate School of Public Policy's Policy Shop Project: The Role of the Share, Reuse and Repair Economy in Municipal Waste Prepare a business case for the 2022-2025 budget. 	Medium (4-9 years)
D. Textile and apparel reduction and recycling strategy	<ul style="list-style-type: none"> Continue monitoring for opportunities and best practices. Prepare a business case for the 2026-2029 budget. 	Long (10+ years)
E. Adaptation and reuse of older building policy	<ul style="list-style-type: none"> Continue monitoring for opportunities and best practices. Prepare a business case for the 2026-2029 budget. 	Long (10+ years)

From: Darla Lindbjerg <advocacy@saskatoonchamber.com> on behalf of Darla Lindbjerg
<advocacy@saskatoonchamber.com>
Sent: Sunday, January 12, 2020 9:51 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: 2020_01_10
_regulatory_approaches_to_enhance_waste_diversion-_letter_to_eucs.docx.pdf

Submitted on Sunday, January 12, 2020 - 21:50

Submitted by anonymous user: 96.125.247.165

Submitted values are:



Date Sunday, January 12, 2020

To His Worship the Mayor and Members of City Council

First Name Darla

Last Name Lindbjerg

Email advocacy@saskatoonchamber.com

Address 110-345 4th Ave S

City Saskatoon

Province Saskatchewan

Postal Code S7K 1N3

Name of the organization or agency you are representing (if applicable) Greater Saskatoon Chamber of Commerce

Subject Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institution Sector

Meeting (if known) EUCS

Comments

Please accept the attached letter to be included in the Monday January 13th EUCS meeting.

Attachments

2020_01_10_regulatory_approaches_to_enhance_waste_diversion-_letter_to_eucs.docx.pdf

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/356587>

January 10, 2020

To: City Clerk

RE: Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institution Sector

This letter is in response to the January 13, 2020 Standing Policy Committee on EUCS regarding Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institution Sector. On behalf of our members, the Greater Saskatoon Chamber of Commerce is providing these comments on this report for the Committee's consideration.

We appreciate the efforts taken by the City's Administration to engage the business community to gather their comments. While the preference of the business community is to not have a mandatory program, a reasoned approach is businesses and organizations without organics will not be required to have organics bins.

We offer the following for the Committee's consideration as you debate the options before you and oversee implementation once approved, specific to the organics program:

- Keep the implementation costs for the City to a minimum to ensure efficiency while maintaining effectiveness
- Provide clear guidelines to the affected businesses
- Consider the implications of the space it will take for businesses to collect and remove organics – many businesses indicated they aren't sure where they will put an organics bin
- Consider the costs to businesses and keep these costs to a minimum
- Provide clear and concise education material that the businesses can easily pass along to their employees

The Chamber would be available to assist the City's Administration in working with the affected businesses to ensure a smooth implementation process, once approved. If you have any questions or concerns, please do not hesitate to contact me.

Sincerely,



Darla Lindbjerg
President & CEO

Bryant, Shellie

From: Margot Orr <advocacy@saskatoonchamber.com>
Sent: January 26, 2020 12:24 PM
To: City Council
Subject: Form submission from: Write a Letter to Council
Attachments: 2020_01_23
_regulatory_approaches_to_enhance_waste_diversion-_letter_to_city_council.docx.pdf

Submitted on Sunday, January 26, 2020 - 12:23

Submitted by anonymous user: 96.125.247.165

Submitted values are:

Date Sunday, January 26, 2020

To His Worship the Mayor and Members of City Council

First Name Margot

Last Name Orr

Email advocacy@saskatoonchamber.com

Address 110-345 4th Ave S

City Saskatoon

Province Saskatchewan

Postal Code S7K 1N3

Name of the organization or agency you are representing (if applicable) Greater Saskatoon Chamber of Commerce

Subject Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institution Sector

Meeting (if known) Monday January 27, City Council Meeting

Comments

Please accept the attached letter as my request to speak at the January 27th City Council Meeting.

Attachments

[2020_01_23_regulatory_approaches_to_enhance_waste_diversion-_letter_to_city_council.docx.pdf](#)

The results of this submission may be viewed at:

<https://www.saskatoon.ca/node/398/submission/362225>

January 21, 2020

To: City Clerk
Members of City Council

RE: Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institution Sector

Please accept this as a request to speak at the January 27, 2020 City Council meeting. This letter is regarding Regulatory Approaches to Enhance Waste Diversion in the Industrial, Commercial and Institution Sector. On behalf of our members, the Greater Saskatoon Chamber of Commerce is providing these comments on this report for the Committee's consideration. We appreciate the efforts taken by the City's Administration to engage the business community to gather their comments. While the preference of the business community is to not have a mandatory program, an exemption for businesses and organizations without organics is a reasonable approach.

We are respectfully requesting that City Council consider the following when implementing the program:

- Keep the implementation costs for the City to a minimum to ensure efficiency while maintaining effectiveness
- Provide clear guidelines to the affected businesses
- Provide clear and concise education material that businesses can easily pass along to their employees
- Consider the implications of the space it will take for businesses to collect and remove organics – many businesses indicated they aren't sure where they will put an organics bin
- Consider the costs to businesses and keep these costs to a minimum

On a final note, we applaud City Council for having a waste diversion target of 70% and appreciate the clear and transparent process that has been used on this file. A further measure of transparency would be to monitor the private companies contracted to haul the organics to ensure they are disposing the material at the appropriate location and not in the landfill.

The Chamber would be available to assist the City's Administration in working with the affected businesses to ensure a smooth implementation process, once approved.

If you have any questions or concerns, please do not hesitate to contact me.

Sincerely,



Darla Lindbjerg



President & CEO

110-345 4th Ave S
Saskatoon, SK S7K 1N3
☎ 306-244-2151
✉ chamber@saskatoonchamber.com



STANDING POLICY COMMITTEE ON TRANSPORTATION

Sidewalk Infill Prioritization Criteria

Recommendation of the Committee

That the report of the General Manager, Transportation and Construction Department dated January 13, 2020 be received as information.

History

At the January 13, 2020 Standing Policy Committee on Transportation meeting, a report of the General Manager, Transportation and Construction dated January 13, 2020 was considered.

Attachment

January 13, 2020 report of the General Manager, Transportation and Construction.

Admin Report - Sidewalk Infill Prioritization Criteria.docx

ISSUE

This report outlines the revised criteria for prioritizing locations for sidewalk infill.

BACKGROUND

The Active Transportation Implementation Plan, approved by City Council on March 25, 2019, provided a five-year plan for sidewalk infrastructure expansion and identified the following next steps for the Sidewalk Infill Program:

- conduct a detailed review of the inventory of missing sidewalks;
- prioritize the sidewalks for implementation;
- complete feasibility analysis;
- prepare designs for construction; and
- develop cost estimates.

A review of the inventory of missing sidewalks is substantially complete. The next step is to prioritize sidewalk infill locations.

CURRENT STATUS

A missing sidewalk inventory is manually maintained and is prioritized based on the following criteria:

Priority	Description
1	Locations primarily include outstanding residential requests and locations where no sidewalk exists on either side of the roadway. Also includes neighbourhood traffic review or corridor review recommendations.
2	Locations include sidewalks around high pedestrian areas such as parks, schools, and public facilities.
3	Locations include areas that have a sidewalk along one side of the roadway and are not on a pedestrian corridor leading to a park, school, senior citizen's complexes, or public facilities.

DISCUSSION/ANALYSIS

Best Practice

Currently there are no formal sidewalk warrants provided by major organizations such as the Transportation Association of Canada, Institute of Transportation Engineers (ITE) or the American Association of State Highway and Transportation Officials.

ITE has published an informational report titled "Survey of Guidelines Used to Select Sidewalk Locations". The report provides information gathered on sidewalk policies and warrants from over 200 jurisdictions internationally (11% Canada, 88% USA, and 1% other).

Findings from this report indicate the top six criteria used to prioritize sidewalk installations are as follows:

1. Proximity to schools, parks, or recreational facility;
2. Evidence of pedestrian use or foot paths;
3. Presence of sidewalks on adjacent properties;
4. Request from public;
5. Roadway classification; and
6. Proximity to transit stations, routes, or stops.

Additionally, a jurisdictional scan of how other cities prioritize sidewalk infill investments was conducted. This scan revealed that many jurisdictions utilize criteria similar to those outlined in ITE's report. A summary of the findings is included in Appendix 1.

Revised Prioritization Criteria

Based on the above-noted findings, new criteria for prioritizing sidewalk infill locations will be implemented. The revised method utilizes a combination of land use and street context to determine which missing sidewalk locations will have the most impact on the safety and walkability of the pedestrian network. The new criteria will prioritize:

- streets with higher traffic volumes and travel speeds;
- streets with higher potential for pedestrian demand;
- pedestrian access to parks, schools, and major destinations;
- destinations that serve vulnerable users such as older adults and children; and
- integration with transit and future Bus Rapid Transit service.

The criteria is comprised of two categories: 1) Pedestrian Potential and 2) Risk Reduction Potential. Each category contains a set of criteria with a maximum amount of points that can be achieved. Below is a description of each category.

Category	Description
<p>Pedestrian Potential</p> <p>(50 Points)</p>	<p>This category utilizes land use to determine potential demand for pedestrian facilities. The Pedestrian Potential criteria is currently being used by Asset Preservation and Municipal Engineering Services to prioritize city sidewalks for various improvements. Transportation will utilize this criteria to estimate latent pedestrian demand. The criteria contained within this category include:</p> <ul style="list-style-type: none"> • Adjacent Land Use (Max 20 points); • Nearby Vulnerable User Destinations (Max 10 points); • Nearby Major Destinations (Max 10 points); and • Nearby Transit Stops (Max 10 points).
<p>Risk Reduction Potential</p> <p>(50 points)</p>	<p>This category utilizes street classification, presence of existing pedestrian facilities, and pedestrian desire to indicate the potential for risk reduction. The criteria contained within this category include:</p> <ul style="list-style-type: none"> • Street Classification (Max 20 points); • Presence of Sidewalk (Max 15 points); and • Pedestrian Desire (Max 15 points). <p>In the event that a pedestrian is involved in a collision while traveling along a street where no pedestrian facility is available, maximum points (50) would be assigned in the Risk Reduction Potential category. In the period for 2014-2018, no collisions of this type were reported.</p>

Criteria is applied to the missing sidewalk locations using Geographic Information Systems and the score for each of the criteria is totalled to determine priority. Scores are then grouped into five categories (a higher score indicates a higher priority):

- Priority 1: 81 to 100
- Priority 2: 61 to 80
- Priority 3: 41 to 60
- Priority 4: 21 to 40
- Priority 5: 0 to 20

Additional details on the criteria and assigned points are included in Appendix 2.

Application of Criteria

The Sidewalk Infill Prioritization Criteria is a tool to help prioritize locations for new sidewalks. The criteria will be used as a guide to identify sidewalk infill locations and additional discretion may be required in determining locations. For example, if there are three sequential blocks of missing sidewalk, and the middle block of missing sidewalk scores lower in priority than the blocks on either side, the preference will be to address the entire length of the missing sidewalk to avoid creating additional gaps in the network.

Additionally, top sidewalk infill locations will be reviewed for alignment with other street improvement projects. To capitalize on construction efficiencies, a sidewalk infill location that scores lower in priority may be accelerated to coordinate with other street improvement projects that are scheduled to occur.

The criteria will be applied to the database of missing sidewalks annually to capture any potential changes in the land use or street characteristics that may occur.

It is important to note that not all missing sidewalk locations may be feasible for construction. A number of factors including available right-of-way, utilities, presence of landscaping, and impacts on property/business owners must be reviewed to determine if sidewalk construction is feasible. This feasibility review will occur after sidewalk locations are prioritized.

OTHER IMPLICATIONS

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

NEXT STEPS

1. The revised prioritization criteria will be applied to the inventory of missing sidewalks.
2. Top priority locations will be reviewed to determine construction feasibility. The process for determining feasibility will include identifying right-of-way and existing utilities, site visits to assess grades and landscaping, and potential impacts to adjacent property and/or business owners.
3. Once construction of the sidewalk is determined feasible, the missing sidewalk location will be placed on the Sidewalk Construction List, and the design and cost

estimate of the sidewalk will be completed. The top locations will be reviewed for alignment with other street improvement projects to identify opportunities to combine work.

4. A list of sidewalk infill projects totalling \$20 million will be brought forward to City Council in the third quarter of 2020.

APPENDICES

1. Jurisdictional Scan of Prioritization Criteria for Sidewalk Infill Investments
2. Details on City of Saskatoon Updated Sidewalk Infill Prioritization Criteria

Report Approval

Written by: Danae Balogun, Active Transportation Program Coordinator,
Transportation

Reviewed by: Nathalie Baudais, Senior Transportation Engineer, Transportation
David LeBoutillier, Engineering Manager of Transportation
Jay Magus, Director of Transportation

Approved by: Terry Schmidt, General Manager, Transportation & Construction
Department

Admin Report - Admin Report - Sidewalk Infill Prioritization Criteria.docx.docx

Jurisdictional Scan of Prioritization Criteria for Sidewalk Infill Investments

CRITERIA

CITY		Road Classification	Proximity to Schools	Proximity to Transit	Proximity to Parks	Proximity to Seniors Living	Proximity to Community Facilities	Density of Development	Presence of Nearby Facility	Redevelopment Expected	Alignment With Other City Projects	Traffic Speeds	Traffic Volumes	Presence of Desire Line	Proximity to Trail Network	Pedestrian Collisions	Equity	Walking Potential	Public Concern/Request
	Burnaby		✓	✓			✓		✓	✓	✓								
	Coquitlam	✓	✓	✓	✓	✓		✓			✓		✓	✓					✓
	Edmonton	✓	✓	✓	✓	✓		✓			✓				✓				
	Ottawa	✓	✓	✓	✓	✓	✓	✓	✓			✓	✓	✓					
	Regina			✓					✓										✓
	Sudbury	✓	✓	✓	✓			✓				✓	✓		✓	✓			
	Surrey		✓					✓	✓	✓									
	Toronto	✓	✓	✓	✓		✓				✓	✓	✓			✓			✓
	Winnipeg	✓	✓	✓	✓	✓	✓	✓			✓		✓			✓	✓	✓	

Details on City of Saskatoon Updated Sidewalk Infill Prioritization Criteria

Category 1: Pedestrian Potential (50 Points)

Pedestrian potential utilizes land use to determine potential demand and potential users for pedestrian facilities.

Criteria	Rationale	Score
Adjacent Land Use	Areas with higher densities of population and employment have the potential for greater pedestrian activity, and therefore greater demand for pedestrian-supportive infrastructure. Sidewalks that are adjacent to land uses that generate more foot traffic are prioritized.	A maximum score of 20 points to be assigned based on the land use that falls directly adjacent to the location. Higher points would be assigned to land uses that typically generate more foot traffic (e.g. high density residential, business improvement districts, etc.).
Nearby Vulnerable User Destinations	Pedestrian trips to parks, schools, medical facilities or near seniors living facilities may be frequented by a higher proportion of vulnerable road users, such as children and older adults. Sidewalks that can increase the safety and frequency of these types of trips are prioritized.	A maximum score of 10 points to be assigned to missing sidewalk locations that are within a specified distance of destinations that serve vulnerable users. Higher points would be assigned to locations near these types of destinations (e.g. elementary schools, parks, etc.).
Nearby Major Destinations	Major destinations such as libraries, leisure centres, or event centres are considered to have more potential for generating pedestrian traffic. Sidewalks that can increase the safety and frequency of pedestrian trips to major destinations are prioritized.	A maximum score of 10 points to be assigned to sidewalk locations that are within a specified distance of major destinations. Higher points would be assigned to sidewalk locations near these types of destinations (e.g. leisure centres, libraries, shopping centres, etc.).
Nearby Transit Stops	Walking is an essential component of accessing transit. Sidewalks that provide connections to Bus Rapid Transit and transit facilities are prioritized.	A maximum score of 10 points to be assigned to sidewalk locations that are within a specified distance from a transit stop location. Higher points would be assigned to sidewalk locations near transit stops.

Category 2: Risk Reduction Potential (50 points)

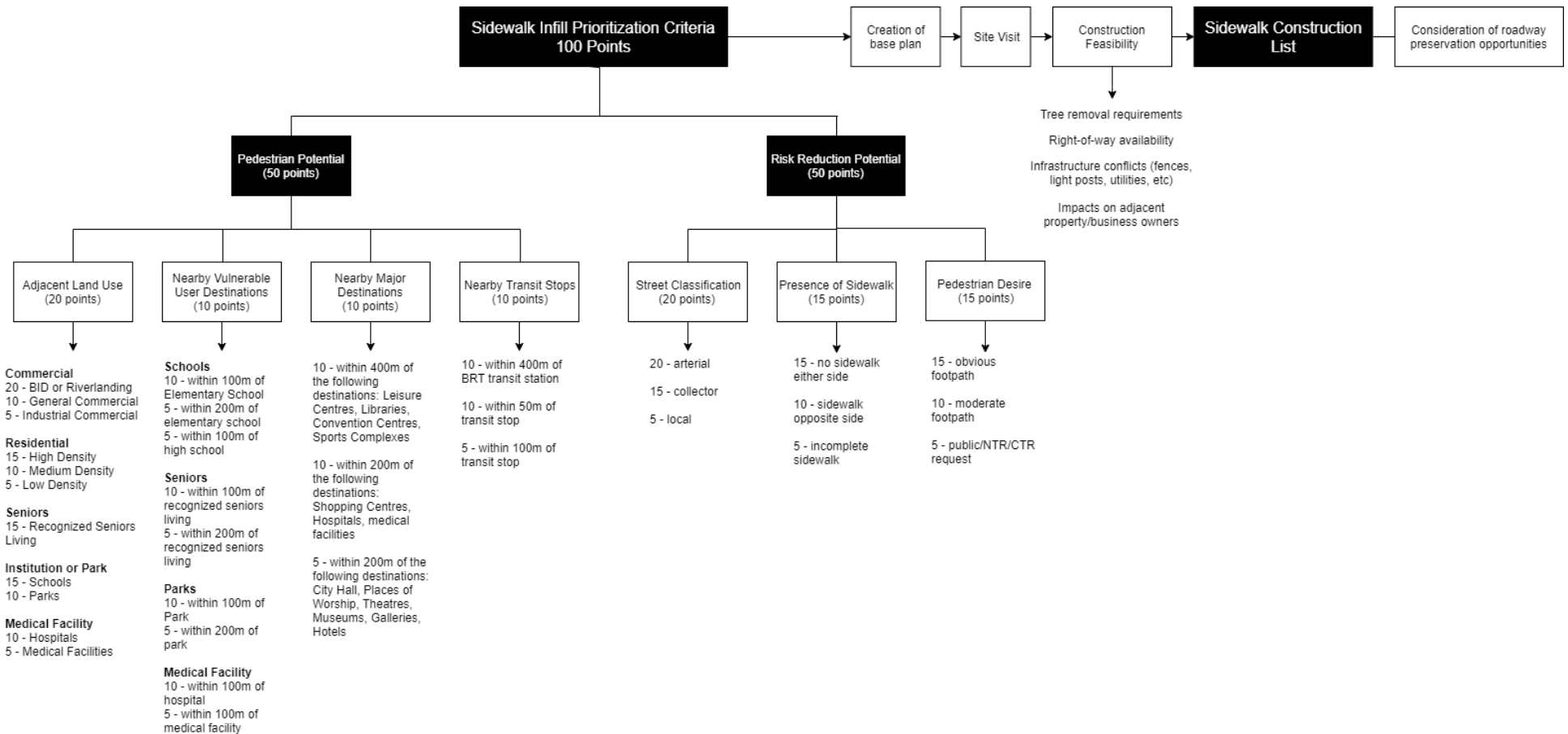
Risk reduction potential utilizes street classification, presence of existing pedestrian facilities, and pedestrian desire to indicate the potential for risk reductions.

In the event that a pedestrian is involved in a collision while traveling along a street where no sidewalk was available, maximum points (50) would be assigned in the Risk Reduction Potential category. Reported data is available from SGI on an annual basis.

Criteria	Rationale	Score
Street Classification	Road classification is a reflection of the traffic volumes and speeds along that road. Roads with higher traffic and travel speeds are in greater need of pedestrian facilities to ensure a safe travel environment. Streets with higher traffic volumes and speeds are prioritized.	A maximum score of 20 points to be assigned based on street classification. Higher points would be awarded to higher-order streets where traffic volumes and speeds are typically higher (e.g. arterial, collector).
Presence of Sidewalk	The lack of a sidewalk increases the possibility of pedestrians walking in the street. Streets without any pedestrian facilities are prioritized.	A maximum score of 15 points to be assigned based on the presence or lack of a pedestrian facility on the opposite side of the street.
Pedestrian Desire	Desire for a sidewalk, either through evidence of a beaten path or through resident requests, indicates that pedestrians are walking along this street regardless of the provision of a facility. Sidewalks that address pedestrian desire are prioritized.	A maximum score of 15 points to be assigned for the presence of a desire line based on evidence of pedestrian use (e.g. foot paths) or resident concerns.

Note: For both categories, the criteria applies to an entire block face. For example, if the missing sidewalk location is adjacent to a block with both low-density residential and high-density residential, the higher score will be applied to the entire block face.

Sidewalk Infill Prioritization Criteria – Flow Chart



Criteria is sourced from data sets that are maintained by various City of Saskatoon departments.



GOVERNANCE AND PRIORITIES COMMITTEE

Resignation – Saskatoon Environmental Advisory Committee

Recommendation of the Committee

That the City Clerk be requested to advertise the Youth vacancy on the Saskatoon Environmental Advisory Committee.

History

The Governance and Priorities Committee, at its meeting held on January 20, 2020, was advised of a resignation from the Youth representative on the above Committee.



GOVERNANCE AND PRIORITIES COMMITTEE

Appointment – Municipal Planning Commission

Recommendation of the Committee

That Beatrice Regnier be appointed to the Municipal Planning Commission to the end of 2021.

History

The Governance and Priorities Committee, at its meeting held on January 20, 2020, considered an appointment to the above Commission.



GOVERNANCE AND PRIORITIES COMMITTEE

Appointment – Social Services Subcommittee – Assistance to Community Groups: Cash Grants Program – United Way Representative

Recommendation of the Committee

That Andrea Howe be appointed the United Way representative on the Social Services Subcommittee – Assistance to Community Groups: Cash Grants Program for 2020.

History

The Governance and Priorities Committee, at its meeting held on January 20, 2020, was advised by United Way of a change in representative to the above Subcommittee.



GOVERNANCE AND PRIORITIES COMMITTEE

Appointments – SaskTel Centre Board of Directors

Recommendation of the Committee

That the City's representative be instructed to vote the City's proxy at the 2020 Annual General Meeting for the reappointment of Russel Marcoux and the appointment of Darla Deguire to the SaskTel Centre Board of Directors throughout a term expiring at the conclusion of the 2022 Annual General Meeting.

History

The Governance and Priorities Committee, at its meeting held on January 20, 2020, considered citizen (re)appointments to the above Board.



GOVERNANCE AND PRIORITIES COMMITTEE

Appointment – Riversdale Business Improvement District Board of Management

Recommendation of the Committee

That the appointment of Carmen Hamm to the Riversdale Business Improvement District Board of Management, be approved.

History

The Governance and Priorities Committee, at its meeting held on January 20, 2020, considered an appointment to the above Board.

Attachment

Letter from Randy Pshebylo, Executive Director, Riversdale BID dated December 24, 2019



December 24, 2019

His Worship Mayor Clark and Members of City Council
City of Saskatoon
222 3rd Avenue North
Saskatoon, SK S7K 0J5

RE: Appointment to the Riversdale BID Board of Management

The Riversdale Business Improvement District (RBID) Board of Management is requesting the appointment of Carmen Hamm of Taste Restaurant Group to the RBID Board.

This appointment by City Council will fill a vacant seat within the Board adding her experience and skills from the growing culinary scene emerging on the commercial corridor of 20th Street West.

Sincerely,

A handwritten signature in brown ink, reading 'Randy Pshebylo'. The signature is fluid and cursive, with the first name 'Randy' and last name 'Pshebylo' clearly visible.

Randy Pshebylo
Executive Director

Downtown Event and Entertainment District - Update

ISSUE

Planning for the development of a Downtown event and entertainment district, centred on a new Downtown arena and convention centre, is in the preliminary stages. An update regarding the site selection process is provided in this report.

BACKGROUND

City Council, at its meeting held on November 19, 2018, considered a report called, Considerations for the TCU Place and SaskTel Centre Project, and resolved:

- “1. That the Administration be directed to include a future Arena/convention centre when planning the future of Saskatoon’s Downtown;
2. That the focus of the planning work include consideration of an entertainment district, not just an arena and/or convention facility;
3. That the Administration report back on terms of reference for a process for identifying the best location for a future entertainment district and how it would fit into a wider vision for a strong downtown for the future;
4. That one of the overall principles be to seek approaches that minimize the reliance on Property taxes to pay for this arena; and
5. That the approach also recognize that while the City of Saskatoon has a leadership role, it will take collaboration with stakeholders and the community as a whole to come up with the best solution.”

City Council, at its meeting held on April 29, 2019, considered a report called, Downtown Event and Entertainment District – Next Steps, which outlined the proposed process with respect to planning for a future Downtown event and entertainment district.

Governance and Priorities Committee, at its meeting held on September 23, 2019, received a report called, Downtown Event and Entertainment District Public Engagement Plan, which outlined the communications and engagement plan that will guide the site selection process.

CURRENT STATUS

The current phase of the project is limited to the selection of a site for a future Downtown event and entertainment district. There is tremendous value in knowing the location of the future arena, convention centre, and entertainment district. Knowing the location will ensure that all future decisions are made with an understanding of how the Downtown core will look in the future. For example, when infrastructure investments are made adjacent to the sites such as Bus Rapid Transit or underground utility work, the infrastructure will be designed and constructed to support the long-term vision.

Detailed designs, priority of the project relative to other civic priorities, funding models, and timing of construction have yet to be determined. Decisions about these items will be made in future years.

A Downtown event and entertainment district Project Committee, which includes City Administration, TCU Place, and SaskTel Centre, has been researching best practices and reviewing the experience of other cities in developing similar downtown entertainment districts.

A tour of Ice District and Rogers Centre in Edmonton in coordination with Downtown YXE membership, took place in October of 2019. Meetings held with officials from City of Edmonton, Stantec and members of the Oilers Entertainment Group provided valuable insight into the recent success of the partnership approach they took to develop the Ice District entertainment area.

In addition, SaskTel Centre staff have toured four U.S. cities with similarities to Saskatoon (Lincoln, Nebraska; Omaha, Nebraska; Des Moines, Iowa; and Kanas City, Missouri). The purpose of the tours was to meet key contacts and learn from the successes and mistakes in each of their respective recent downtown entertainment projects.

The Administration has also engaged the services of two external advisory firms (Oak View Group and Katz Group/Shugarman Architecture) with experience in the development of arena/convention centre/entertainment districts. The intent of engaging these advisors was to gain insight from qualified consultants with recent experience in siting and developing facilities of this type, including aspects such as site design, patron access, site access (loading/unloading, etc.) and other technical considerations.

These two advisory firms visited Saskatoon in December 2019 to tour the area, including the City's existing facilities and potential sites, and have conducted briefings with project staff. Both firms will be providing reports outlining their advice on the sites.

What has been learned to date from the preliminary research and tours is that a number of factors must be considered before determining the preferred site(s) for a Downtown event and entertainment district.

A summary of this research and that of the advisory firms will be made available as part of the site selection communication and engagement plan.

DISCUSSION/ANALYSIS

Based on the lessons learned from other cities, additional technical factors need further consideration before a site decision is made. Further to this, negotiations with owners of potential private sites have taken longer than expected. Although positive progress continues to be made, final agreements are not yet in place. In consideration of these issues, additional time will be required to finalize the site selection process.

As one of the most significant projects the City is likely to undertake in the next decade, the City must ensure appropriate pre-planning and site analysis is thoroughly completed.

As negotiations continue, the Administration will provide a further and more detailed update by March of 2020. At this time, the Administration is still optimistic that the sites considered, the technical merits of each site, and the perspectives of external experts can still be made available to the public at some point in 2020. Following that, the City will seek feedback from the public. The feedback gathered will be added to the technical advice in the final report and recommendation on site selection to City Council.

FINANCIAL IMPLICATIONS

At this time there are no financial implications. These will be considered during future project stages as required.

OTHER IMPLICATIONS

At this time there are no policy, privacy, environmental or Crime Prevention Through Environmental Design (CPTED) implications. Each of these will be considered during future project stages as required.

In conjunction with the engagement strategy, a communication plan will be developed with the goals of:

- Keeping the public and stakeholders informed about the project;
- Timing and steps in the process; and
- Targeted communications to drive awareness and participation in future engagement opportunities.

NEXT STEPS

Once negotiations with private site owners have progressed further, Administration will report back to City Council on the preferred site options.

Should any issues arise from negotiations that require input or approval from Committee and City Council, Administration will bring forward a report as required.

Report Approval

Written by	Dan Willems, Interim Chief Strategy & Transformation Officer Frank Long, Director of Saskatoon Land
Reviewed by:	Kerry Tarasoff, Chief Financial Officer Lynne Lacroix, General Manager, Community Services Department
Approved by:	Jeff Jorgenson, City Manager

Admin Report - Downtown Event and Entertainment District - Update.docx

The Capital Reserve Amendment Bylaw, 2020

ISSUE

This report submits Bylaw No. 9653, *The Capital Reserve Amendment Bylaw, 2020* (the “Bylaw”) for City Council’s consideration. The Bylaw implements City Council’s decision to amend the manner in which the Parking Capital Reserve is funded.

RECOMMENDATION

That City Council consider Bylaw No. 9653, *The Capital Reserve Amendment Bylaw, 2020*.

BACKGROUND

At its November 25, November 26 and November 27, 2019 Preliminary Business Plan and Budget Meeting, City Council considered the report of the Chief Financial Officer dated November 25, 2019 and resolved in part:

- “6. That Bylaw No. 6774 – Capital Reserve Bylaw, 1993, be amended to specify that the Parking Capital Reserve shall be funded annually from an authorized provision in the City of Saskatoon’s Operating Budget.”

DISCUSSION/ANALYSIS

In accordance with City Council’s instruction, we are pleased to submit Bylaw No. 9653, *The Capital Reserve Amendment Bylaw, 2020* for City Council’s consideration.

APPENDIX

1. Proposed Bylaw No. 9653, *The Capital Reserve Amendment Bylaw, 2020*.

Report Approval

Written by: Laura Thomson, Solicitor

Approved by: Cindy Yelland, City Solicitor

Admin Report - The Capital Reserve Amendment Bylaw, 2020
File No. 102.0555

BYLAW NO. 9653**The Capital Reserve Amendment Bylaw, 2020**

The Council of the City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Capital Reserve Amendment Bylaw, 2020*.

Purpose

2. The purpose of this Bylaw is to amend *The Capital Reserve Bylaw* to revise the manner in which the Parking Capital Reserve is funded.

Bylaw No. 6774 Amended

3. *The Capital Reserve Bylaw* is amended in the manner set forth in this Bylaw.

Section 42 Amended

4. Subsection 42(2) is repealed and the following substituted:

“(2) This Reserve shall be funded annually from an authorized provision in the City’s Operating Budget.”

Coming into Force

5. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2020.

Read a second time this _____ day of _____, 2020.

Read a third time and passed this _____ day of _____, 2020.

Mayor

City Clerk

Operation of Remotely Piloted Aircraft within Saskatoon City Limits

ISSUE

This report submits Bylaw No. 9674, *The Municipal Property Amendment Bylaw, 2020* (the “Bylaw”) and Bylaw No. 9675, *The Recreation Facilities and Parks Amendment Bylaw, 2020* for City Council’s consideration. The Bylaw implements City Council’s decision to prohibit the operation of drones from all public places owned, controlled or occupied by the City, except as permitted by the City.

RECOMMENDATION

That City Council consider Bylaw No. 9674, *The Municipal Property Amendment Bylaw, 2020* and Bylaw No. 9675, *The Recreation Facilities and Parks Amendment Bylaw, 2020*.

BACKGROUND

At its May 28, 2018 Regular Business Meeting, City Council considered the report of the General Manager of the Community Services Department dated May 7, 2018 and resolved in part:

- “2. That the City Solicitor be requested to draft a bylaw or bylaw amendment to prohibit the operation of drones and model aircraft, except as permitted by the City, as outlined in the May 7, 2018 report of the General Manager, Community Services Department.”

DISCUSSION/ANALYSIS

In accordance with City Council’s instruction, we are pleased to submit Bylaw No. 9674, *The Municipal Property Amendment Bylaw, 2020* for City Council’s consideration.

Housekeeping changes have been made to alphabetize and modernize the definition section, and to modernize the offence and penalty section.

We also submit Bylaw No. 9675, *The Recreation Facilities and Parks Amendment Bylaw, 2020* for City Council’s consideration. *The Recreation Facilities and Parks Amendment Bylaw, 2020* repeals certain provisions that, due to *The Municipal Property Amendment Bylaw, 2020*, are no longer necessary.

APPENDICES

1. Proposed Bylaw No. 9674, *The Municipal Property Amendment Bylaw, 2020*.
2. Proposed Bylaw No. 9675, *The Recreation Facilities and Parks Amendment Bylaw, 2020*.

Report Approval

Written by: Laura Thomson, Solicitor

Approved by: Cindy Yelland, City Solicitor

Admin Report - Operation of Remotely Piloted Aircraft within Saskatoon City Limits
File No. 194.0666

BYLAW NO. 9674

The Municipal Property Amendment Bylaw, 2020

The Council of the City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Municipal Property Amendment Bylaw, 2020*.

Purpose

2. The purpose of this Bylaw is to amend *A bylaw of The City of Saskatoon to regulate and control the use by the public of property owned or controlled by the municipality* to:
 - (a) prohibit usage of remotely piloted aircraft on property owned, leased or controlled by the City, except as permitted by the City;
 - (b) update the offence and penalty section; and
 - (c) modernize the definition section.

Bylaw No. 5729 Amended

3. *A bylaw of The City of Saskatoon to regulate and control the use by the public of property owned or controlled by the municipality* is amended in the manner set forth in this Bylaw.

Section 1 Amended

4. Section 1 is repealed and the following substituted:

“1. In this Bylaw:

- (a) “**adult**” means a person of the age of 16 years or more;

- (b) **“city”** means the City of Saskatoon;
- (c) **“City Council”** means the Council of the City of Saskatoon;
- (d) **“minor”** means a person under the age of 16 years;
- (e) **“remotely piloted aircraft”** means a navigable aircraft, other than a balloon, rocket or kite, that is operated by a pilot who is not on board;
- (f) **“vehicle”** means a motor vehicle of any kind, and includes trailers, semi-trailers, motorcycles and snowmobiles.”

New Section 2.1

5. The following section is added after section 2:

“2.1 No person shall fly a remotely piloted aircraft in, on or above property owned by the city, or leased by the city, or under the jurisdiction and control of the city, except as permitted by the city.”

Section 6 Amended

6. Section 6 is repealed and the following substituted:

- “6. (1) Any person who contravenes any section of this Bylaw is guilty of an offence and is liable on summary conviction:
- (a) in the case of an individual, to a fine of not more than \$2,000.00; and
 - (b) in the case of a corporation, to a fine of not more than \$5,000.00.

- (2) In addition to the penalties set out in Subsection (1), if any person contravenes any section of this Bylaw and causes damage to any property owned, leased or controlled by the city, the city may do the necessary repairs or work at the expense of the person in contravention of this Bylaw.”

Coming into Force

7. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2020.

Read a second time this _____ day of _____, 2020.

Read a third time and passed this _____ day of _____, 2020.

Mayor

City Clerk

BYLAW NO. 9675

The Recreation Facilities and Parks Usage Amendment Bylaw, 2020

The Council of the City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Recreation Facilities and Parks Usage Amendment Bylaw, 2020*.

Purpose

2. The purpose of this Bylaw is to amend *The Recreation Facilities and Parks Usage Bylaw, 1998* to repeal provisions respecting “Model Aircraft” and “Unmanned Aerial Vehicle”, as these provisions are no longer necessary due to amendments to Bylaw No. 5729, *A bylaw of The City of Saskatoon to regulate and control the use by the public of property owned or controlled by the municipality*.

Bylaw No. 7767 Amended

3. *The Recreation Facilities and Parks Usage Bylaw, 1998* is amended in the manner set forth in this Bylaw.

Section 3 Amended

4. Section 3 is amended by:
 - (a) repealing subsection (f.1); and
 - (b) repealing subsection (i.1).

Section 21 Repealed

5. Section 21 is repealed.

Coming into Force

6. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2020.

Read a second time this _____ day of _____, 2020.

Read a third time and passed this _____ day of _____, 2020.

Mayor

City Clerk

Workplace Transformation Journey: Corporate Reorganization Bylaw Repeals

ISSUE

This report submits for City Council's consideration five bylaws to repeal existing bylaws, as the existing bylaws are now obsolete.

RECOMMENDATION

That City Council consider:

1. Bylaw No. 9676, *The Local Improvement Procedure Repeal Bylaw, 2020*;
2. Bylaw No. 9677, *The Lord's Day Act Repeal Bylaw, 2020*;
3. Bylaw No. 9678, *The Planned Unit Developments Repeal Bylaw, 2020*;
4. Bylaw No. 9679, *The SPCA Repeal Bylaw, 2020*; and
5. Bylaw No. 9680, *The Weigh Scale Repeal Bylaw, 2020*.

BACKGROUND

At its November 18, 2019 Regular Business Meeting, City Council considered the report of the City Solicitor dated November 12, 2019 and resolved:

"That the City Solicitor be directed to prepare bylaws to repeal:

1. Bylaw No. 5257, *The Local Improvement Procedure Bylaw*;
2. Bylaw No. 4486, *A bylaw of The City of Saskatoon to adopt Section 3 of The Lord's Day (Saskatchewan) Act*;
3. Bylaw No. 5631, *A bylaw of the City of Saskatoon to provide for the regulation of Planned Unit Developments*; and
4. Bylaw No. 5048, *A Bylaw to appoint The Saskatchewan Society for the Prevention of Cruelty to Animals (Saskatoon Branch) as Poundkeeper for The City of Saskatoon.*"

DISCUSSION/ANALYSIS

In preparing the four repealing bylaws identified in City Council's November 18, 2019 resolution, a fifth bylaw that should be repealed for obsolescence was identified.

A bylaw of The City of Saskatoon to establish a public weigh scale in the City of Saskatoon and to provide for the establishment of fees to be charged in connection therewith (the “Bylaw”) was passed in 1981. The Bylaw established a scale located at the corner of Ontario Avenue and 26th Street as a public weigh scale and set the fees for use of the scale. The public weigh scale addressed by the Bylaw no longer exists and, as such, the Bylaw is obsolete and should be repealed.

We are pleased to submit the following for City Council’s consideration:

1. Bylaw No. 9676, *The Local Improvement Procedure Repeal Bylaw, 2020*;
2. Bylaw No. 9677, *The Lord’s Day Act Repeal Bylaw, 2020*;
3. Bylaw No. 9678, *The Planned Unit Developments Repeal Bylaw, 2020*;
4. Bylaw No. 9679, *The SPCA Repeal Bylaw, 2020*; and
5. Bylaw No. 9680, *The Weigh Scale Repeal Bylaw, 2020*.

APPENDICES

1. Proposed Bylaw No. 9676, *The Local Improvement Procedure Repeal Bylaw, 2020*;
2. Proposed Bylaw No. 9677, *The Lord’s Day Act Repeal Bylaw, 2020*;
3. Proposed Bylaw No. 9678, *The Planned Unit Developments Repeal Bylaw, 2020*;
4. Proposed Bylaw No. 9679, *The SPCA Repeal Bylaw, 2020*; and
5. Proposed Bylaw No. 9680, *The Weigh Scale Repeal Bylaw, 2020*.

Report Approval

Written by: Reché McKeague, Solicitor
Approved by: Cindy Yelland, City Solicitor

Admin Report - Workplace Transformation Journey: Corporate Reorganization Bylaw Repeals
Our File: 102.0554

BYLAW NO. 9676**The Local Improvement Procedure Repeal Bylaw, 2020**

The Council of the City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Local Improvement Procedure Repeal Bylaw, 2020*.

Purpose

2. The purpose of this Bylaw is to repeal *The Local Improvement Procedure Bylaw* as it no longer accurately reflects what must be done by bylaw for local improvements under *The Local Improvements Act, 1993*, SS 1993, c L-33.1.

Bylaw No. 5257 Repealed

3. *The Local Improvement Procedure Bylaw* is repealed.

Coming into Force

4. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2020.

Read a second time this _____ day of _____, 2020.

Read a third time and passed this _____ day of _____, 2020.

Mayor

City Clerk

BYLAW NO. 9677**The Lord's Day Act Repeal Bylaw, 2020**

The Council of the City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Lord's Day Act Repeal Bylaw, 2020*.

Purpose

2. The purpose of this Bylaw is to repeal *A bylaw of The City of Saskatoon to adopt Section 3 of The Lord's Day (Saskatchewan) Act as The Lord's Day (Saskatchewan) Act*, RSS 1978, c L-34, has been repealed by *The Miscellaneous Statutes Repeal and Amendment Act, 2018*, SS 2018, c 19.

Bylaw No. 4486 Repealed

3. *A bylaw of The City of Saskatoon to adopt Section 3 of The Lord's Day (Saskatchewan) Act* is repealed.

Coming into Force

4. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2020.

Read a second time this _____ day of _____, 2020.

Read a third time and passed this _____ day of _____, 2020.

Mayor

City Clerk

BYLAW NO. 9678**The Planned Unit Developments Repeal Bylaw, 2020**

The Council of the City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Planned Unit Developments Repeal Bylaw, 2020*.

Purpose

2. The purpose of this Bylaw is to repeal *A bylaw of the City of Saskatoon to provide for the regulation of Planned Unit Developments* as the use of land is now regulated through the *Official Community Plan* and the *Zoning Bylaw* rather than through the use of Planned Unit Developments.

Bylaw No. 5631 Repealed

3. *A bylaw of the City of Saskatoon to provide for the regulation of Planned Unit Developments* is repealed.

Coming into Force

4. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2020.

Read a second time this _____ day of _____, 2020.

Read a third time and passed this _____ day of _____, 2020.

Mayor

City Clerk

BYLAW NO. 9679

The SPCA Repeal Bylaw, 2020

The Council of the City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The SPCA Repeal Bylaw, 2020*.

Purpose

2. The purpose of this Bylaw is to repeal *A Bylaw to appoint The Saskatchewan Society for the Prevention of Cruelty to Animals (Saskatoon Branch) as Poundkeeper for The City of Saskatoon as The Animal Control Bylaw, 1999* now designates the SPCA as the Poundkeeper for the City and sets out all of the duties of a Poundkeeper.

Bylaw No. 5048 Repealed

3. *A Bylaw to appoint The Saskatchewan Society for the Prevention of Cruelty to Animals (Saskatoon Branch) as Poundkeeper for The City of Saskatoon* is repealed.

Coming into Force

4. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2020.

Read a second time this _____ day of _____, 2020.

Read a third time and passed this _____ day of _____, 2020.

Mayor

City Clerk

BYLAW NO. 9680**The Weigh Scale Repeal Bylaw, 2020**

The Council of the City of Saskatoon enacts:

Short Title

1. This Bylaw may be cited as *The Weigh Scale Repeal Bylaw, 2020*.

Purpose

2. The purpose of this Bylaw is to repeal *A bylaw of The City of Saskatoon to establish a public weigh scale in the City of Saskatoon and to provide for the establishment of fees to be charged in connection therewith* as the public weigh scale in question no longer exists.

Bylaw No. 6100 Repealed

3. *A bylaw of The City of Saskatoon to establish a public weigh scale in the City of Saskatoon and to provide for the establishment of fees to be charged in connection therewith* is repealed.

Coming into Force

4. This Bylaw comes into force on the day of its final passing.

Read a first time this _____ day of _____, 2020.

Read a second time this _____ day of _____, 2020.

Read a third time and passed this _____ day of _____, 2020.

Mayor

City Clerk