



## **AGENDA**

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

Wednesday, March 29, 2023

9:30 a.m.

Council Chamber, City Hall

Submissions providing comments and/or requesting to speak will be accepted for public meetings using the online form at [saskatoon.ca/writetocouncil](https://saskatoon.ca/writetocouncil). If your submission includes a request to speak, you will be contacted by a representative from the City Clerk's Office with further information. **Submissions will be accepted no later than 5:00 p.m. on the Monday the week of the meeting.**

**Pages**

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

The Chair will call the meeting to order on Treaty 6 Territory and the Traditional Homeland of the Métis People and confirm roll call.

#### **2. CONFIRMATION OF AGENDA**

##### **Recommendation**

That the agenda be confirmed as presented.

#### **3. DECLARATION OF CONFLICT OF INTEREST**

#### **4. ADOPTION OF MINUTES**

12 - 37

##### **Recommendation**

That the minutes of the Regular Business Meeting of City Council held on February 22, 2023, be approved.

#### **5. PUBLIC ACKNOWLEDGMENTS**

## **5.1 Council Members**

This is a standing item on the agenda in order to provide Council Members an opportunity to provide any public acknowledgements.

## **6. QUESTION PERIOD**

## **7. UNFINISHED BUSINESS**

## **8. CONSENT AGENDA**

### **Recommendation**

That the Committee recommendations contained in Items 8.1.1 to 8.1.3; 8.2.1 to 8.2.4; 8.3.1 to 8.3.7; 8.4.1 to 8.4.3; and 8.5.1 to 8.5.7 be adopted as one motion.

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

- |              |                                                                                                                   |                |
|--------------|-------------------------------------------------------------------------------------------------------------------|----------------|
| <b>8.1.1</b> | <b>2022 Annual Report and 2023 Work Plan - Diversity, Equity and Inclusion Advisory Committee [EUCS2023-0305]</b> | <b>38 - 48</b> |
|--------------|-------------------------------------------------------------------------------------------------------------------|----------------|

#### **Recommendation**

That the 2022 Annual Report and 2023 Work Plan for the Diversity, Equity and Inclusion Advisory Committee be received as information.

- |              |                                                                                                               |                |
|--------------|---------------------------------------------------------------------------------------------------------------|----------------|
| <b>8.1.2</b> | <b>Revision to Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010 [EUCS2023-0301]</b> | <b>49 - 52</b> |
|--------------|---------------------------------------------------------------------------------------------------------------|----------------|

#### **Recommendation**

1. The proposed amendments to Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010, as outlined in the March 7, 2023 report of the General Manager, Transportation and Construction, be approved; and
2. The City Solicitor be requested to prepare the appropriate amendments to Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010.

- |              |                                                                                         |                |
|--------------|-----------------------------------------------------------------------------------------|----------------|
| <b>8.1.3</b> | <b>Climate Budget – Greenhouse Gas Implications of Capital Projects [EUCS2023-0302]</b> | <b>53 - 61</b> |
|--------------|-----------------------------------------------------------------------------------------|----------------|

#### **Recommendation**

That the adoption of the criteria outlined in the March 7, 2023 report of the General Manager, Utilities and Environment, to guide the identification and estimation of GHG additions for

capital projects be included in the 2024/2025 Multi-year Business Plan and Budget.

## **8.2 Standing Policy Committee Transportation**

### **8.2.1 Traffic Bylaw Amendments – Fringe Festival and Exhibition Week Parking [TS2023-0302] 62 - 67**

#### **Recommendation**

1. That the proposed amendments to Bylaw No. 7200, Traffic Bylaw, 1991, as outlined in the report of the Community Services Division dated March 7, 2023, be approved; and
2. That the City Solicitor be requested to make the necessary amendments to Bylaw No. 7200, Traffic Bylaw, 1991; and
3. That the Administration undertake a comprehensive review of the appropriate size and jurisdiction of the parking area for the Fringe Festival and report back.

### **8.2.2 Extension of the Enterprise Taxi Licence Program [TS2023-0301] 68 - 71**

#### **Recommendation**

That the City Solicitor be requested to prepare an amendment to Bylaw No. 9651, the Vehicles for Hire Bylaw, to extend the term of Enterprise Taxi Licenses to June 28, 2024.

### **8.2.3 Saskatoon Transportation Master Plan – Updated Prioritization Criteria [TS2023-0303] 72 - 81**

#### **Recommendation**

That the criteria for prioritizing transportation projects, as provided within this report, be approved.

### **8.2.4 17th Street Extension Project – March 2023 Update [TS2023-0304] 82 - 107**

#### **Recommendation**

That the information be received.

## **8.3 Standing Policy Committee on Planning, Development & Community Services**

### **8.3.1 Public Art Advisory Committee 2022 Annual Report and 2023 Work Plan [PDCS2023-0309] 108 - 115**

### **Recommendation**

That the 2022 Annual Report and 2023 Work Plan for the Public Art Advisory Committee be received as information.

- 8.3.2 Municipal Heritage Advisory Committee - 2022 Annual Report and 2023 Work Plan [PDCS2023-0308]** 116 - 125

### **Recommendation**

That the 2022 Annual Report and 2023 Work Plan for the Municipal Heritage Advisory Committee be received as information.

- 8.3.3 Vacant Lot and Adaptive Reuse Incentive Program – 522 Avenue N South [PDCS2023-0301]** 126 - 132

### **Recommendation**

1. A five-year tax abatement, equivalent to 66.5% of the incremental municipal, library and education taxes for the development of 522 Avenue N South, be approved;
2. The City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. The five-year tax abatement on the incremental taxes be applied to the subject property, commencing the next taxation year following the completion of the project.

- 8.3.4 Guideline Amendments for Permanent Asphalt Parking Patios [PDCS2023-0303]** 133 - 145

### **Recommendation**

That the amendments to the Sidewalk Café and Parking Patio Guidelines, as outlined in the March 8, 2023 report of the General Manager, Community Services, be adopted.

- 8.3.5 Vacant Lot and Adaptive Reuse Incentive Program – 317 4th Avenue South [PDCS2023-0304]** 146 - 153

### **Recommendation**

1. A five-year tax abatement, equivalent to 67% of the incremental municipal and library taxes for the development of 317 4th Avenue South, be approved;
2. The Neighbourhood Planning Section be requested to submit an application under the Province of Saskatchewan's Education Property Tax Exemption/Abatement Program seeking approval for a



five-year tax abatement, equivalent to 67% of the incremental education taxes, for the development of 317 4th Avenue South;

3. The City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
4. The five-year tax abatement on the incremental taxes be applied to the subject property, commencing the next taxation year following the completion of the project.

**8.3.6 Friends of the Bowl Foundation Inc. - Approval of Board of Directors for 2023 [PDCS2023-0306]**

154 - 158

**Recommendation**

1. That the Board of Directors for Friends of the Bowl Foundation Inc., as noted in the March 8, 2023 report of the General Manager, Community Services, be approved;
2. That the City of Saskatoon, being a member of the Board of Directors of Friends of the Bowl Foundation Inc., appoint Andrew Roberts or his designate, as its proxy to vote on its behalf at the Annual General Meeting of the members of Friends of the Bowl Foundation Inc., to be held on April 20, 2023, or at any adjournment(s) thereof; and
3. That His Worship the Mayor and the City Clerk be authorized to execute the appropriate documents under the Corporate Seal as prepared by the City Solicitor.

**8.3.7 Municipal Support for Wildlife Rehabilitation Licence [PDCS2023-0305]**

159 - 165

**Recommendation**

1. That municipal support be granted to applicant, Dawn Erker, to obtain a wildlife rehabilitation licence from the Government of Saskatchewan and operate within Saskatoon; and
2. That municipal support be granted to applicant, John Polson, to obtain a wildlife rehabilitation licence from the Government of Saskatchewan and operate within Saskatoon.

**8.4 Standing Policy Committee on Finance**

**8.4.1 Notice of Annual General Meeting - Saskatchewan Place Association Inc. [CK 175-31]** 166 - 170

**Recommendation**

That the City of Saskatoon, being a member of the Saskatchewan Place Association Inc., appoint Mayor Charlie Clark, or in his absence, Councillors Troy Davies or Randy Donauer, of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meeting of the members of the Saskatchewan Place Association Inc., to be held on the 6th day of April, 2023, or at any adjournment or adjournments thereof.

**8.4.2 Notice of Annual General Meeting - Saskatoon Centennial Auditorium and Convention Centre Corporation [CK 175-28]** 171 - 177

**Recommendation**

That the City of Saskatoon, being a member of both the Saskatoon Centennial Auditorium Convention Centre Corporation Board of Directors and the Saskatoon Centennial Auditorium Foundation Board of Directors appoint Mayor Charlie Clark, or in his absence, Councillor David Kirton or Councillor Mairin Loewen of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meetings of the members of the Saskatoon Centennial Auditorium Convention Centre Corporation and the Saskatoon Centennial Auditorium Foundation, to be held on the 27th day of April, 2023, or at any adjournment or adjournments thereof.

**8.4.3 Notice of Annual General Meetings - The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc. [CK 175-27]** 178 - 190

**Recommendation**

That the City of Saskatoon, being a member of both The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc., appoint Mayor Charlie Clark, or in his absence, Councillor Bev Dubois or Councillor Sarina Gersher of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meetings of the members of The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc. to be held on the 25th day of April 2023, or at any adjournment or adjournments thereof.

## **8.5 Governance and Priorities Committee**

### **8.5.1 Integrity Commissioner 2022 Annual Report [GPC2023-0308] 191 - 199**

#### **Recommendation**

That the City Solicitor be directed to draft the appropriate bylaw amendments as per the 2022 annual report of the Integrity Commissioner.

### **8.5.2 2024 – 2035 Major Capital Project Prioritization [GPC2023-0307] 200 - 381**

#### **Recommendation**

That Option 1 be approved which includes the approval of the presented 2024-2035 Major Capital Prioritization List to be used in the development of a future funding plan.

### **8.5.3 Appointment – Board of Revision [CK 225-4-3] 382**

#### **Recommendation**

That Addy Ajayi be appointed to the Board of Revision to the end of 2024.

### **8.5.4 Appointment – Municipal Heritage Advisory Committee [CK 225-4-3] 383**

#### **Recommendation**

That Taylor Morrison, Saskatchewan Realtors Association be appointed to the Municipal Heritage Advisory Committee to the end of 2024

### **8.5.5 Appointment – Municipal Planning Commission [CK 225-4-3] 384**

#### **Recommendation**

That Mostofa Kamal be appointed to the Municipal Planning Commission to the end of 2025.

### **8.5.6 Appointment – Municipal Review Commission [CK 225-4-3] 385**

#### **Recommendation**

That Kerry McNamara be appointed to the Municipal Review Commission to the end of 2026.

### **8.5.7 Appointment – Public Art Advisory Committee [CK 225-4-3] 386**

#### **Recommendation**

That Muveddett Al-Katib be appointed as a civic representative to the Public Art Advisory Committee to the end of 2024.

**9. COMMITTEE REPORTS (not on Consent Agenda)**

**9.1 Standing Policy Committee on Environment, Utilities & Corporate Services**

**9.2 Standing Policy Committee Transportation**

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

**9.4 Standing Policy Committee on Finance**

**9.4.1 Preliminary Year-End Results – December 31, 2022 [FI2023-0301]**

387 - 403

**Recommendation**

1. That the following transfers to reserves be waived and the surpluses remain within the programs to help offset the corporate deficit:
  - a. \$14,220.47 to the Internal Audit Program Reserve;
  - b. \$17,659.40 to the Animal Service Reserve; and
  - c. \$173,247.86 to the Reserve for Unexpended Youth Sports Subsidy Funds.
2. That a reduction in the transfer from the Roadways Operating program in the amount of \$710,740.27 to the Paved Roadways Infrastructure Reserve be approved;
3. That a one-time exception to Council Policy No. C03-003, Reserve for Future Expenditures be approved to allow a transfer of \$500,000 from the Special Events Reserve - Profile Saskatoon to the help offset the deficit;
4. That a one-time exception to Council Policy No. C03-003, Reserve for Future Expenditures be approved to allow a transfer of \$924,395.41 from the Land Operations Reserve to the help offset the deficit; and
5. That the remaining deficit of \$6,677,512.53 million be transferred from the Fiscal Stabilization Reserve to balance the budget.

## **9.5 Governance and Priorities Committee**

### **9.5.1 Downtown Event and Entertainment District Plan – Vision Statement and Guiding Principles [GPC2023-0301]**

404 - 425

Revised Appendices 1-3 are provided along with a letter from Peggy Sarjeant, Saskatoon Heritage Society, dated March 20, 2023.

An additional Appendix 4 is also provided.

#### **Recommendation**

That the vision statement and guiding principles for the Downtown Event and Entertainment District Plan, as contained in Appendix 2, be approved with accepted changes.

## **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 Request to Sell City-Owned Property – Marquis Industrial Area [CC2023-0305]**

426 - 430

#### **Recommendation**

1. That Administration be authorized to sell Lots 1-11, Block 947; and Lots 1-8, Block 948, Plan 102393828, through the open market (standard terms) sales approach with prices as listed in the report;
2. That the Administration be authorized to make minor adjustments to the approved list pricing that may be necessary to account for changes in servicing costs and parcels being returned; and
3. That the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

### **10.6 Strategy & Transformation**

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 Bylaw No. 8491, The Campaign Disclosure and Spending Limits Bylaw, 2006 – Campaign Contributions Residency Requirements [CC2023-0302] 431 - 437

**Recommendation**

That Option 3, that candidate communications include information regarding the acceptance and disclosure of out of province/out of country campaign contributions, be approved.

11.2.2 The Electric Light and Power Amendment Bylaw, 2023 - Proposed Bylaw No. 9876 [CC2023-0303] 438 - 448

**Recommendation**

That City Council consider Bylaw No. 9876, *The Electric Light and Power Amendment Bylaw, 2023*.

11.2.3 Shared Electric Kick Scooter Pilot Program – Bylaw Amendments - Proposed Bylaw Nos. 9879 and 9880 [CC2023-0304] 449 - 461

**Recommendation**

That City Council consider:

1. Bylaw No. 9879, *The Traffic Amendment Bylaw, 2023*; and

2. Bylaw No. 9880, *The Recreation Facilities and Parks Usage Amendment Bylaw, 2023*.

12. OTHER REPORTS

13. INQUIRIES

14. MOTIONS (NOTICE PREVIOUSLY GIVEN)

15. URGENT BUSINESS

16. GIVING NOTICE

17. IN CAMERA SESSION (OPTIONAL)

18. ADJOURNMENT



## **MINUTES**

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

**Wednesday, February 22, 2023, 9:30 a.m.**  
**Council Chamber, City Hall**

**PRESENT:** His Worship, Mayor C. Clark, in the Chair  
Councillor C. Block  
Councillor R. Donauer  
Councillor B. Dubois  
Councillor S. Gersher  
Councillor H. Gough  
Councillor D. Hill  
Councillor Z. Jeffries, at 9:35 a.m.  
Councillor D. Kirton  
Councillor M. Loewen, via teleconference

**ABSENT:** Councillor T. Davies

**ALSO PRESENT:** City Manager J. Jorgenson  
General Manager, Community Services L. Lacroix  
General Manager, Transportation & Construction T. Schmidt  
General Manager, Utilities & Environment A. Gardiner  
A/City Clerk S. Bryant  
Committee Assistant H. Janzen



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

The Chair called the meeting to order on Treaty 6 Territory and the Traditional Homeland of the Métis People and confirmed roll call.

**2. CONFIRMATION OF AGENDA**

**Moved By:** Councillor Donauer

**Seconded By:** Councillor Gersher

1. That the letter submitting comments from Julia Adamson, Friends of the Saskatoon Afforestation Areas Inc., dated February 20, 2023, be added to Item 8.1.2;
2. That the following letters be added to Item 9.3.1:
  - Request to Speak
    - Meghan Mickelson, Swale Watchers, dated February 17, 2023;
    - John Paul Wasan, Saskatoon Environmental Advisory Committee, dated February 20, 2023;
    - Jan Norris, dated February 20, 2023;
    - Paul Cluett, dated February 20, 2023;
    - Sara Bryson, Saskatoon Nature Society, dated February 20, 2023;
    - Candace Savage, Wild About Saskatoon, February 20, 2023;
    - Julia Adamson, Friends of the Saskatoon Afforestation Areas Inc., dated February 20, 2023;
  - Submitting Comments
    - Linda Moskalyk, SOS Trees Coalition, dated February 15, 2023;
    - John Penner, dated February 15, 2023;
    - Geoffrey Svenkeson, dated February 16, 2023;
    - Taylor Raiche, dated February 16, 2023;
    - Nobuko Iwai, dated February 16, 2023;
    - Megan Van Buskirk, Saskatchewan Environmental Society, dated February 16, 2023;
    - Olivia Yurach, dated February 16, 2023;

- Jennifer Janzen-Ball, dated February 16, 2023;
- Wayne MacDonald, dated February 16, 2023;
- Margaret Parsons, dated February 17, 2023;
- Mike Heseltine, dated February 17, 2023;
- Jan Shadick, Living Sky Wildlife Rehabilitation, dated February 17, 2023;
- Elliot Dillabough, dated February 17, 2023;
- Colleen Ewanchyna, dated February 18, 2023;
- Brooke Sykes, Swale Watchers, dated February 18, 2023;
- Darcy Maatman, dated February 18, 2023;
- Kaitlin Olmsted, dated February 18, 2023;
- Noah Zanyk, dated February 19, 2023;
- Sebastian Din, Swale Watchers, dated February 19, 2023;
- Linda Tweddell, dated February 19, 2023;
- Carmen Formanek-Loncar, dated February 19, 2023;
- John Paul Wasan, Saskatoon Environmental Advisory Committee, dated February 20, 2023;
- Kris Seto Davis, dated February 20, 2023;
- Stewart Coles, Canadian Parks and Wilderness Society - Saskatchewan Chapter, dated February 20, 2023;
- Lauren Kovarsky, dated February 20, 2023;
- Jessica Hoehn, dated February 20, 2023;
- Sasha Chilibeck, dated February 20, 2023;
- Karen Bolstad, dated February 20, 2023;
- Margret Asmuss, Regional Centre of Expertise on Education for Sustainable Development - Saskatchewan, dated February 20, 2023;
- Carmen Gilmore, dated February 20, 2023;

- Jocelyn Orb, dated February 20, 2023;
  - James Dynes, dated February 20, 2023;
  - David (Max) Abraham, dated February 20, 2023;
  - Colin Chatfield, dated February 20, 2023;
  - Kevin Stewart, Rewild Alberta, dated February 20, 2023;
  - Kathlin Simpkins, dated February 20, 2023;
  - Daniel Schott, dated February 20, 2023;
  - Jennipher Karst, dated February 20, 2023;
  - John Krowina, dated February 20, 2023;
  - Julia Adamson, Canadian Association of Physicians for the Environment, SK Regional Chapter, dated February 20, 2023;
  - Sheila Catto, dated February 20, 2023;
  - Sally Postlethwaite, dated February 20, 2023;
3. That Item 9.3.1 be considered immediately following consideration of the Consent Agenda;
  4. That Item 8.4.6 be added; and
  5. That the agenda be confirmed as amended.

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

Absent: (2): Councillor Davies, and Councillor Jeffries

**CARRIED UNANIMOUSLY (9 to 0)**

### **3. DECLARATION OF CONFLICT OF INTEREST**

#### **3.1 Councillor Gersher - The Vehicles for Hire Amendment Bylaw [CC2023-0205]**

Councillor Gersher declared a conflict of interest on the above item due to her family in business with something that can be perceived to be in conflict with the taxi and TNC industry.

#### **4. ADOPTION OF MINUTES**

**Moved By:** Councillor Dubois

**Seconded By:** Councillor Gough

That the following minutes be approved:

- Special Meeting held on January 17, 2023; and
- Regular Business Meeting held on January 25, 2023.

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

Absent: (2): Councillor Davies, and Councillor Jeffries

**CARRIED UNANIMOUSLY (9 to 0)**

#### **5. PUBLIC ACKNOWLEDGMENTS**

##### **5.1 In Remembrance of Tyson Moosewaypayo**

Mayor Clark expressed condolences on behalf of City Council to the family and colleagues of the late Tyson Moosewaypayo, an employee of the City of Saskatoon. He acknowledged his contributions to the City of Saskatoon followed by a moment of silence.

Councillor Jeffries entered the meeting at 9:35 a.m.

##### **5.2 Council Members**

This is a standing item on the agenda in order to provide Council Members an opportunity to provide any public acknowledgements.

###### Mayor Clark

Acknowledged February 22 as Pink Shirt Day to raise awareness on the prevention of bullying and promoting kindness and inclusion.

Acknowledged February 21 was International Mother Language Day, that is celebrated and originated within the Bangladeshi Community and recognize the flag raising event.

Acknowledged February as Black History Month.

Councillor Donauer

Acknowledged that February 22 is Human Trafficking Awareness Day and recognized the flag raising event.

**6. QUESTION PERIOD**

**6.1 Councillor C. Block - Snow Removal [CK 6290-1]**

Councillor Block asked about an update on the snow removal approach for main priority streets, the lessons learned and going forward.

General Manager Transportation and Construction Schmidt responded explaining the two different operations, one for priority street removal and one for the local street removal.

City Manager Jorgenson noted that following the completion of the snow removal a summary report will be presented at the appropriate time.

**6.2 Councillor R. Donauer - Change Room Policy [CK 100-26]**

Councillor Donauer asked about the change room policy at civic facilities and if the City Solicitor's Office had input into the policy.

A/City Solicitor Kowalski indicated the policy corresponds with many other public organizations and with the City's obligations under the Human Rights Code.

City Manager Jorgenson added that the facilities have many private options, privacy curtains and private change rooms.

**6.3 Councillor Dubois - Snow Removal [CK 6290-1]**

Councillor Dubois asked about the snow removal on corner lots and snow removal to the pavement.

General Manager Transportation and Construction Schmidt provided a response as to operations.

Councillor Dubois followed up about the signage and dates that are being posted.

General Manager Transportation and Construction Schmidt advised that there have been instances where signs have gone up but sometimes there are delays with equipment breakdown or lower production rates due to more snow in an area.

**6.4 Councillor Hill - Snow Removal [CK 6290-1]**

Councillor Hill asked about City Park when the entire neighbourhood was cleared except for one street. As well, if the summary report will highlight where the equipment was moved around to the different neighbourhoods and where priority streets were not done until the neighbourhood streets.

General Manager Transportation and Construction Schmidt responded that a street could have got overlooked and the crew proceeded to the next neighbourhood. The summary report will look at the operations and there will be times when local neighbourhood will be completed before the priority streets because of the different operations.

**7. UNFINISHED BUSINESS**

**8. CONSENT AGENDA**

There were no items removed from the Consent Agenda.

**Moved By:** Councillor Donauer

**Seconded By:** Councillor Dubois

That the Committee recommendations contained in Items 8.1.1 to 8.1.2; 8.2.1; 8.3.1 to 8.3.3; 8.4.1 to 8.4.6; and 8.5.1 to 8.5.5 be adopted as one motion.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

Item 9.3.1 was considered next.

**8.1 Standing Policy Committee on Environment, Utilities & Corporate Services**

**8.1.1 Home Energy Loan Program – Annual Status Update  
[EUCS2023-0201]**

1. The City Solicitor be directed to draft the bylaw amendments to the Home Energy Loan Program Bylaw, 2021, Bylaw No.9762 recommended in Appendix 2; and
2. Application intake for new applications into the program be paused until additional funding for the program is sourced.

**CARRIED UNANIMOUSLY**

**8.1.2 Additional Information on Elm Wood Disposal and Pilot Program Results [EUCS2023-0202]**

A letter submitting comments from Julia Adamson, Friends of the Saskatoon Afforestation Areas Inc., dated February 20, 2023, is provided.

1. That elm wood drop-off be included in Recovery Park;
2. That further information on the level of service, costs, and fee options for elm wood be brought forward in a future report on Recovery Park; and
3. That business plan options for 2024-25 be prepared to sustain enhanced communication and education programs and develop additional programs to further reduce barriers to proper elm wood disposal.

**CARRIED UNANIMOUSLY**

**8.2 Standing Policy Committee Transportation**

**8.2.1 2022 Annual Report and 2023 Work Plan – Saskatoon Accessibility Advisory Committee [TS2023-0201]**

That the 2022 Annual Report and 2023 Work Plan - Saskatoon Accessibility Advisory Committee be received as information.

**CARRIED UNANIMOUSLY**

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

**8.3.1 Development Appeals Board 2022 Annual Report [CK 430-30]**

That the Development Appeals Board 2022 Annual Report be received as information.

**CARRIED UNANIMOUSLY**

**8.3.2 Innovative Housing Incentives – Additional Tax Abatement for National Affordable Housing Corporation, Aspen Heights [PDCS2023-0203]**

1. A five-year incremental tax abatement for the additional affordable housing units at 345 Feheregyhazi Boulevard, developed by the National Affordable Housing Corporation (NAHC), be approved; and
2. That the City Solicitor be requested to prepare the necessary incentive agreement and that His Worship the Mayor and the City Clerk be authorized to execute the amended agreement under the Corporate Seal.

**CARRIED UNANIMOUSLY**

**8.3.3 Repeal and Replacement of Bylaw No. 6583, The Plumbing Permits Bylaw [PDCS2023-0204]**

1. That the proposed redraft of Bylaw No. 6583, The Plumbing Permits Bylaw as outlined within the February 8, 2023 report of the General Manager, Community Services, be approved; and
2. That the City Solicitor be requested to prepare the necessary bylaw to repeal and replace existing Bylaw No. 6583, The Plumbing Permits Bylaw.

**CARRIED UNANIMOUSLY**

**8.4 Standing Policy Committee on Finance**

**8.4.1 2022 Board of Revision Annual Report [CK 430-77]**

That the 2022 Annual Report of the Board of Revision be received as information.

**CARRIED UNANIMOUSLY**

**8.4.2 Federation of Canadian Municipalities 2023-2024 Membership Fees [CK 155-2]**



That the Federation of Canadian Municipalities 2023-2024 membership fees, in the amount of \$60,762.43, including GST, be paid.

**CARRIED UNANIMOUSLY**

**8.4.3 Acquisition of Future Development Land - North Saskatoon Region [FI2023-0203]**

1. That the Administration be authorized to purchase ISC Parcel No's 145175474 and 145175496, comprising approximately 79.64 acres, from Martin and Joy Gramowski for \$540,000.00 and upon the terms as stated within this report; and
2. That the City Solicitor be requested to have the agreements executed by His Worship the Mayor and the City Clerk under the Corporate Seal.

**CARRIED UNANIMOUSLY**

**8.4.4 Property Tax Liens 2022 [FI2023-0206]**

That the City Solicitor be instructed to take the necessary actions under provisions of *The Tax Enforcement Act* with respect to properties with 2022 tax liens.

**CARRIED UNANIMOUSLY**

**8.4.5 2023 Budget Approval – Business Improvement Districts [FI2023-0207]**

1. That the 2023 budget submissions from the Downtown Saskatoon Business Improvement District, Broadway Business Improvement District, Riversdale Business Improvement District, Sutherland Business Improvement District, and 33rd Street Business Improvement District be approved; and
2. That the City Solicitor be requested to prepare the 2023 Business Improvement District Levy Bylaws for submission

to City Council for consideration at the same meeting that the Mill Rate Bylaws are presented.

**CARRIED UNANIMOUSLY**

**8.4.6 Options to Achieve 5% Indigenous Spending Target [FI2023-0201]**

That the Administration be directed to implement option 4 which includes a dedicated Indigenous Procurement Specialist as part of the 2024 budget options for City Council's consideration and to proceed with the identification and direct award of contracts above open competition thresholds to Indigenous owned businesses.

**CARRIED UNANIMOUSLY**

**8.5 Governance and Priorities Committee**

**8.5.1 City Council Travel and Training Expenses - 2022 [GPC2023-0202]**

That the February 14, 2023 report of the City Clerk be received as information.

**CARRIED UNANIMOUSLY**

**8.5.2 City Council Car Allowance - 2022 [GPC2023-0203]**

That the February 14, 2023 report of the City Clerk be received as information.

**CARRIED UNANIMOUSLY**

**8.5.3 Reappointments – Municipal Heritage Advisory Committee – Randy Pshebylo, Riversdale Business Improvement District [CK 225-4-3]**

That the following be reappointed to the Municipal Heritage Advisory Committee to the end of 2024:

- Randy Pshebylo, Riversdale Business Improvement District – Agency Representative

**CARRIED UNANIMOUSLY**

**8.5.4 Appointment – Saskatoon Accessibility Advisory Committee – Alanda McLeod, Saskatchewan Deaf and Hard of Hearing Services [CK 225-4-3]**

That the following be appointed to the Saskatoon Accessibility Advisory Committee to the end of 2024:

- Alanda McLeod, Saskatchewan Deaf and Hard of Hearing Services – Agency Representative

**CARRIED UNANIMOUSLY**

**8.5.5 33rd Street Business Improvement District - 2023 Board of Management [CK 225-4-3]**

That the following be appointed to the Board of Management of the 33<sup>rd</sup> Street Business Improvement District to the end of 2023:

- Judy M. Denham (The Flag Shop), Chairperson
- Nicola Tabb (Better off), Vice-Chair
- Tracey Muzzolini (Christies Mayfair Bakery), Director
- Joanne Lukash (YXE Vintage Mall), Director
- Trent Loewen (PIES), Director
- Chris Fowler (FreshCo), Director

**CARRIED UNANIMOUSLY**

**9. COMMITTEE REPORTS (not on Consent Agenda)**

**9.1 Standing Policy Committee on Environment, Utilities & Corporate Services**

**9.2 Standing Policy Committee Transportation**

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

### **9.3.1 Northeast Swale and Small Swale Boundary Endorsement [PDCS2023-0207]**

The following letters were provided:

#### Request to Speak

- Mike Velonas, Meewasin Valley Authority, dated February 13, 2023;
- Meghan Mickelson, Swale Watchers, dated February 17, 2023;
- John Paul Wasan, Saskatoon Environmental Advisory Committee, dated February 20, 2023;
- Jan Norris, dated February 20, 2023;
- Paul Cluett, dated February 20, 2023;
- Sara Bryson, Saskatoon Nature Society, dated February 20, 2023;
- Candace Savage, Wild About Saskatoon, February 20, 2023; and
- Julia Adamson, Friends of the Saskatoon Afforestation Areas Inc., dated February 20, 2023.

#### Submitting Comments

- Linda Moskalyk, SOS Trees Coalition, dated February 15, 2023;
- John Penner, dated February 15, 2023;
- Geoffrey Svenkeson, dated February 16, 2023;
- Taylor Raiche, dated February 16, 2023;
- Nobuko Iwai, dated February 16, 2023;
- Megan Van Buskirk, Saskatchewan Environmental Society, dated February 16, 2023;
- Olivia Yurach, dated February 16, 2023;
- Jennifer Janzen-Ball, dated February 16, 2023;

- Wayne MacDonald, dated February 16, 2023;
- Margaret Parsons, dated February 17, 2023;
- Mike Heseltine, dated February 17, 2023;
- Jan Shadick, Living Sky Wildlife Rehabilitation, dated February 17, 2023;
- Elliot Dillabough, dated February 17, 2023;
- Colleen Ewanchyna, dated February 18, 2023;
- Brooke Sykes, Swale Watchers, dated February 18, 2023;
- Darcy Maatman, dated February 18, 2023;
- Kaitlin Olmsted, dated February 18, 2023;
- Noah Zanyk, dated February 19, 2023;
- Sebastian Din, Swale Watchers, dated February 19, 2023;
- Linda Tweddell, dated February 19, 2023;
- Carmen Formanek-Loncar, dated February 19, 2023;
- John Paul Wasan, Saskatoon Environmental Advisory Committee, dated February 20, 2023;
- Kris Seto Davis, dated February 20, 2023;
- Stewart Coles, Canadian Parks and Wilderness Society - Saskatchewan Chapter, dated February 20, 2023;
- Lauren Kovarsky, dated February 20, 2023;
- Jessica Hoehn, dated February 20, 2023;
- Sasha Chilibeck, dated February 20, 2023;
- Karen Bolstad, dated February 20, 2023;
- Margret Asmuss, Regional Centre of Expertise on Education for Sustainable Development - Saskatchewan, dated February 20, 2023;
- Carmen Gilmore, dated February 20, 2023;

- Jocelyn Orb, dated February 20, 2023;
- James Dynes, dated February 20, 2023;
- David (Max) Abraham, dated February 20, 2023;
- Colin Chatfield, dated February 20, 2023;
- Kevin Stewart, Rewild Alberta, dated February 20, 2023;
- Kathlin Simpkins, dated February 20, 2023;
- Daniel Schott, dated February 20, 2023;
- Jennipher Karst, dated February 20, 2023;
- John Krowina, dated February 20, 2023;
- Julia Adamson, Canadian Association of Physicians for the Environment, SK Regional Chapter, dated February 20, 2023;
- Sheila Catto, dated February 20, 2023; and
- Sally Postlethwaite, dated February 20, 2023.

Councillor Loewen introduced the item as Vice Chair of the Standing Policy Committee on Planning, Development and Community Services.

Council heard from the following speakers:

- Mike Velonas, Meewasin Valley Authority
- Meghan Mickelson, Swale Watchers
- John Paul Wasan, Saskatoon Environmental Advisory Committee
- Jan Norris
- Paul Cluett
- Sara Bryson, Saskatoon Nature Society
- Candace Savage, Wild About Saskatoon
- Julia Adamson, Friends of the Saskatoon Afforestation Areas Inc.

Long Range Planning Manager McShane, Watershed Protection Manager Yobb, City Manager Jorgenson, Director of Saskatoon Land Long, Director of Planning and Development Anderson, A/City Solicitor Kowalski and General Manager Community Services Lacroix all responded to various questions of Council.

The meeting recessed at 11:29 a.m. and reconvened at 11:45 a.m. with all members of Council in attendance with the exception of Councillor Davies.

Councillor Donauer excused himself from the meeting at 12:00 p.m. and re-entered at 12:34 p.m.

**Moved By:** Councillor Loewen

**Seconded By:** Councillor Dubois

That the boundaries for the Northeast and Small Swales, as outlined in Option 3, be endorsed.

IN AMENDMENT

**Moved By:** Councillor Hill

**Seconded By:** Councillor Gersher

In amendment to Option 3, that the two remaining green pieces identified in the February 17, 2023 correspondence from the Swale Watchers be added to the preliminary boundaries for the Northeast Swale. These areas are identified as “recommended additions” for the “Swale Protected Area”.

In Favour: (8): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Kirton, and Councillor Loewen

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

Absent: (1): Councillor Davies

**CARRIED (8 to 2)**

VOTE ON MAIN MOTION AS AMENDED

That the boundaries for the Northeast and Small Swales, as outlined in Option 3, be endorsed including the two remaining green pieces identified in the February 17, 2023 correspondence from the

Swale Watchers be added to the preliminary boundaries for the Northeast Swale. These areas are identified as “recommended additions” for the “Swale Protected Area”.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**Moved By:** Councillor Gough

**Seconded By:** Councillor Hill

That through the concept plan development and review, the Administration work with all stakeholders to establish suitability parameters for functional connectivity and corridors to prevent fragmentation between the Small and Northeast Swales.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**Moved By:** Councillor Gersher

**Seconded By:** Councillor Kirton

That through the concept plan development and review, the Administration work with all stakeholders to seek opportunities to locate stormwater infrastructure outside the boundaries of the swales where feasible and ecologically beneficial.

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



Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**Moved By:** Councillor Block

**Seconded By:** Councillor Hill

That administration report back on best standards, options and marketing considerations to create this new neighbourhood with the goal to protect and preserve Saskatoon's swales.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**Moved By:** Councillor Loewen

**Seconded By:** Councillor Block

That the administration report back about options to provide additional protections to the lek during and after construction, including information about best practices for conservation-based urban design.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

The Committee recessed at 1:15 p.m. and reconvened at 1:47 p.m. with all members of Council in attendance with the exception of Councillor Davies.

**9.4 Standing Policy Committee on Finance**

**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**

### **10.7 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 Court of Queen's Bench Bylaw References [CC2023-0201]**

A/City Solicitor Kowalski presented the report.

**Moved By:** Councillor Gersher

**Seconded By:** Councillor Dubois

1. That City Council approve the proposed amendments to:

- Bylaw No. 8164, *The Municipal Wards Commission Bylaw, 2002*;
- Bylaw No. 8176, *The Dangerous Animals Bylaw, 2003*;
- Bylaw No. 8225, *The City of Saskatoon Fire and Protective Services Department Superannuation Plan Bylaw, 2003*;
- Bylaw No. 9036, *The Saskatoon Licence Appeal Board Bylaw, 2012*; and
- Bylaw No. 9537, *The Code of Ethical Conduct, 2019*.

2. That the City Solicitor be requested to prepare the necessary amendments to update references from the Queen to the King.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**11.2.2 The Albert Community Centre Capital Reserve Exception  
Bylaw, 2023 [CC2023-0202]**

A/City Solicitor Kowalski presented the report.

**Moved By:** Councillor Gersher

**Seconded By:** Councillor Kirton

That permission be granted to introduce Bylaw No. 9873, *The Albert Community Centre Capital Reserve Exception Bylaw, 2023*, and give same its FIRST reading.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**Moved By:** Councillor Gersher

**Seconded By:** Councillor Block

That Bylaw No. 9873 now be read a SECOND time.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**Moved By:** Councillor Gersher

**Seconded By:** Councillor Donauer

That permission be granted to have Bylaw No. 9873 read a third time at this meeting.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**Moved By:** Councillor Gersher

**Seconded By:** Councillor Jeffries

That Bylaw No. 9873 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: (10): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, Councillor Kirton, and Councillor Loewen

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

#### **11.2.3 The Bicycle Amendment Bylaw, 2023 [CC2023-0204]**

A/City Solicitor Kowalski presented the report.

**Moved By:** Councillor Gersher

**Seconded By:** Councillor Dubois

That permission be granted to introduce Bylaw No. 9874, *The Bicycle Amendment Bylaw, 2023*, and give same its FIRST reading.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**Moved By:** Councillor Gersher  
**Seconded By:** Councillor Block

That Bylaw No. 9874 now be read a SECOND time.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**Moved By:** Councillor Gersher  
**Seconded By:** Councillor Hill

That permission be granted to have Bylaw No. 9874 read a third time at this meeting.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**Moved By:** Councillor Gersher  
**Seconded By:** Councillor Gough

That Bylaw No. 9874 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: (10): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gersher, Councillor Gough, Councillor Hill, Councillor Jeffries, Councillor Kirton, and Councillor Loewen

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

#### **11.2.4 The Vehicles for Hire Amendment Bylaw, 2023 [CC2023-0205]**

Councillor Gersher declared a conflict of interest on this item due to her family being in business that could be seen to be in conflict with the taxi and TNC industry and excused herself from discussion and voting on the matter and left the meeting.

A/City Solicitor Kowalski presented the report.

**Moved By:** Councillor Dubois

**Seconded By:** Councillor Donauer

That permission be granted to introduce Bylaw No. 9875, *The Vehicles for Hire Amendment Bylaw, 2023*, and give same its FIRST reading.

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

Conflict (1): Councillor Gersher

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (9 to 0)**

**Moved By:** Councillor Gough

**Seconded By:** Councillor Block

That Bylaw No. 9875 now be read a SECOND time.

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

Conflict (1): Councillor Gersher

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (9 to 0)**

**Moved By:** Councillor Dubois

**Seconded By:** Councillor Kirton

That permission be granted to have Bylaw No. 9875 read a third time at this meeting.

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

Conflict (1): Councillor Gersher

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (9 to 0)**

**Moved By:** Councillor Donauer

**Seconded By:** Councillor Gough

That Bylaw No. 9875 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: (9): Mayor C. Clark, Councillor Block, Councillor Donauer, Councillor Dubois, Councillor Gough, Councillor Hill, Councillor Jeffries, Councillor Kirton, and Councillor Loewen

Conflict (1): Councillor Gersher

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (9 to 0)**

Councillor Gersher re-entered the meeting.

**12. OTHER REPORTS**

**13. INQUIRIES**

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

**14.1 Councillor B. Dubois - Fireworks - Lunar New Year [CK 2500-1]**

Councillor Dubois provided the following Notice of Motion at City Council's Regular Business Meeting held on January 25, 2023:

'WHEREAS many Saskatonians celebrate the Lunar New Year;

WHEREAS The Lunar New Year is not included as a permitted day to use fireworks per the City of Saskatoon bylaws;

WHEREAS The Gregorian calendar New Years is included in the City of Saskatoon bylaws; and

BE IT RESOLVED that the City Administration report back on including the Lunar New Year as a permitted day to use fireworks in the City of Saskatoon bylaws.'

Councillor Dubois introduced the item.

City Manager Jorgenson responded to questions of the Committee.

**Moved By:** Councillor Dubois

**Seconded By:** Councillor Block

WHEREAS many Saskatonians celebrate the Lunar New Year;

WHEREAS The Lunar New Year is not included as a permitted day to use fireworks per the City of Saskatoon bylaws;

WHEREAS The Gregorian calendar New Years is included in the City of Saskatoon bylaws; and

BE IT RESOLVED that the City Administration report back on including the Lunar New Year as a permitted day to use fireworks in the City of Saskatoon bylaws.

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

Absent: (1): Councillor Davies

**CARRIED UNANIMOUSLY (10 to 0)**

**15. URGENT BUSINESS**

**16. GIVING NOTICE**

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



**18. ADJOURNMENT**

The meeting adjourned at 2:04 p.m.

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Mayor

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City Clerk



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

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### **2022 Annual Report and 2023 Work Plan - Diversity, Equity and Inclusion Advisory Committee**

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

That the 2022 Annual Report and 2023 Work Plan for the Diversity, Equity and Inclusion Advisory Committee be received as information.

#### **History**

The Standing Policy Committee on Environment, Utilities and Corporate Services, at its meeting held on March 7, 2023, considered a report from the Diversity, Equity and Inclusion Advisory Committee regarding the above.

#### **Attachment**

February 24, 2023 report of the Diversity, Equity and Inclusion Advisory Committee.

## **ANNUAL REPORT AND WORK PLAN**

February 24, 2023

Secretary, Standing Policy Committee on Environment, Utilities and Corporate Services

**Re: 2022 Annual Report and 2023 Work Plan – Diversity, Equity & Inclusion  
Advisory Committee  
(File No. CK. 225-83)**

The mandate of the Diversity, Equity & Inclusion Advisory Committee (the Committee) is to provide advice on matters relating to the following:

- diversity and inclusion of all citizens within the community
- emerging equity or diversity issues or trends arising in the community
- initiatives to combat racism, acts of prejudice or hate in the community
- initiatives to promote acceptance of all citizens of Saskatoon
- consideration of the Calls to Action of the Truth and Reconciliation Commission in formulating City policies and initiatives
- diversity in naming streets and City infrastructure
- explore barriers faced in accessing city services, information, programs and facilities
- explore barriers to participation in public life and achievement of social, cultural and economic wellbeing of residents
- proposed City of Saskatoon policies, initiatives, and civic programs and services to meet changing needs of a diverse community
- employment and employee awareness policies, initiatives, and civic programs

The Committee also supports education and awareness programs on diversity, equity and inclusion of all citizens in the City of Saskatoon in consultation with the Administration and within the budget allocated by City Council.

### **Committee Membership**

Membership on the Committee for the year 2022 was as follows:

#### **Members**

- Namarta Kochar, Chair, Public Representative
- Amanda Guthrie, Vice Chair, Public Representative
- Ali Abukar, Saskatoon Open Door Society
- Maria Soonias Ali, Citizen Member

- Rashid Ahmed, Public Representative
- Pamela Beaudin, Public Representative
- Hillary Gamelin, Ministry of Social Services
- Manvi Ghai, Public Representative
- Jess Hamm, Saskatchewan Intercultural Association
- Superintendent Dave Haye, Saskatoon Police Service
- Darryl Isbister, Board of Education for Saskatoon Public Schools
- Rhonda Johannson, Ministry of Corrections, Policing & Public Safety
- Julia Jones, Public Representative
- Cornelia Laliberte, Greater Saskatoon Catholic Schools
- Dr. Hortense Tabien, Saskatchewan Health Authority
- Kelly Tolley, Public Representative
- Julie Yu, Public Representative

#### **Resource Members**

- Councillor Zach Jeffries
- Immigration, Diversity and Inclusion Consultant April Sora
- Cultural Diversity and Race Relations Coordinator Becky Sasakamoose Kuffner
- Organizational Development Consultant Thiago Prado
- Saskatchewan Human Rights Commission, Executive Director Norma Gunningham-Kapphahn
- Social Development Manager Tenille Thomson

The 2023 membership on the Committee is as follows:

#### **Members**

- Amanda Guthrie, Public, Chair
- Rashid Ahmed, Public, Vice Chair
- Ali Abukar, Saskatoon Open Door Society
- Abbas Akram, Public
- Pamela Beaudin, Public
- Hillary Gamelin, Ministry of Social Services
- Manvi Ghai, Public
- Jess Hamm, Saskatchewan Intercultural Association
- Dr. Jasmine Hasselback, Saskatchewan Health Authority
- Superintendent Dave Haye, Saskatoon Police Service
- Claudio Jodorkovsky, Public
- Rhonda Johannson, Ministry of Corrections, Policing & Public Safety
- Julia Jones, Public
- Liz Kuley, Public
- Cornelia Laliberte, Greater Saskatoon Catholic Schools
- Charlene Scrimshaw, Saskatoon Public Schools

- Kelly Tolley, Public

### **Resource Members**

- Councillor Zach Jeffries
- Immigration, Diversity and Inclusion Consultant April Sora
- Cultural Diversity and Race Relations Coordinator Becky Sasakamoose Kuffner
- Director of Indigenous Initiatives Melissa Cote
- Organizational Development Consultant Thiago Prado
- Saskatchewan Human Rights Commission, Executive Director Norma Gunningham-Kapphahn
- Social Development Manager Tenille Thomson

### **Work Plan Goals and Accomplishments**

The work plan goals of the Committee in 2022 were as follows.

- Continue to explore and monitor emerging equity or diversity issues or trends arising in the community to advise to City Council on diversity and inclusion of all citizens within the community.
- Collect Information and Evaluate.
- Training.
- Request, review and provide feedback on proposed and adopted City of Saskatoon policies, initiatives and civic programs and services to meet changing needs of a diverse community and reducing barriers to participation, public life and achievement of social, cultural and economic welling of residents.
- Communications.

In addition, Appendix 1 provides a summary of key topics and resolutions by meeting, and Appendix 2 provides a summary of 2022 expenditures.

### **2022 Reports and Communications**

#### **Matters Referred by SPC or City Council**

1. Governance Review – Advisory Committees – Review of Terms of Reference [File No. CK 225-1 x 255-2] – Governance and Priorities Committee
  - a. Considered on January 13, 2022.

#### **Reports/Recommendations Submitted to City Council:**

1. There were no matters submitted to City Council.



**Reports/Recommendations Submitted to the Standing Policy Committee on Environment Utilities & Corporate Services:**

1. There were no matters submitted to the Standing Policy Committee on Environment Utilities & Corporate Services.

**Reports/Recommendations Submitted to the Governance and Priority Committee:**

1. There were no matters submitted to the Governance and Priority Committee.

**Communication by Committee Representatives (Chair, Vice-Chair, or designate) to the local media:**

1. The Chair was asked by the Saskatoon Star Phoenix to provide a statement for a feature to honour the International Day for the Elimination of Racial Discrimination in March 2022.

**Work Plan for 2023**

- The 2023 Diversity, Equity and Inclusion Advisory Committee Work Plan for 2023 is attached as Appendix 3.

**ATTACHMENTS**

1. Appendix 1 – 2022 Meeting Summary
2. Appendix 2 – 2022 Expenditures
3. Appendix 3 – 2023 Work Plan

Yours truly,



Amanda Guthrie  
**Chair**  
**Diversity, Equity & Inclusion Advisory Committee**

## Appendix 1 – 2022 Meeting Summary – Key Topics and Resolutions

Meeting	Summary – Key Topics and Resolutions
January	<ul style="list-style-type: none"> <li>Namarta Kochar was appointed Chair and Amanda Guthrie was appointed Vice Chair.</li> <li>Committee members received an orientation.</li> <li>Governance and Priorities Committee referred Review of Terms of Reference to the Committee.</li> </ul>
February	<ul style="list-style-type: none"> <li>Committee received verbal updates.</li> <li>Committee approved payment of sponsorships for 7<sup>th</sup> Annual Saskatchewan Gay-Straight Alliance Summit, Threads Cultural Conversations 2022 and Annual Diversity Awards Gala.</li> <li>Committee approved work plan.</li> </ul>
April	<ul style="list-style-type: none"> <li>Committee received verbal updates.</li> <li>Committee received update on Cultural Diversity and Race Relations Policy that took place at City Council February 28, 2022.</li> <li>Committee approved payment of sponsorship for Peace Conference on Reconciliation and Land Justice</li> </ul>
May	<ul style="list-style-type: none"> <li>Committee received verbal updates.</li> <li>Committee received update from Work Plan Subcommittee.</li> </ul>
September	<ul style="list-style-type: none"> <li>Committee received verbal updates.</li> <li>Committee approved payment of sponsorship for Afro-Fest Black History Month.</li> <li>Committee received follow-up report and authorized payment to the 7<sup>th</sup> Annual Saskatchewan Gay-Straight Alliance Summit.</li> </ul>
November	<ul style="list-style-type: none"> <li>Committee received verbal updates.</li> <li>Committee discussed the 2022 Annual Report.</li> </ul>

	<ul style="list-style-type: none"><li>• Committee received follow-up reports and authorized payment to Greater Saskatoon Catholic Schools, Mennonite Central Committee.</li><li>• Committee approved payment of sponsorship for Newcomer Talking Circles and 2023 Annual Diversity Awards Gala.</li><li>• Committee discussed 2022 Wicahitowin Indigenous Engagement Conference.</li></ul>
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## Appendix 2 – 2022 Expenditure

Date	Description	Amount
March 2022	Living in Harmony Awards – Graphic Design & Posters	\$832.50
March 2022	Living in Harmony Awards – Awards	\$500.00
August 2022	Co-sponsorship - Annual Diversity Awards Gala	\$1,000.00
August 2022	Co-sponsorship – Threads Cultural Conversations	\$1,000.00
September 2022	Co-sponsorship – 7 <sup>th</sup> Annual Saskatchewan Gay-Straight Alliance Summit	\$1,000.00
November 2022	Co-sponsorship – Virtual Round Dance	\$1,000.00
November 2022	Co-sponsorship – Peace Conference on Reconciliation & Land Justice	\$1,000.00
	<b>Total</b>	<b>\$6,332.50</b>

### Appendix 3– 2023 Work Plan

Work Plan Item	Action	Priority	Progress	Assigned To	Completion Date
1. Collect Information and Evaluate	<p>Review the Cultural Diversity and Race Relations Policy and related initiatives in preparation for providing advice and recommendations on the development and contents of a new Diversity, Equity &amp; Inclusion Policy.</p> <ul style="list-style-type: none"> <li>All Committee members provided with the Cultural Diversity and Race Relations Policy.</li> <li>Intentionally schedule meeting time for open discussion, if necessary create sub-committee, forward recommendations on to Administration.</li> </ul>	1	Focus and review the CDRR Policy for updating.		Completed, awaiting next steps
	<p>Collect information on the Living in Harmony Awards and evaluate the impact, effectiveness, and mission of the awards.</p> <ul style="list-style-type: none"> <li>Request data from Administration on the number of nominations, number of attendees, number of schools involved, and number of nominators for the past five years.</li> <li>Intentionally schedule meeting time for an open</li> </ul>	2			

Work Plan Item	Action	Priority	Progress	Assigned To	Completion Date
	discussion on the data and the mission/goals of the awards.				
	Collect information on how our annual budget has been used in the past and evaluate the mission and vision of these funds.  Discuss an increase in the amount eligible for co-sponsorship request	3			
3. Training	The Committee will discuss what training they would like to complete and what is reasonable within timelines.	4			
4. Request, review, and provide feedback on proposed and adopted City of Saskatoon policies, initiatives, and civic programs and services to meet changing needs of a diverse community and reducing barriers to participation in public life and achievement of social, cultural and	The Committee will request information on policies and gather feedback: <ul style="list-style-type: none"> <li>Request information from Administration on timelines for implementation or estimated progress, impact, and outcomes on the following: <ul style="list-style-type: none"> <li>Procurement Policy – Indigenous procurement framework;</li> </ul> </li> </ul>	5			

Work Plan Item	Action	Priority	Progress	Assigned To	Completion Date
<p>economic wellbeing of residents, including:</p> <ul style="list-style-type: none"> <li>• Employee awareness policies, initiatives and civic programs</li> <li>• Employment equity targets and progress</li> <li>• Anti-racism work and communications</li> <li>• Ethno-cultural network</li> <li>• 2SLGBTQ inclusion work</li> <li>• Equity lens review</li> <li>• Response to Calls to Action of the Truth and Reconciliation Commission, Calls to Justice of the MMIWG Final Report</li> </ul>	<ul style="list-style-type: none"> <li>○ Increasing diversity in naming of streets and City infrastructure; and</li> <li>○ Gender inclusion within City facility washrooms and change rooms.</li> <li>• Mayor has proposed 3 motions that he would like support from the Committee.</li> <li>• Intentionally schedule open discussion to hear from groups who can give feedback on the City of Saskatoon's work on anti-racism, ethno-cultural network building, Indigenization and decolonization, and 2SLGBTQ inclusion.</li> </ul>				
5. Co-Sponsorship Subcommittee	Create and implement a subcommittee to address the accessibility and success of the co-sponsorship program.	5			
6. Committee Format	Discuss as a Committee the number of times the Committee meets per year and the composition of the Committee.	6			



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

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### **Revision to Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010**

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

1. The proposed amendments to Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010, as outlined in the March 7, 2023 report of the General Manager, Transportation and Construction, be approved; and
2. The City Solicitor be requested to prepare the appropriate amendments to Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010.

#### **History**

The Standing Policy Committee on Environment, Utilities and Corporate Services, at its meeting held on March 7, 2023, considered a report from the Administration regarding the above.

#### **Attachment**

March 7, 2023 report of the General Manager, Transportation and Construction.

## Revision to Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010

### ISSUE

Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010 (Bylaw) allows for one-, three-, five-, and ten-year options for a residential property owner to defer their costs for lead water service connection replacements to their taxes. Currently sewer service connection replacements are only offered a one-year deferral period. This report proposes amending the Bylaw to offer one-, three-, five-, and ten-year deferral options for the costs of sewer service connection replacements.

### RECOMMENDATION

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

1. The proposed amendments to Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010, as outlined in this report, be approved; and
2. The City Solicitor be requested to prepare the appropriate amendments to Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010.

### BACKGROUND

The City of Saskatoon (City) replaces residential sewer services made of non-compliant materials when the service has failed, or the service has been selected for replacement as part of a capital infrastructure improvement program. When replacing the public side of a residential sewer service, and the parallel water service to the property is non-lead, the City will replace the sewer service only and leave the existing water service. In these cases, the property owner is offered an opportunity to replace the private side of the sewer service at the same time using the City's contractor. If the property owner opts out of replacing the private side, only the public side is replaced.

Based on feedback from residents, the one-year deferral option for sewer only replacement costs are unaffordable for some residents who would otherwise want to replace their portion of the connection.

### DISCUSSION/ANALYSIS

When a property owner opts out of replacing their portion of sewer service at the same time the public portion is being replaced, this property is no longer eligible for free emergency sewer service back up response by City crews. The property owner is required to call a plumber for any future sewer service back ups.

If a property owner has had sewer back up issues in the past, they may want to replace their sewer service connection but may be unable to afford the monthly payments of a one-year deferral and, therefore, opt out of the private side replacement. If the City were

to offer longer deferral periods to spread payments out, these owners may instead opt to proceed with replacement.

Currently the Bylaw only authorizes deferrals in situations where the City mandates replacement of a lead water service connection, in which case, a property owner may be eligible to defer the costs of replacing the lead water service connection as well as the sewer connection, if replaced concurrently.

It is recommended that the Bylaw be updated to provide one-, three-, five-, and ten-year deferral options for sewer-only service connection replacements.

A property owner will be eligible to defer the costs of a sewer service connection replacement in situations where the City replaces the public side of the sewer service connection, and the property owner chooses to have the private side of the connection replaced by the City's contractor. The deferral for costs of sewer service connection replacements will only be available to residential property owners. Other eligibility requirements will mirror the eligibility requirements that apply to lead water service connection deferrals.

The following housekeeping amendments are also recommended:

- The reference to Section 361 of *The Cities Act* in Section 13.1 should be updated to refer to Section 361.1, the new section of *The Cities Act* that authorizes this type of deferral program.
- The “whereas clauses” of the Bylaw should be repealed as they are outdated. The whereas clauses refer to sections of *The Cities Act* that are no longer relied on as authority to offer deferral programs. The clauses also reference City Council's previous direction to permit deferrals of lead connection replacement costs specifically. Modern drafting practice is to exclude whereas clauses from bylaws.
- The definitions section should be repealed and replaced to modernize formatting and make minor editorial changes.

## **FINANCIAL IMPLICATIONS**

The proposed deferral program is considered cost neutral for the City.

Under the existing Bylaw, the deferral program includes administration fees to be paid by the property owner for lead service deferrals as follows:

- No cost for a one-year deferral;
- \$190.00 for a three-year deferral;
- \$240.00 for a five-year deferral; and
- \$365.00 for a ten-year deferral.

It is recommended that the same administration fees apply to sewer only deferrals.

## **OTHER IMPLICATIONS**

Delivery of communication packages to owners of properties selected for planned sewer service replacement in the 2023 construction season are already underway. For multi-year deferrals to be offered to residents for the 2023 construction season, new communication packages will need to be delivered.

To facilitate this process, new communication packages will be distributed upon City Council's approval of this report, effectively offering the deferrals prior to the official changes to the Bylaw to be prepared by the City Solicitor's Office. Section 361.1 of *The Cities Act*, which sets out the City's authority to provide deferral programs, does not require that deferrals be authorized by bylaw.

## **NEXT STEPS**

Upon approval by City Council, the City Solicitor will prepare the appropriate amendments to Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010.

### **Report Approval**

Written by:	Stephen Wood, Asset Preservation Manager
Reviewed by:	Dan Willems, Director of Technical Services
Approved by:	Terry Schmidt, General Manager, Transportation and Construction

Admin Report - Revision to Bylaw No. 8880, The Private Sewer and Water Service Connection Bylaw, 2010.docx





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

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### **Climate Budget – Greenhouse Gas Implications of Capital Projects**

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

That the adoption of the criteria outlined in the March 7, 2023 report of the General Manager, Utilities and Environment, to guide the identification and estimation of GHG additions for capital projects be included in the 2024/2025 Multi-year Business Plan and Budget.

#### **History**

The Standing Policy Committee on Environment, Utilities and Corporate Services, at its meeting held on March 7, 2023, considered a report from the Administration regarding the above.

In addition to the above noted recommendation, your Committee also resolved to forward the report to the Saskatoon Environmental Advisory Committee as information.

#### **Attachment**

March 7, 2023 report of the General Manager, Utilities and Environment.

# Climate Budget – Greenhouse Gas Implications of Capital Projects

## ISSUE

As directed by City Council, Administration is in the process of developing a climate budget and integrating it into its Multi-Year Business Plan and Budget. As part of that process, City Council also instructed the Administration to estimate carbon impacts, or Greenhouse Gas (GHG) additions, resulting from capital projects. Estimating GHG emissions for municipal capital projects is subject to a high degree of uncertainty; therefore, establishing the scope and criteria early in the process is important for transparency purposes. As a result, what criteria should be considered for this process?

## RECOMMENDATION

That the Standing Policy Committee on Environment, Utilities, and Corporate Services recommend to City Council the adoption of the criteria outlined in this report to guide the identification and estimation of GHG additions for capital projects to be included in the 2024/2025 Multi-year Business Plan and Budget.

## BACKGROUND

At its meeting held on January 25, 2023, City Council approved the following recommendations from Administration:

1. That a climate budget approach, as outlined in the report of the General Manager, Utilities and Environment dated January 10, 2023, be approved in principle for implementation during the 2024/2025 budget planning cycle;
2. That Administration be directed to draft and present to the Governance and Priorities Committee for approval, a policy amendment to the Multi-year Business Plan and Budget Policy to reflect the goals, principles, and process for a climate budget as outlined in Appendix 4; and
3. That the budget includes carbon impacts for proposed capital projects with specific attention to impacts to the business as planned projection.

## DISCUSSION/ANALYSIS

### Status of GHG Emission Tracking

The City of Saskatoon (City) tracks progress on its GHG emission reduction targets and related actions through regular progress reports, including the [Climate Action Plan: Progress Report 2021](#). The biennial reports include updated GHG emission inventories, and report cards on the City's climate mitigation and adaptation strategies. The next climate action progress report is scheduled for 2024.

A couple of important limitations of our current approach are that:

- (a) the reports are backward-looking or provide an ex-post analysis of the City's GHG emissions; and
- (b) the reports are delinked from the City's financial analysis or project selection process. In other words, the City does not forecast emissions that may emerge from the various bundles of capital projects that are approved in the budget cycle.

A Request for Proposals for a GHG Management Platform was issued on February 3, 2023. This is a two-year pilot with the intent of identifying a software solution to improve tracking and reporting of progress towards the City's GHG emission reduction targets and *Low Emissions Community Plan* (LEC Plan) actions. It is unknown at this point if the platform will also be capable of estimating emissions at the project level for climate budget purposes, although this function was included in the Request for Proposals.

### Climate-Related Guidance for City Staff

The significance of environmental performance is embedded in the City's strategic plan and other core strategies, policy documents, or processes such as the LEC Plan, Triple Bottom Line Policy and Framework, Contractor Environmental Guidelines, and the internal support of the Sustainability Department. More specifically, the City's High Performance Civic Building Policy (C08-002) is an example of an administrative tool that specifically addresses the asset and financial sustainability of new civic buildings, major renovations, and additions.

In addition, the prioritization process for the 2020/2021 Business Plan Options and the 2022/2023 10-year Capital Plan included questions regarding the GHG implications of projects; however, GHG quantification was not a requirement. Together, these resources help City staff understand, identify, and where possible estimate, the environmental implications of their activities, products, and services.

There are also various external requirements that the City may be subject to when proposing projects for funding consideration. For example, Infrastructure Canada's Climate Lens assessment for GHG mitigation and climate change resilience assessments, which is a requirement for funding through the Federal Government's Investing in Canada Infrastructure Program (ICIP), Disaster Mitigation and Adaptation Fund, and Smart Cities Challenge.

Recent examples of City initiatives that have incorporated environmental reporting components into early stages of project development include the Bus Rapid Transit (BRT) and Downtown Event and Entertainment District (DEED) projects. The BRT project completed a Climate Lens assessment as a condition of ICIP funding; a Multiple Account Evaluation was also completed to compare the cost of the investment against the benefit it will provide over the life of the investment, which in this case included a net reduction in GHG emissions. The DEED project incorporated environmental criteria into the deliverables of the Technical Advisor RFP, including the provision of preliminary estimates of GHG emissions for the proposed conceptual design recommendations.

### Business-as-Planned Emission Scenario

A Business-as-Planned (BAP) scenario was modelled for the LEC Plan which serves as a line to work from in determining the scope, scale, and timing for GHG mitigation

measures required to meet Saskatoon's 80% reduction target by 2050. The BAP projection is important because it provides a point for each year from which GHG reductions and possible additions relating to specific initiatives can be understood relative to the overall emission reduction target.

The LEC Plan models Saskatoon's BAP projection, which assumes that no additional policies, actions, or strategies will be implemented by 2050 beyond those that were underway during the development of the LEC Plan in 2019. Modelling assumptions account for economic and demographic trends and forecasts and use energy and GHG emissions-related information from local, provincial, and federal governments to inform modelling assumptions.

If resourced, the 2025 LEC Plan refresh would assess and revise the actions, assumptions, and related GHG implications from the 2019 Plan.

### GHG Estimation Tools

A jurisdictional scan identified that municipalities use a variety of tools to assist in GHG quantifications. For example, Edmonton has an Integrated Carbon Accounting & Budget Model that is specifically aligned with the quantification methodologies in their GHG inventory and emissions forecasts. Calgary, Durham, and Ottawa jointly funded the development of a spreadsheet-based tool specific to carbon budgeting. The tool is currently in the beta stage of development, and publicly accessible for testing. In general, municipalities use in-house resources and/or consultants to estimate emissions and emission projections. However, there does not seem to be a 'go-to' GHG accounting tool that municipalities are using for climate budget-specific purposes.

### Minimum Requirements to Estimate GHG Emissions

GHG emissions are generally quantified using an activity level (e.g., litres of fuel, kilowatt-hours of electricity, cubic metres of natural gas, etc.) multiplied by an emission factor. The emission factor, also referred to as emission intensity, carbon intensity, or conversion factor, is a coefficient that describes the rate at which the activity releases GHGs into the atmosphere. To quantify the emissions associated with a capital project, the energy inputs of that project must be estimated.

An example is the use of 200 m<sup>3</sup> of natural gas to heat a building on a construction site. SaskEnergy's 2021 emission factor for natural gas is 1,946 grams CO<sub>2</sub>e<sup>1</sup> / m<sup>3</sup>. Multiplying the activity level (200 m<sup>3</sup>) by the emission factor (1,946 grams CO<sub>2</sub>e / m<sup>3</sup>) results in an emissions value of 389,200 grams CO<sub>2</sub>e or 0.389 tonnes CO<sub>2</sub>e.

$200 \text{ m}^3 \times 1,946 \text{ grams CO}_2\text{e/m}^3 = 389,200 \text{ grams CO}_2\text{e (0.389 tonnes CO}_2\text{e)}$
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### GHG Estimation Reporting Criteria

The City's GHG inventories include emissions primarily from sources located within the city boundary (Scope 1) and emissions occurring as a consequence of the use of grid-

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<sup>1</sup> CO<sub>2</sub>e or carbon dioxide equivalent is the standard unit of measure used to compare greenhouse gases on the basis of their global warming potential.

supplied electricity (Scope 2). There are also a limited number of emissions that occur outside the city boundary as a result of activities taking place within the city boundary (Scope 3<sup>2</sup>). To be consistent with the City’s current GHG accounting methodologies, GHG estimates reported in the climate budget will include Scope 1 and Scope 2 emissions only.

The ability to estimate GHG emissions for a capital project – be it GHG impacts from its implementation activity or operations – is often dependent on the phase, scale, or type of project. Most significant capital projects will undergo cost estimating at different stages of project completion for budgeting and project analysis purposes. Furthermore, operational costs / impacts are also estimated and required to be included for capital budgeting. For the purposes of climate budgeting, GHG additions and reductions can be considered through a similar estimating lens and potentially in alignment with cost estimating processes and phases; understanding that, like a cost estimate, early estimates have a greater degree of uncertainty.

Typically, projects first require some degree of scoping, feasibility, or pre-design work to determine a preliminary budget and parameters for a project. GHG additions should be considered first at this stage, but some project leaders may choose to re-estimate their GHG additions as the project advances or if significant changes occur. Capital funding requests to complete preliminary feasibility or scoping work would not be able to include GHG estimates as this would be completed as part of the proposed work scope.

The identification and estimation of GHG emissions (additions and/or reductions) will be required for the capital projects meeting the criteria outlined in Table 1. A process map outlining the types of initiatives and corresponding assessment criteria is provided in Appendix 1.

Table 1: Capital Project Criteria for GHG Data in Budget

<b>INCLUDE projects which are/have:</b>
<b>Measurable GHG reductions<sup>1</sup></b> All capital projects that have measurable reductions in energy use, related directly to actions identified in the LEC Plan.
<b>Measurable GHG additions resulting from implementation<sup>2</sup></b> Capital projects that include activities that use energy. <u>and:</u> <b>Budget of \$2M or greater</b> Combined value during the 2024/2025 budget cycle.
<b>EXCLUDE projects which are/have:</b>
<b>Strategies with no direct GHGs to estimate</b>

<sup>2</sup> Scope 3 emissions included in the City’s inventory are: transmission and distribution losses associated with grid-supplied electricity, waste disposal and treatment outside the city boundary, and transboundary transportation. Scope 3 emissions not included in the City’s inventory are: emissions embodied in fuels, water, food, and construction materials.

Capital projects that are requesting funding for strategy development.
<b>Undefined and/or still in early scoping<sup>3</sup></b> Materials and/or methods have yet to be considered, even in a preliminary manner.
<b>Very few emissions<sup>4</sup></b> Capital projects expected to have very little GHG impact.
<b>Unplanned</b> Weather or major disaster event response.
<b>Led by City Boards or Corporations</b>

#### Notes

1. Consistent with the approach to Climate Budget reductions previously presented to Committee.
2. Such as direct emissions from use of non-renewables such as diesel and natural gas (i.e., construction); does not include Scope 3 emissions relating to embodied energy.
3. Such as projects at pre-design stage, or projects that will be informed by public engagement, etc.
4. Such as projects not associated with significant energy inputs/emission outputs (e.g., community programming and REDI initiatives).

#### Examples of Projects Required to Identify GHG Additions

For reference, these are examples of capital project funding requests from the 2022/2023 Multi-Year Budget, by Business Line, that would require GHG quantification based on the inclusion and exclusion criteria outlined above:

- Environmental Health – landfill optimization, solar/renewable energy installations;
- Land Development – roadway construction, park development;
- Recreation and Culture – park upgrades, new recreation facilities;
- Saskatoon Fire – new (additional) vehicles/equipment, new fire halls;
- Transportation – bridge rehabilitation, snow management facility construction; and
- Utilities – water and wastewater treatment plant upgrades, electrical system distribution upgrades.

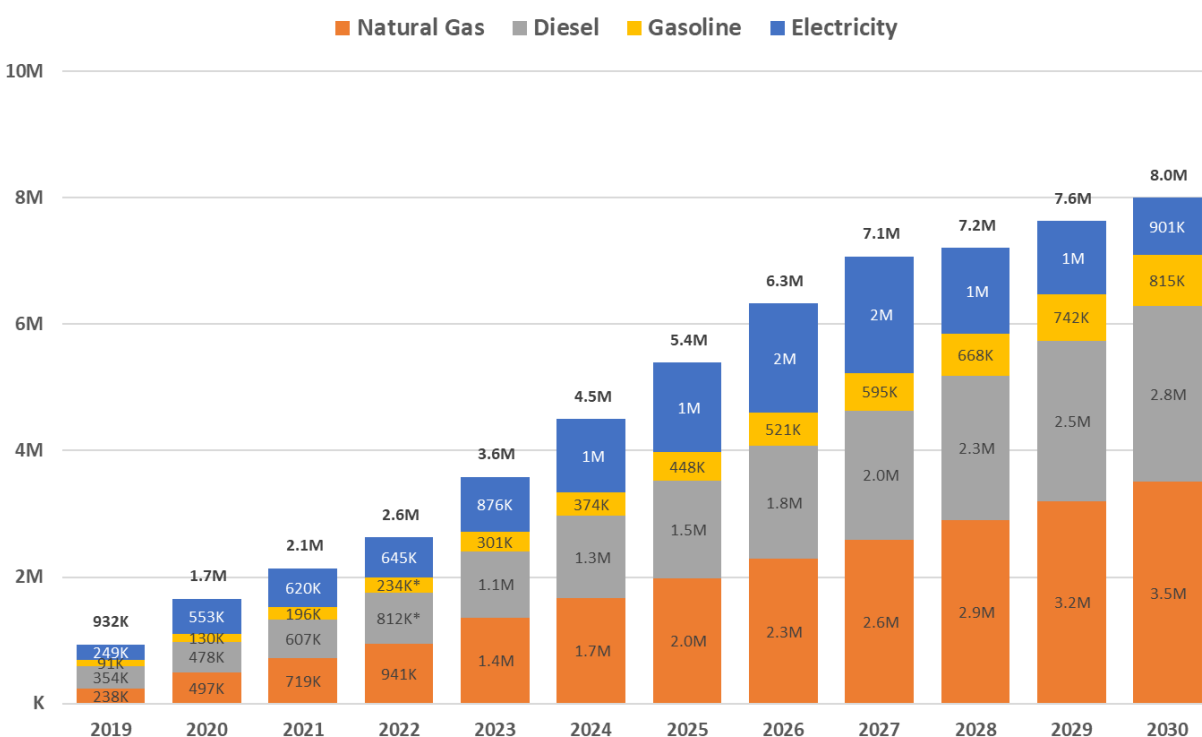
#### FINANCIAL IMPLICATIONS

The initial development of the climate budget will be supported using existing operating staff from Sustainability. This resource will collaborate with the Finance Division on integrating the climate budget into the 2024/2025 budget documents, and work with Finance and the City Solicitor to update the *Multi-Year Business Plan* and *Budget Policy (C03-036)* as required.

Internal support and tools will be available for Project Managers with GHG quantification inquiries. Alternately, Project Managers may obtain GHG emissions data as part of feasibility-, functional-, or detailed-design stage analysis prepared by internal staff, or external consultants. There are currently no additional funds available for the preparation of this information; costs associated with preparing GHG impacts will be tracked for reporting and assessment after the 2024 pilot is complete. Projects that have not yet completed a feasibility study or preliminary scoping are not required to provide GHG addition information.

The LEC Plan models actions for investment and implementation now and over time and demonstrates there are costs to doing nothing and benefits to timely implementation of measures. The incremental expenditures in buildings, vehicles, and other energy-related equipment and infrastructure increase costs in the short-term, but improve financial resiliency to future risks, especially costs associated with use of natural gas, diesel, gasoline, and electricity. For example, in 2022, the City paid \$2.6M in carbon charges stemming from the \$50/tonne charge levelled at electricity, natural gas, diesel, and gasoline use. By 2030, the total amount of carbon charges is estimated to be \$8M, all things equal, with charges for natural gas, diesel, and gasoline increasing over three times their 2022 costs, assuming a business-as-planned energy consumption scenario.

Figure 1: Carbon Charge Actuals (2019-2022) and Projections (2023-2030)



### ADDITIONAL IMPLICATIONS/CONSIDERATIONS

A Triple Bottom Line review has not been completed at this stage of climate budget development. Projects funded through the budget process will be required to complete a review as per Triple Bottom Line Policy (C08-001), and this process will help identify projects that require GHG quantification.

A LEC Plan update is expected to commence in 2024, for completion in 2025 (if approved and funded through the 2024/2025 budget), which will inform the refinement of future climate budgets.

The development of a climate budget is complex. As such, there are potential risks associated with implementing the climate budget too soon, including:

- Lack of resources to support the Corporation at the required level (e.g., internal knowledge, project management capacity, quantification tools, etc.);
- Lack of readiness by the Corporation for this change management initiative; and
- Outdated GHG emission data to accurately assess the impacts of proposed measures on the City's GHG target (i.e., outdated Business-as-Planned emission scenario).

## NEXT STEPS

The ongoing development of the climate budget will require the following next steps:

- Amendments to the Multi-year Business Plan and Budget Policy (C03-036) will be brought to the April 2023 meeting of the Governance and Priorities Committee for approval;
- With support, departments responsible for capital projects identified in the LEC Plan being proposed through the 2024/2025 budget, will develop budget requests including cost and GHG estimates to include in the 2024/2025 budget;
- With support, departments responsible for other capital projects being proposed through the 2024/2025 budget and if required by the criteria outlined in this report, will develop budget requests including cost and GHG estimates to include in the 2024/2025 budget;
- The 2024/2025 climate budget will be developed and integrated into the financial budget book;
- Ongoing development of tools for climate budget awareness; and
- Ongoing development of tools for project-level GHG quantification.

## APPENDICES

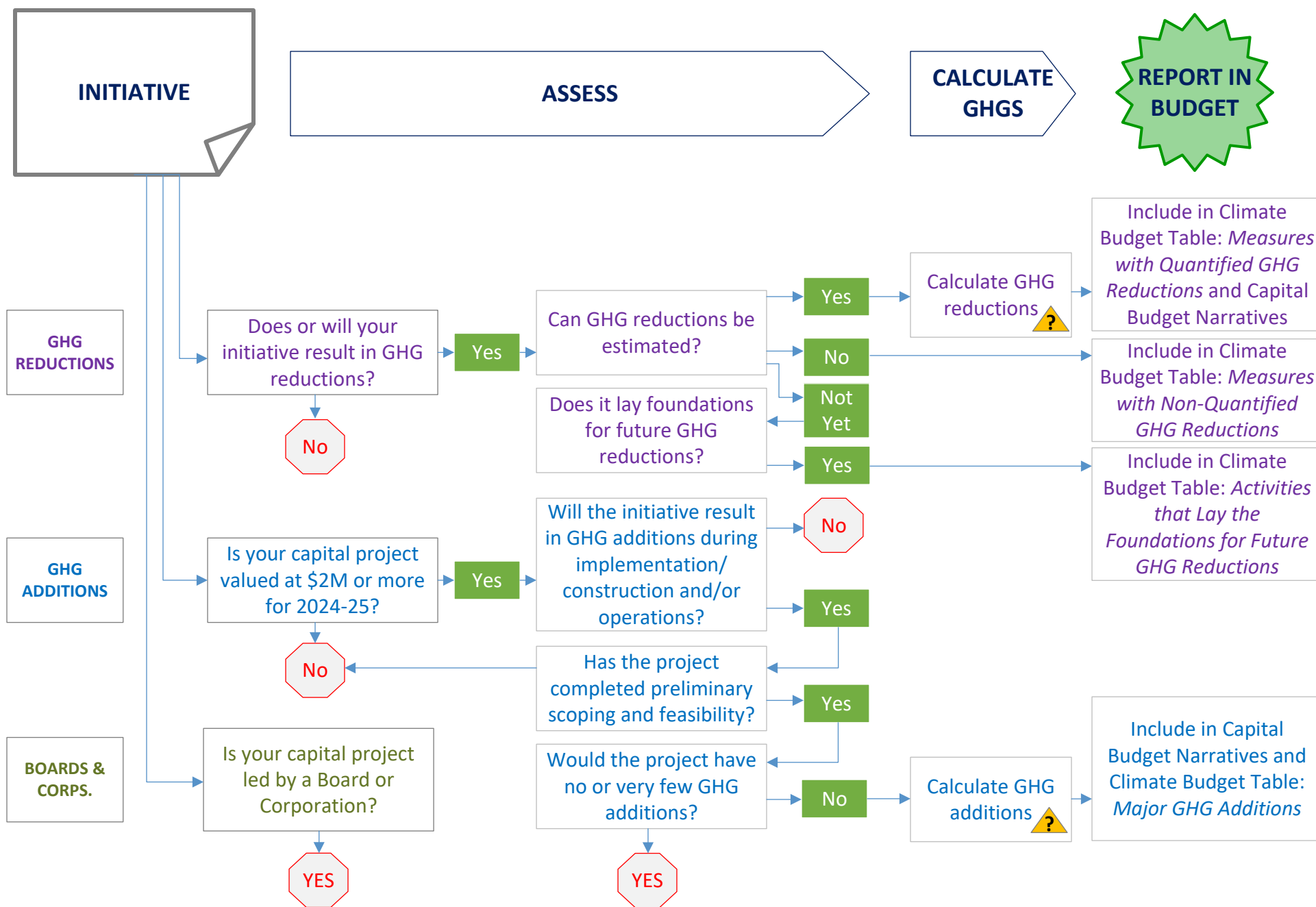
### 1. Climate Budget Process Map

#### Report Approval

Written by:	Matthew Regier, Environmental Coordinator, Sustainability
Reviewed by:	Amber Weckworth, Manager, Climate, Strategy and Data
	Jeanna South, Director of Sustainability
	Kari Smith, Director of Finance
	Meka Okochi, Director of Organizational Strategy Execution
	Mike Jordan, Chief Public Policy and Government Relations Officer
Approved by:	Angela Gardiner, General Manager, Utilities and Environment
	Clae Hack, Corporate Financial Officer

Admin Report - Climate Budget – Greenhouse Gas Implications of Capital Projects.docx





## CLIMATE BUDGET PROCESS MAP

R2-2023-02-10

LEGEND:



CONTACT SUSTAINABILITY IF YOU NEED HELP



NO FURTHER CLIMATE BUDGET WORK FOR THIS QUESTION



## STANDING POLICY COMMITTEE ON TRANSPORTATION

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### Traffic Bylaw Amendments – Fringe Festival and Exhibition Week Parking

#### Recommendation of the Committee

1. That the proposed amendments to Bylaw No. 7200, Traffic Bylaw, 1991, as outlined in the report of the Community Services Division dated March 7, 2023, be approved; and
2. That the City Solicitor be requested to make the necessary amendments to Bylaw No. 7200, Traffic Bylaw, 1991; and
3. That the Administration undertake a comprehensive review of the appropriate size and jurisdiction of the parking area for the Fringe Festival and report back.

#### History

The Standing Policy Committee on Transportation, at its meeting held on March 7, 2023, considered a report from the Administration regarding the above.

The Committee received a presentation from DeeAnn Mercier, Broadway Business Improvement District regarding the matter. A request was made to the Broadway BID to provide its request when this matter is before City Council.

Committee also requested that the Administration consult with the Exhibition prior to Council and bring forward any additional information when this matter is before Council. The following information was obtained from the Administration following the meeting:

“This report was shared with the Saskatoon Ex, Nutana Community Association, Broadway Business Improvement District and Fringe Festival organizers and these stakeholders were informed that this report is focused on making some housekeeping amendments to the Bylaw and that Administration plans to undertake a comprehensive review, including stakeholder consultation, of the Fringe Festival parking zone and policy requirements with a future report on this topic being tabled at Committee in late 2024. This work will be undertaken using existing operating budget resources and impacts to other projects being led by Parking Services are not anticipated. No concerns or comments were provided by the Saskatoon Ex related to the Exhibition parking zone.”



# STANDING POLICY COMMITTEE ON TRANSPORTATION

## **Attachment**

March 7, 2023 report of the General Manager, Community Services.

# Traffic Bylaw Amendments – Fringe Festival and Exhibition Week Parking

## ISSUE

This report is requesting approval to amend Bylaw No. 7200, Traffic Bylaw, 1991, to provide a more appropriate enforcement tool for select infractions, as well as update provisions relating to Fringe Festival and Exhibition week parking permit programs.

## RECOMMENDATION

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

1. That the proposed amendments to Bylaw No. 7200, Traffic Bylaw, 1991, as outlined in this report, be approved; and
2. That the City Solicitor be requested to make the necessary amendments to Bylaw No. 7200, Traffic Bylaw, 1991.

## BACKGROUND

The purpose of this report is to seek approval to amend [Bylaw No. 7200, Traffic Bylaw, 1991](#) (Traffic Bylaw). The proposed amendments seek to provide greater clarity on Fringe Festival and Exhibition week (Events) parking permit programs, specifically related to permit provisions, enforcement tools and permit zones.

During the Events, on-street parking is only permitted for vehicles with a displayed parking permit. Permits are delivered to residents of the Events' Zones, prior to each Events' start date, and must be displayed on resident vehicles for the duration of the event in their zone. Vehicles parked on-street which fail to display a permit during the Events are in violation, and enforcement measures can be taken, as per the Traffic Bylaw, which includes the issuance of a parking ticket.

The Fringe Festival has been hosted on or around Broadway Avenue since 1990. Parking permits for the Fringe Festival have been in place every year since 2007, and permit zone boundaries have remained unchanged for each Fringe Festival since that time. The Fringe Festival permit zone is bound by Saskatchewan Crescent East to the north, Victoria Avenue to the west, 8<sup>th</sup> Street to the south and Lansdowne Avenue to the east. In recent years, the Fringe Festival has shifted the main event location to W.E. Graham Park, east of Broadway Avenue.

The Exhibition week parking zone was initially tested as a pilot project in 1997, with subsequent boundary expansions happening in 2010 and 2013. The Exhibition week parking zone consists of three areas, each of which receive a different parking permit during Exhibition week.

## DISCUSSION/ANALYSIS

The following list includes proposed amendments to the Traffic Bylaw, accompanied by rationale:

1. Add provisions which allow for two permits per dwelling or commercial unit.
  - a. Two permits per-unit has been the informal practice for both permitting programs. Formalizing this provision will provide greater clarity for residents and Administration as it relates to the Events' permitting expectations.
2. Add provisions to prohibit the misuse of permits.
  - a. In recent years, misuse of the Events parking permits, such as the sale or gifting of permits, or the creation of counterfeit permits, has become prevalent. Currently, no enforcement option exists in the Traffic Bylaw to prevent misuse of permits.
  - b. Updating the Traffic Bylaw with enforcement options, like those which exist in section 16 of [Bylaw No. 7862, Residential Parking Program Bylaw, 1999](#), that regulate the use and conditions of a permit, will provide Administration the ability to enforce against misuse of permits. These provisions for misuse of permits would make it an offence to sell or gift a permit, to create, use, display, sell or gift a counterfeit permit, to provide false information in an application for a permit, and to fail to report a lost or stolen permit. Corresponding fine amounts for these offences would also be added.
3. Amend the definition of Fringe Festival.
  - a. As the location of the Fringe Festival has not taken place on Broadway Avenue in recent years, a more general definition must be provided in the Traffic Bylaw.
4. Expand the Fringe Festival parking zone.
  - a. The Fringe Festival parking zone (Schedule No. 14 of the Traffic Bylaw) requires an amendment to include the 800 Block of 11<sup>th</sup> Street East.
  - b. This expansion is supported by evidence gathered during a parking demand study, which took place at the 2022 Fringe Festival. This study measured average parking counts during the Fringe Festival dates and compared them to a baseline period prior to the Fringe Festival. The study only observed streets located one block outside the existing Fringe Festival parking zone. Findings of this study showed average occupancy along the 800 block of 11<sup>th</sup> Street exceeded the baseline period and supply for the street. This block was the only block where such a finding was observed. Further support has been received by residents of the block.
  - c. The Fringe Festival currently takes place at W.E. Graham Park, located at 602 Dufferin Avenue, situated east of Broadway Avenue. This shifts parking demand during the Fringe Festival further east.
  - d. No changes are being proposed to the permit zone boundaries for Exhibition week.

### **FINANCIAL IMPLICATIONS**

Costs associated to the 800 block of 11<sup>th</sup> Street East being added to the Fringe Festival parking zone, including costs of permit printing, delivery and enforcement time, are anticipated to be negligible.

### **OTHER IMPLICATIONS**

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

### **NEXT STEPS**

Should City Council approve the proposed recommendations, the City Solicitor will draft necessary bylaw amendments, to be tabled at a future meeting of City Council, prior to the 2023 Fringe Festival and Exhibition event dates. Approved amendments will be communicated to affected property owners on the 800 block of 11<sup>th</sup> Street East.

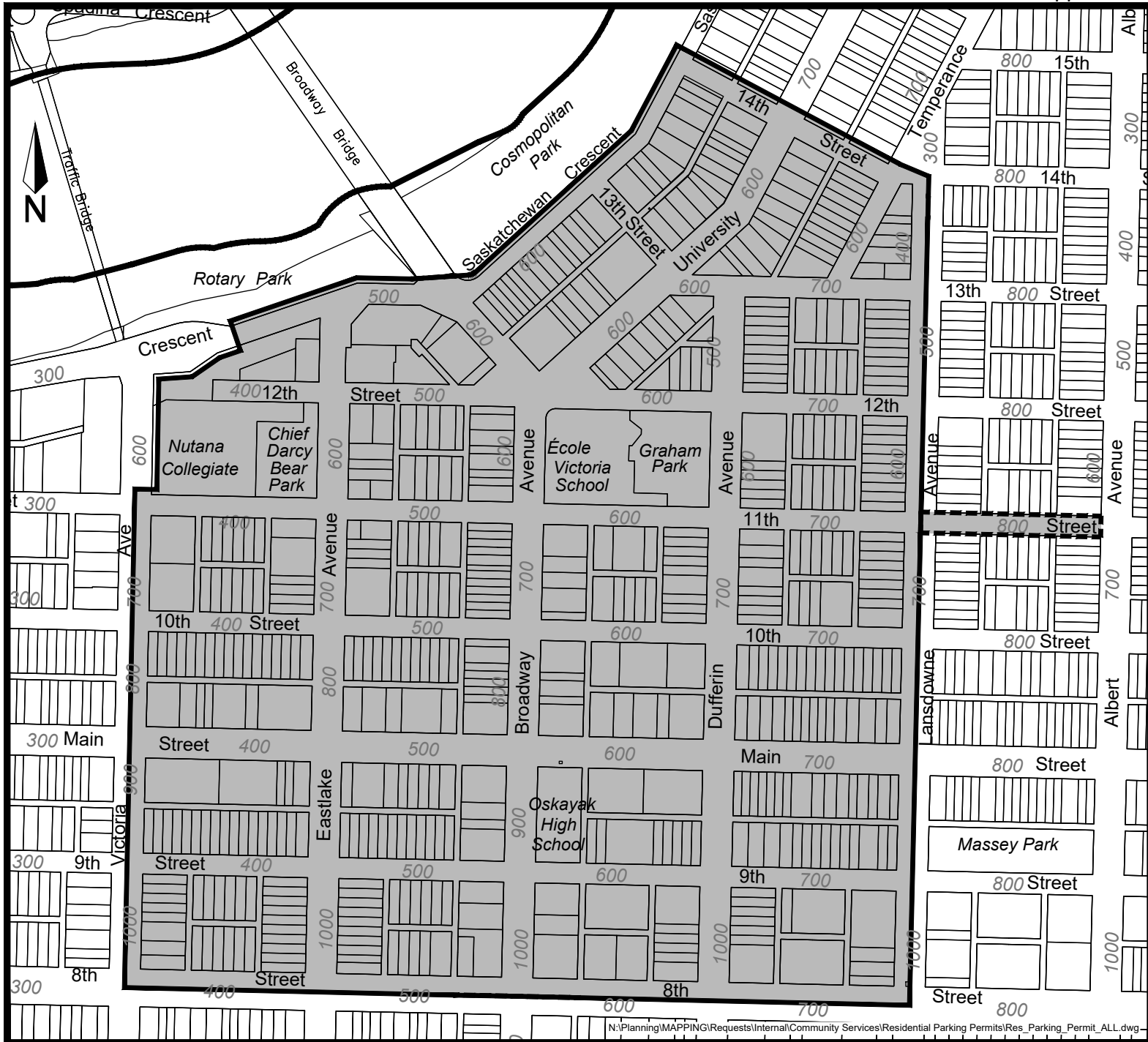
### **APPENDICES**

1. Fringe Festival Parking Area

### **Report Approval**

Written by: Mitch Nemeth, Parking Policy and Permitting Manager  
Reviewed by: Wayne Sum, Parking Services Manager  
Matt Grazier, Director of Community Standards  
Approved by: Lynne Lacroix, General Manager, Community Services

SP2023/CS/Transportation/Traffic Bylaw Amendments – Fringe Festival and Exhibition Week Parking/cm



## Fringe Festival Parking Area



Existing Fringe  
Parking



Proposed Fringe  
Parking Expansion

### Streets Designated as the Fringe Festival Residential Parking Zone

- Broadway Avenue: 600, 700, 800, 900, & 1000 Blocks
- Dufferin Avenue: 500, 600, 700, 800, 900, & 1000 Blocks
- Eastlake Avenue: 500, 600, 700, 800, 900, & 1000 Blocks
- Lansdowne Avenue: 400 (west side), 500 (west side), 600 (west side), 700 (west side), 800 (west side), 900 (west side) & 1000 (west side)
- Main Street: 400, 500, 600, & 700 Blocks
- Saskatchewan Crescent East: 400, 500 & 600 Blocks
- Temperance Street: 600 Block
- University Drive: 600 Block
- Victoria Avenue: 700 (east side), 800 (east side), 900 (east side) & 1000 (east side) Blocks
- 8th Street E: 400 (north side), 500 (north side), 600 (north side), & 700 (north side) Blocks
- 9th Street E: 400, 500, 600, & 700 Blocks
- 10th Street E: 400, 500, 600, & 700 Blocks
- 11th Street E: 400, 500, 600, 700, & 800 Blocks
- 12th Street E: 400, 500, 600, & 700 Blocks
- 13th Street E: between Saskatchewan Crescent and Lansdowne Avenue
- 14th Street E: between Saskatchewan Crescent and Lansdowne Avenue



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Extension of the Enterprise Taxi Licence Program

### Recommendation of the Committee

That the City Solicitor be requested to prepare an amendment to Bylaw No. 9651, the Vehicles for Hire Bylaw, to extend the term of Enterprise Taxi Licenses to June 28, 2024.

### History

The Standing Policy Committee on Transportation, at its meeting held on March 7, 2023, considered a report from the Administration regarding the above.

### Attachment

March 7, 2023 report of the General Manager, Community Services.



### Extension of the Enterprise Taxi Licence Program

#### ISSUE

The Enterprise Taxi Licence Program commenced on June 29, 2019, awarding temporary taxi licences to experienced taxi drivers for a four-year term, through a lottery. The program is set to expire on June 28, 2023. Should Bylaw No. 9651, the Vehicles for Hire Bylaw, be amended to permit the Enterprise Taxi Licence Program to continue?

#### RECOMMENDATION

That the Standing Policy Committee on Transportation recommend to City Council that the City Solicitor be requested to prepare an amendment to Bylaw No. 9651, the Vehicles for Hire Bylaw, to extend the term of Enterprise Taxi Licences to June 28, 2024.

#### BACKGROUND

City Council, at its Regular Business meeting held on May 2019, [resolved](#) to adopt amendments to the Vehicles for Hire Bylaw, to permit temporary Enterprise Taxi Licences to be awarded to drivers through a lottery, for a four-year term from June 29, 2019 until June 28, 2023.

This report addresses the upcoming expiration of the program term and provides recommendations on its continuation beyond the period originally approved by City Council.

#### DISCUSSION/ANALYSIS

The Enterprise Taxi Licence Program was introduced to replace Seasonal Taxi Licences in 2019. The purpose of the replacement was to balance improvement in wait time for service, while helping to ensure that the taxis are not over supplied during off-peak periods. Only one driver was permitted to operate the taxi, to encourage drivers to choose to operate during peak demand periods, and to help ensure that taxis would not be over supplied during off-peak times. The number of temporary taxi plates was increased from 24 to 35; licences were also permitted to operate year-round instead of seasonally.

#### Engagement

Engagement with the taxi industry was conducted over two phases and began early in 2022. Stakeholder input demonstrated mixed opinions on the continuation of the program. In the first phase, discussions were held with taxi brokerages and the union representing most taxi drivers. The second phase was conducted with taxi drivers, permanent plate holders and Enterprise Taxi plate holders.

Following engagement in the first phase, all six taxi brokerages, as well as union leadership were in support of a one-year extension of the Enterprise Taxi Licence

## Extension of the Enterprise Taxi Licence Program

Program. Doing so would allow for additional trip data to be collected and further engagement within the industry to build consensus on the program. The group also concluded engagement should focus on the number of temporary wheelchair accessible taxis and if more permanent taxi licences were needed.

Results from an industry-wide survey indicated that a majority of permanent taxi plate holders preferred the program be allowed to expire. A portion of the feedback indicated a temporary licence program is required, but more research and data was needed to re-establish how the program should operate. Enterprise Taxi Licence holders were in favor of an extension, with no new lottery. Taxi drivers who participated in the survey preferred the program be extended for four or more years and a new lottery be initiated. The complete results of the survey including votes cast, by type of stakeholder, is outlined in the table below. Individuals and corporations which own multiple permanent plates were able to submit separate survey responses for each plate they own.

Question	Enterprise Taxi Licence Holders	Taxi Drivers	Permanent Plate Owners	Total
1) Should the Enterprise Taxi Licence Program be extended?	Yes: 22 No: 0	Yes: 124 No: 65	Yes: 3 No: 97	Yes: 149 No: 162
2) (If Yes) How long should the Program be extended?	1 Year: 0 2 Years: 7 3 Years: 6 4 Years: 9	1 Year: 4 2 Years: 14 3 Years: 21 4 Years: 85	1 Year: 1 2 Years: 0 3 Years: 0 4 Years: 2	1 Year: 5 2 Years: 21 3 Years: 27 4 Years: 96
3) (If Yes) Should there be a new lottery distribution?	Yes: 5 No: 17	Yes: 98 No: 26	Yes: 1 No: 2	Yes: 104 No: 45

### Analysis

Administration recommends that an additional year of data collection is needed to project longer-term trends, as well as the applicability of the program for future years. As the Enterprise Taxi Licence Program primarily occurred during the COVID-19 pandemic, the taxi trip and wait-time data collected during this period is not sufficient to help project the future long-term demand for taxi and wheelchair accessible taxi service, as well as the optimal number of temporary taxi licences across both programs. Additional engagement within the taxi industry is also needed to address differences in feedback received from taxi drivers and plate owners.

Current lottery winners were also unable to utilize their licence to its full potential during the public health emergency related to the COVID-19 pandemic. While taxis are an essential service and operated during this time, demand for taxi service was significantly affected and many drivers were unable to operate, even part-time. In response to this, a bylaw amendment was adopted by City Council in July 2020, which

removed the minimum operating requirements for Enterprise Taxis during a public health emergency.

### Recommendation

Administration is recommending the Vehicle for Hire Bylaw be amended to extend the current Enterprise Taxi terms from its current expiry date of June 28, 2023 to June 28, 2024. This approach is supported by taxi brokerages and union leadership. While feedback from taxi drivers and plate owners was mixed, the one-year extension will provide additional data to help evaluate future program needs and affords additional operating time for licence holders impacted by the COVID-19 pandemic.

Current Enterprise Taxi plate holders' will continue to hold their respective licences. A new lottery to award the plates for the duration of the extended term is not recommended due to logistical concerns related to new drivers obtaining a vehicle and potentially changing taxi brokerages for a limited one-year term. The process of existing licence holders retaining the licence for the extended term was also followed in 2019 when Seasonal Taxi Licences were extended.

### **FINANCIAL IMPLICATIONS**

There are no financial impacts identified. While the term length will be extended, current Enterprise Taxi Licence holders will still be required to obtain a new annual licence in June 2023.

### **OTHER IMPLICATIONS**

There are no privacy, legal, social or environmental impacts identified

### **NEXT STEPS**

Should City Council resolve to adopt the bylaw amendment, information about the extension will be communicated to stakeholders in the taxi industry. Should this amendment proceed, further stakeholder consultation will occur throughout the next year and a report will be tabled at a Transportation Committee agenda in Q1 2024 on the future of this program.

### **REPORT APPROVAL**

Written by:	Rey Cruz, Taxi and Rideshare Manager
Reviewed by:	Mark Wilson, Licensing and Permitting Manager Matt Grazier, Director of Community Standards
Approved by:	Lesley Anderson, Acting General Manager, Community Services Division

SP/2023/CS/Transportation/Extension of the Enterprise Taxi Licence Program/sk



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## Saskatoon Transportation Master Plan – Updated Prioritization Criteria

### **Recommendation of the Committee**

That the criteria for prioritizing transportation projects, as provided within this report, be approved.

### **History**

The Standing Policy Committee on Transportation, at its meeting held on March 7, 2023, considered a report from the Administration regarding the above.

### **Attachment**

March 7, 2023 report of the General Manager, Transportation and Construction.

# Saskatoon Transportation Master Plan – Updated Prioritization Criteria

## ISSUE

The Saskatoon Transportation Master Plan includes prioritization criteria that were derived from the 2018-2021 Strategic Plan. This report presents updated prioritization criteria that align with the 2022-2025 Strategic Plan.

## RECOMMENDATION

That the Standing Policy Committee on Transportation recommend to City Council the criteria for prioritizing transportation projects, as provided within this report, be approved.

## BACKGROUND

City Council, at its Regular Business meeting held on March 23, 2020, approved the current criteria derived from the 2018-2021 Strategic Plan. These prioritization criteria were developed to assist with the prioritization of the Transportation Infrastructure Project List (List) in the Saskatoon Transportation Master Plan (STMP).

The table below shows the current seven prioritization criteria and how they align with the 2018-2021 Strategic Plan.

Strategic Goals		Prioritization Criteria
Moving Around	The transportation network includes an accessible and efficient transit system and a comprehensive network of active transportation to provide more choice to move around the city.	1. Improves equity. 2. Improves accessibility.
	Traffic flow throughout the city is safe and optimal.	3. Improves safety. 4. Optimizes traffic flow. 5. Addresses network gaps.
	Parking availability is optimized.	6. Optimizes parking.
Sustainable Growth	Our Plan for Growth is sustainable, through a balanced approach to land use, transportation choices, and efficient servicing.	7. Facilitates infill development.

Other considerations that were used to finalize the List of projects included:

- Prior commitments;
- Coordinating work with other projects and priorities; and
- Balancing the required work with available resources.

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## DISCUSSION/ANALYSIS

The 2018-2021 Strategic Plan has been superseded by the 2022-2025 Strategic Plan approved by City Council on January 31, 2022.

The table below shows the proposed five prioritization criteria and how they align with the 2022-2025 Strategic Plan.

Priorities	Outcomes	Prioritization Criteria
Downtown Development	Downtown offers safe, active, and reliable transportation options.	1. Improves downtown transportation network.
Transportation	An improved transportation and active transportation network that is comprehensive, equitable, and integrated to promote all modes of travel in a safe and efficient manner.	2. Addresses network gaps. 3. Number of modes integrated. 4. Improves safety.
Equitable and Accessible Service	Enhanced equity and accessibility of service meeting the needs of a diverse public.	5. Actively seeks to remove equity and accessibility barriers.

The next steps are to re-prioritize the List using the updated prioritization criteria and finalize in a similar fashion as before.

An updated non-prioritized list of projects, including current status and a Level 1 cost estimate is provided in Appendix 1.

## FINANCIAL IMPLICATIONS

Financial implications are provided in Appendix 1.

## OTHER IMPLICATIONS

The current STMP was based on the 2018-2021 Strategic Plan. An update of the STMP is planned for 2023.

## NEXT STEPS

If City Council approves the proposed five prioritization criteria, the Administration will re-prioritize the List. The updated prioritized List will be presented to the Standing Policy Committee on Transportation and City Council in a future report.

## **APPENDICES**

### **1. Updated Non-prioritized List of Projects**

#### **Report Approval**

Written by: Sheliza Kelts, Senior Transportation Engineer, Transportation

Reviewed by: David LeBoutillier, Engineering Manager of Transportation  
Jay Magus, Director of Transportation

Approved by: Terry Schmidt, General Manager, Transportation and Construction

Admin Report - Saskatoon Transportation Master Plan – Updated Prioritization Criteria.docx

Row No.	Project	Current Status	Level 1 Estimated Cost (\$M)
1	14th Street Walking and Cycling Improvements: Saskatchewan Crescent to Cumberland Ave *	Detailed Design complete	1.0
2	17th Street Extension	Functional Planning Study in-progress	10.1
3	19th Street Walking and Cycling Improvements: Avenue H to Avenue A *	Planning required	1.2
4	22nd Street W & Confederation Drive Upgrades *	Engagement required. Budgeted for 2022.	1.5
5	31st Street Walking and Cycling Improvements: Circle Drive to Idylwyld Drive *	Functional Planning Study complete	3.9
6	33rd Street River Crossing	Planning required	42.0
7	Active Transportation Corridors ***	Planning required	5.3
8	Avenue C Walking and Cycling Improvements: Spadina Crescent to 45th Street *	Functional Planning Study in-progress	3.3
9	Avenue N Rail Crossing Safety Upgrade & Pathway Connection *	Detailed Design in progress. Rail approval required.	0.5
10	Circle Drive: 8th Street to Highway 16	Planning required	29.6
11	Circle Drive: Attridge Drive to College Drive	Planning required	25.4
12	Circle Drive: Clancy Drive to Laurier Drive	Functional Planning Study complete - Producing the Circle Drive: Clancy Drive to Laurier Drive + 11th Street W Rail Grade Separation, 22nd Street W & Confederation Drive Upgrades, and Widen 22nd Street W: Diefenbaker Drive to Neault Road projects.	---
13	Circle Drive: Clancy Drive to Laurier Drive + 11th Street W Rail Grade Separation *	Functional Planning Study complete	486.0
14	Circle Drive: Clarence Avenue to Highway 11	Planning required	30.7
15	Circle Drive: College Drive to 8th Street	Planning required	18.1
16	Circle Drive: Idylwyld Drive to Warman Road	Planning required	17.0
17	Circle Drive: Laurier Drive to Airport Drive (Including Interchange: Airport Drive & Circle Drive)	Functional Planning Study budgeted for 2023	83.2
18	Cycling Infrastructure: Bundle One ***	Complete - Producing the 14th Street Walking and Cycling Improvements, 31st Street Walking and Cycling Improvements, Dudley Street Walking and Cycling Improvements, and Victoria Avenue Walking and Cycling Improvements (8th Street to Taylor Street) projects.	---
19	Cycling Infrastructure: Bundle Two ***	Complete - Producing the 19th Street Walking and Cycling Improvements and Victoria Avenue Walking and Cycling Improvements (Taylor Street to Ruth Street) projects.	---
20	Downtown Active Transportation Network *** - New Name - Connecting Downtown	On hold	4.9
21	Dudley Street Walking and Cycling Improvements: Dawes Avenue to Spadina Crescent *	Detailed Design complete	2.6
22	Highway 16 Road Illumination *	Planning complete	0.3
23	Highway 16: Highway 11 to Zimmerman Road	Planning required	50.1
24	Idylwyld Drive: 51st Street to 71st Street	Planning required	34.1
25	Idylwyld Drive: 71st Street to Saskatoon Freeway	Planning required	34.3
26	Imagine Idylwyld	Planning complete	15.8
27	Intelligent Transportation System (ITS) Strategic Plan ***	In-progress	1.6
28	Interchange: Circle Drive & Idylwyld Drive	Planning required	47.5
29	Interchange: Circle Drive & Warman Road	Planning required	47.5
30	Interchange: Highway 16 & Highway 11	Functional Planning Study complete	294.0
31	Interchange: Highway 16 & Marquis Drive	Planning required	47.5
32	Interchange: Marquis Drive & Idylwyld Drive	Planning required	47.5
33	Intersection: 33rd Street & Warman Road*	Complete	---
34	Intersection: 51st Street & Millar Avenue	Engagement required. Budgeted for 2022.	2.1
35	Millar Avenue Walking and Cycling Improvements: Circle Drive to Marquis Drive *	Planning required	1.8
36	North Utility & Active Transportation River-Crossing	Complete - No further action	---
37	Rail Crossing Improvements ***	Ongoing	1.2
38	Rail Grade Separation 11th Street W & CNR *	Combined with Circle Drive: Clancy Drive to Laurier Drive + 11th Street W Rail Grade Separation project.	---
39	Rail Grade Separation Marquis Drive & CNR *	Functional Planning Study complete	25.1



Row No.	Project	Current Status	Level 1 Estimated Cost (\$M)
40	Rail Grade Separation Preston Avenue & CPR *	Functional Planning Study complete	30.1
41	Railroad Active Transportation Crossing: Assiniboine Drive	Requires further discussion with CN	0.5
42	Railroad Grade Separation: Lorne Avenue	Planning required	42.0
43	Range Road 3051 Rail Crossing Upgrades *	Functional Planning Study complete	0.1
44	<del>Roadside Safety: Median Barrier - Circle Drive - Circle Drive North Bridge to College Drive</del>	Complete - Constructed	---
45	Roadside Safety: Median Barrier - Circle Drive - Circle Drive North Bridge to College Drive*	Detailed Design required	4.3
46	<del>Roadside Safety: Median Barrier - Idylwyld Drive - 8th Street to Saskatchewan Crescent East</del>	Complete - Constructed	---
47	Roadside Safety: Remaining High Priority ***	Ongoing	1.3
48	Sidewalk Infill Program	Ongoing	---
49	Victoria Avenue Walking and Cycling Improvements: 8th Street to Taylor Street *	Functional Planning Study complete	6.4
50	Victoria Avenue Walking and Cycling Improvements: Taylor Street to Ruth Street*	Planning required	1.2
51	West Central Multi-Use Corridor (WCMUC)	Construction 2023 of segment 20th Street to Avenue S; cost estimate for remaining sections.	1.5
52	Widen 22nd Street W: Diefenbaker Drive to Neault Road *	Functional Planning Study in-progress	25.1

**TOTAL**

1529.0

\* Indicates a new project.

\*\*\* Indicates that an itemized list of this project is available.

~~Strikethrough~~ Indicates project completion.

## Active Transportation Projects

### Active Transportation Corridors

Corridor Name	Project Limits
Southwest Corridor	17th Street (Spadina Crescent to Avenue P) or 19th Street (Idylwyld Drive to Avenue N)
Southeast Corridor	Taylor Street (River to Boychuk) or Adelaide Street (River to Boychuk)
<del>Northwest Corridor<sup>1</sup></del>	<del>Avenue C (Spadina Crescent to Circle Drive)</del>
Northeast Corridor	Central Avenue (College Drive to Attridge Drive) and Lowe Road (Attridge Drive to Evergreen Boulevard)
<del>North Industrial Corridor<sup>1</sup></del>	<del>Faithfull Avenue (Circle Drive to Marquis Drive) or Millar Avenue (Circle Drive to Marquis Drive)</del>

Note 1: These corridors are now individual projects on the Transportation Infrastructure List.

### Cycling Infrastructure: Bundle One<sup>2</sup>

Main Street	Project Limits
14th Street East	Cumberland Avenue South to Saskatchewan Crescent East
<del>29th Street West (or 31st Street West)</del>	<del>Idylwyld Drive to Circle Drive</del>
3rd Avenue North	25th Street East to 33rd Street East
Dudley Street	Spadina Crescent West to Dawes Avenue
Victoria Avenue	8th Street to Taylor Street

Note 2: This bundle has produced the following projects - 14th Street Walking and Cycling Improvements, 31st Street Walking and Cycling Improvements, Dudley Street Walking and Cycling Improvements and Victoria Avenue Walking and Cycling Improvements (8th Street to Taylor Street).

### Cycling Infrastructure: Bundle Two<sup>3</sup>

Main Street	Project Limits
<del>19th Street</del>	<del>Avenue H to Avenue A</del>
Victoria Avenue	Taylor Street to Ruth Street

Note 3: This bundle has produced the following projects - 19th Street Walking and Cycling Improvements and Victoria Avenue Walking and Cycling Improvements (Taylor Street to Ruth Street).

### Downtown Active Transportation Network - New Name - Connecting Downtown

Main Street	Project Limits
19th Street	Avenue A to 3rd Avenue
23rd Street	Idylwyld Drive to Spadina Crescent
3rd Avenue	19th Street to 25th Street
3rd Avenue * <sup>4</sup>	25th Street to 2nd Avenue

Note 4: This segment was added to Connecting Downtown because it is directly linked to the future facilities on 3rd Avenue in the Downtown.

\* Indicates a new project.

~~Strikethrough~~ Indicates project completion.

## Intelligent Transportation System (ITS) Strategic Plan

### Rail Crossing Notification System

Crossing	Location	Railway
1	Hwy 7 near 11th St	CPR
2	Fairlight Dr near 11th St	CPR
3	Dundonald Ave Ramp/Circle Dr near 11th St	CPR
4	Ave W near 11th St	CPR
5	Ave P between 18th & 19th St	CPR
6	20th St & Ave K	CPR
7	22nd St & Ave F	CPR
8	25th St & Idylwyld Dr	CPR
9	Warman Rd & 33rd St	CPR
10	Preston Ave near Research Dr	CPR
11	115th St & Rayner Ave	CPR
12	Central Ave & Grey Ave	CPR
13	8th St & old Hwy 16	CPR
14	Zimmerman Rd near Market Dr	CPR
15	Wanuskewin Rd south of Hwy 11	CNR
16	71st St near Arthur Rose Ave	CNR
17	Marquis Dr near Marquis Crt	CNR
18	51st St between Millar Ave & Wanuskewin Rd	CNR
19	40th St & Quebec Ave	CNR
20	33rd St & Edmonton Ave/Circle Dr	CNR
21	11th St & Dundonald Ave	CNR
22	40th St & Ave C N	CNR
--	ATMS -- Incident Management & Infrastructure	--

### Other ITS Projects

Location	Device
University Bridge	<del>Closed Circuit Television Traffic Camera</del>
<del>Circle Drive near the Idylwyld Drive overpass</del>	<del>Closed Circuit Television Traffic Camera</del>
Circle Drive north of Valley Road Interchange	Road Weather Information System

~~Strikethrough~~ Indicates project completion.

## Rail Crossing Improvements

Location
20th Street
Avenue F
Central Avenue

## Roadside Safety: Remaining High Priority

Road	Section Start	Section End	Description
Highway 16	Highway 11 South Junction	Boychuk Drive	Barrier installation
College Drive	Central Avenue	Circle Drive	Barrier installation
Circle Drive	Preston Avenue South	Clarence Avenue South	Barrier installation
Circle Drive	Preston Avenue South	Highway 11/16 IC	Barrier installation
Circle Drive	Laurier Drive	Clancy Drive	Barrier installation (2x)
Circle Drive	Clarence Avenue South	Idylwyld Drive	Barrier installation
Circle Drive	Clarence Avenue South	Preston Avenue South	Barrier installation
Circle Drive	Highway 11/16 IC	Preston Avenue South	Barrier installation
Circle Drive	Valley Road	Idylwyld Drive	Barrier installation
Circle Drive	Idylwyld Drive	Valley Road	Barrier installation
Circle Drive	Preston Avenue South	Highway 11/16 IC	Barrier installation
<del>Circle Drive</del>	<del>Attridge Drive</del>	<del>North Bridge</del>	<del>End treatment installation</del>
Circle Drive	Laurier Drive	Clancy Drive	End treatment installation (2x)
<del>College Drive</del>	<del>Circle Drive</del>	<del>Central Avenue</del>	<del>End treatment installation</del>
Circle Drive	Valley Road	Idylwyld Drive	End treatment installation
Circle Drive	14th Street	College Drive	Barrier installation
Circle Drive	College Drive	14th Street	Barrier installation
Idylwyld Drive	51st Street	Circle Drive	Barrier installation (2x)
Highway 7	Highway 14	11th Street	Jersey barrier removal

~~Strikethrough~~ Indicates project completion.



# STANDING POLICY COMMITTEE ON TRANSPORTATION

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## 17th Street Extension Project – March 2023 Update

### Recommendation of the Committee

That the information be received.

### History

The Standing Policy Committee on Transportation, at its meeting held on March 7, 2023, considered a report from the Administration regarding the above.

Your Committee received a communication from Adam Pollock, Pleasant Hill Community Association regarding the matter.

### Attachment

March 7, 2023 report of the General Manager, Transportation and Construction.  
March 5, 2023 Email from Adam Pollock, Pleasant Hill Community Association

### 17th Street Extension Project – March 2023 Update

#### ISSUE

As part of the planning work completed in 2004 and 2005 to facilitate expansion of the Water Treatment Plant, it was determined closing portions of Avenue H and 11<sup>th</sup> Street was required to enable the expansion. Subsequent planning and studies recommended installing or modifying transportation infrastructure to mitigate the potential shortcutting of traffic through the adjacent neighbourhoods as a result of the street closures. Since 2004, the Water Treatment Plant has expanded, road closures have been completed, and most of the recommendations to modify or install transportation infrastructure have been implemented. The 17<sup>th</sup> Street extension project is one of the remaining recommendations. Does the need and desire still exist within the local neighbourhoods for the 17<sup>th</sup> Street Extension Project?

#### BACKGROUND

At its Regular Business Meeting held on June 27, 2022, City Council considered the West Industrial Area – 17<sup>th</sup> Street Extension Project Review report, and resolved:

“That the Administration report back with options to fund the expanded scope of work with this project.”

The report defined the expanded scope of work as Neighbourhood Planning working with Transportation and other internal departments to update the 2008 West Industrial Concept Plan.

Outlined in this report was the following next step specific to Transportation:

“Transportation will review the engineering assessment and engage with King George and Holiday Park residents and stakeholders to determine if the need and desire for the 17<sup>th</sup> Street Extension Project remains. If the need and desire for the extension of 17<sup>th</sup> Street is identified, Transportation will move forward with detailed design work and tendering of the project. It is anticipated the construction tender could be released in late 2022 to early 2023.”

At the 2023 Preliminary Business Plan and Budget Meeting held on November 28, 2022, City Council considered the West Industrial Area – Expanded Project Scope report, and resolved:

“That the West Industrial Area – Expanded Project Scope report be brought forward in the 2024/25 budget process.”

#### CURRENT STATUS

During November and December 2022, Administration engaged with residents of Holiday Park and King George. The goals of engagement were to:

- Understand residents’ opinions and preferences for the 17<sup>th</sup> Street extension project.
- Understand if shortcutting is still a concern for residents.
- Provide clear communication on project timelines and decision-making process.

Engagement activities included a public drop-in engagement event (see Appendix 1 – Drop-in Session Boards), paper survey, online survey for residents, and an Engage webpage with project and contact information. Flyers were sent to residents of the Holiday Park and King George neighbourhoods with project information and a paper copy of the survey (see Appendix 2 – Project Flyer).

### Engagement Summary

A majority of local residents living in the Holiday Park and King George neighbourhoods believed shortcutting was still a concern in the area. Concerns were heard about rush hour traffic at peak commuting times, noise, and existing truck traffic through the neighbourhoods. Residents outside of these neighbourhoods were slightly less likely to believe that shortcutting was a concern. Responses from participants living outside of Holiday Park and King George noted they sometimes shortcut through the neighbourhood to reach downtown, Montgomery Place and other destinations.

Participants were mixed in their support of the proposed 17<sup>th</sup> Street extension. Some residents of the neighbourhoods believed the 17<sup>th</sup> Street extension would streamline traffic flow, reduce shortcutting and provide a more direct route through the neighbourhood. Others feared the extension would bring additional traffic, heavy trucks and industry, and cause safety concerns for pedestrians and cyclists in the area. Residents of King George and other neighbourhoods opposed the extension more frequently than residents of Holiday Park, who were mainly in favor of the extension.

A significant portion of participants had other concerns including ensuring active transportation routes through the neighbourhood were included and protected, better signage for drivers and pedestrians crossing 17<sup>th</sup> Street, improving access to the Gordie Howe sports complex, and impacts to businesses and residents along 11<sup>th</sup> Street.

The main themes heard during the engagement are summarized as follows:

- Improved traffic flow: The top theme noted by participants who supported the extension was improved traffic flow through the neighbourhood. Respondents noted the extension would provide a direct route to and from destinations to the west and east of 17<sup>th</sup> Street such as downtown, Circle Drive, and neighbourhoods to the west of Holiday Park and King George.
- Desire for active transportation in the area: Support for a multi-use pathway connection towards both downtown and 11<sup>th</sup> Street was a common theme, as well as ensuring protected spaces for walking and cycling through the area, in the event the extension is built, to ensure pedestrian and cyclist safety.
- Speeding and traffic volume: Several responses described residents' frustration with the current traffic volumes and speeds in the area. Some participants worried that the 17<sup>th</sup> Street extension could bring more traffic to the area and increase dangerous speeding along 17<sup>th</sup> Street and adjacent streets. Others felt the extension would divert drivers that are currently speeding and shortcutting



through residential streets near 11<sup>th</sup> Street and 12<sup>th</sup> Street to a more suitable route.

- Truck traffic: Many responses mentioned the need to deal with truck traffic in the area. Several participants noted the existing truck traffic can be dangerous on narrow residential streets and some trucks have trouble navigating the area. These respondents felt the extension would divert existing truck traffic away from neighbourhood streets. An equal number of responses were strongly opposed to any increased truck traffic in the area and believed that building the extension would increase truck traffic along 17<sup>th</sup> Street and attract unwanted heavy industrial traffic.
- Will reduce neighbourhood traffic: A similar theme was heard regarding improving traffic at intersections throughout the neighbourhood. Participants noted the extension of 17<sup>th</sup> Street would relieve traffic at 11<sup>th</sup> Street and Avenue P and improve the safety of crossing 11<sup>th</sup> Street. These responses saw the benefit of the extension in helping divert shortcutting traffic at peak times.
- Pedestrian safety: The safety of pedestrians along 17<sup>th</sup> Street and in the neighbourhoods was also a common theme raised by participants. The crossing at 17<sup>th</sup> Street and Spadina Crescent was viewed by several residents as being particularly dangerous and a few people requested additional signage for drivers at this crossing. Others felt that if the extension were to proceed, protected pedestrian crossings would be important to consider along 17<sup>th</sup> Street as the route is currently used by many residents to access the river, parks, and downtown.
- Other concerns: Other feedback received noted various concerns with the potential 17<sup>th</sup> Street extension, such as potential adverse affects to businesses currently on 11<sup>th</sup> Street if there is less traffic due to the new road, improving access to the Gordie Howe sports complex, the need for better signage along 17<sup>th</sup> Street to direct traffic, and the need to preserve trees along 11<sup>th</sup> Street.

The project's engagement summary report can be found in Appendix 3.

#### Land Procurement

The City must purchase a parcel of land and a small portion of another parcel to complete the construction of the 17<sup>th</sup> Street extension project as presented in this report.

#### West Industrial Local Area Plan

This project and its construction align with the West Industrial Local Area Plan. Transportation and Neighbourhood Planning will work together to identify suitable strategies for addressing outstanding Local Area Plan recommendations related to traffic, parking and circulation.

## **DISCUSSION/ANALYSIS**

The 17<sup>th</sup> Street extension project is expected to cost \$7 to \$10 million. The concept and typical cross-section can be found in Appendix 4. This future street will consist of four driving lanes, two in each direction, with an adjacent multi-use pathway and sidewalk.

The current and future truck routes for the area are presented in Appendix 5. The current truck route consists of the following:

- 11<sup>th</sup> Street from Circle Drive to Avenue P
- Avenue P from 11<sup>th</sup> Street to 17<sup>th</sup> Street

## **FINANCIAL IMPLICATIONS**

For the 17<sup>th</sup> Street extension project, the following funding was approved and is in place under Capital Project P.02020 - 17<sup>th</sup> Street Corridor Extension:

- 2021 - \$773,000 for the detailed design
- 2022 - \$7,750,000 for the construction

Part of the detailed design project will be to complete a refined cost estimate. If the cost estimate exceeds available funding, then further reporting to City Council would be required.

## **OTHER IMPLICATIONS**

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

## **NEXT STEPS**

Unless directed otherwise, Administration will proceed with land procurement and the detailed design work. An output of the detailed design will be a refined construction cost estimate. If the construction cost estimate is within the allocated funding, Administration will proceed with construction. If the construction cost estimate exceeds the allocated funding, Administration will report back to City Council.

## **APPENDICES**

1. Drop-in Session Boards
2. Project Flyer
3. 17<sup>th</sup> Street Extension: What We Heard – Engagement Summary
4. 17th Street Extension Project – Concept and Typical Cross-Section
5. Truck Route

### **Report Approval**

Written by: Sheliza Kelts, Senior Transportation Engineer

Reviewed by: Jay Magus, Director of Transportation  
Lesley Anderson, Director of Planning and Development  
Angela Gardiner, General Manager, Utilities and Environment  
Lynne Lacroix, General Manager, Community Services

Approved by: Terry Schmidt, General Manager, Transportation and Construction



# 17th Street Extension Project Review





# Background

- In 2004 and 2005, the neighbourhoods of Holiday Park and King George were concerned that the future road closures around the Water Treatment Plant would cause shortcutting through their neighbourhoods.
- Modifications were installed on streets to mitigate the potential shortcutting.
- The 17th Street Extension project is one of the remaining recommendations left to be implemented.
- Estimated cost to complete the project is \$7–10 million.

# Recommendations

SHORT-TERM Recommendations			
1	11th Street/Avenue P	Geometric modifications on the east leg; install an eastbound left turn signal arrow	Completed
2	11th Street/Avenue H	Permanent closure at 11th Street & Avenue I (east leg); permanent closure at 12th Street & Avenue H (south leg)	Completed
3	Avenue H & 15th Street	Install a raised median island on Avenue H	Completed
4	Avenue H & 16th Street	Install a curb extension	Completed
5	17th Street & Avenue H	Install guide sign on the southbound approach indicating to turn right to access Circle Drive South	Completed
6	17th Street & Avenue J	Install a raised median island on 17th Street	Completed
7	17th Street & Avenue L	Install a raised median island on 17th Street	Completed
MEDIUM-TERM Recommendations			
8	11th Street & Avenue W <i>west intersection</i>	Install a traffic signal, major intersection improvements	Not Completed
9	11th Street <i>Avenue W to Avenue P</i>	Construct sidewalks on 11th Street	<i>Future Project</i>
LONG-TERM Recommendations			
	17th Street Extension	Modifications to the transportation network	Not Completed
UPDATED Recommendations			
A	Dudley Street <i>Dawes Avenue to Avenue P</i>	Construct multi-use pathway on Dudley Street <i>Replaces recommendation 9</i>	Not Completed

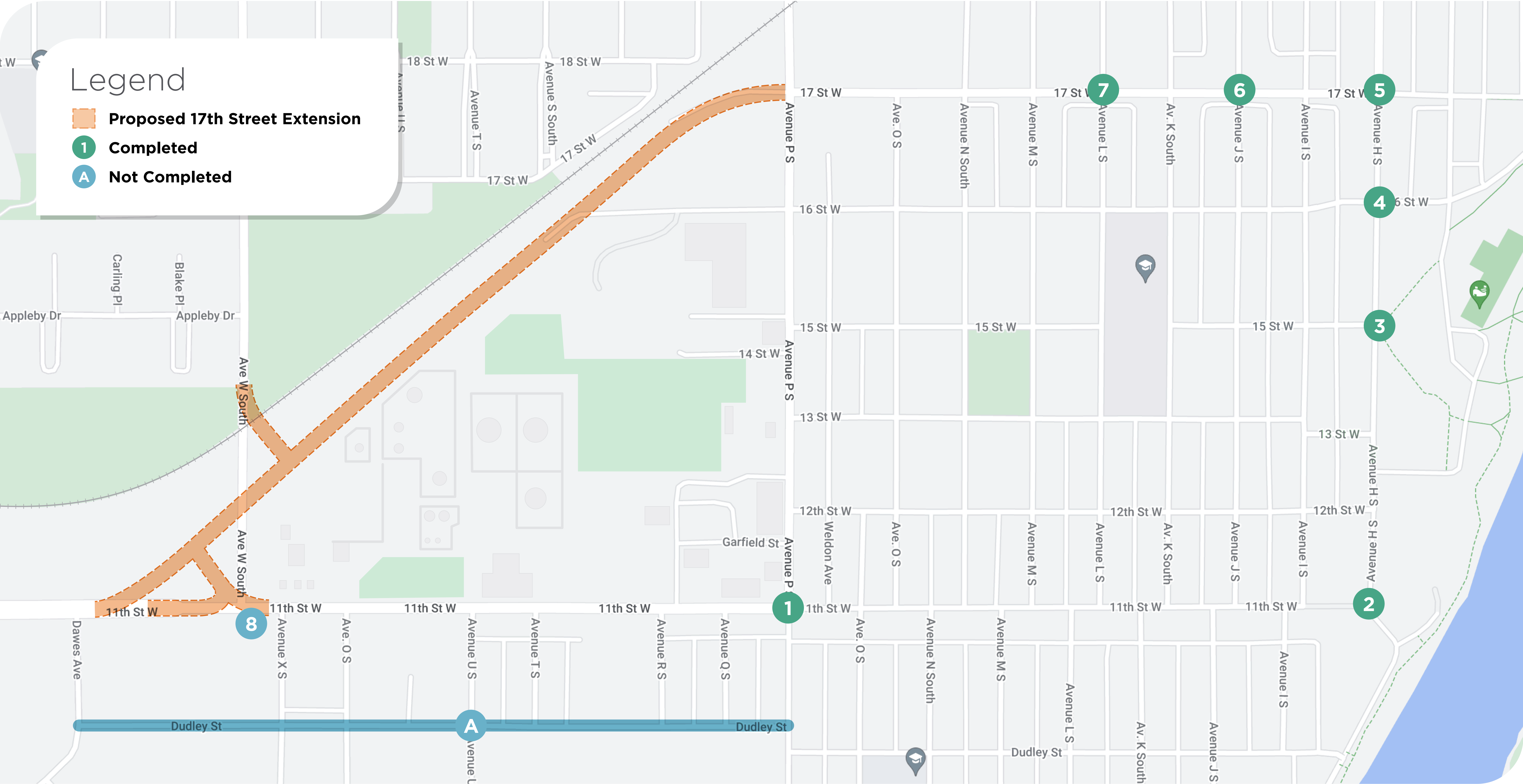
# Additional Changes

## Southwest city quadrant:

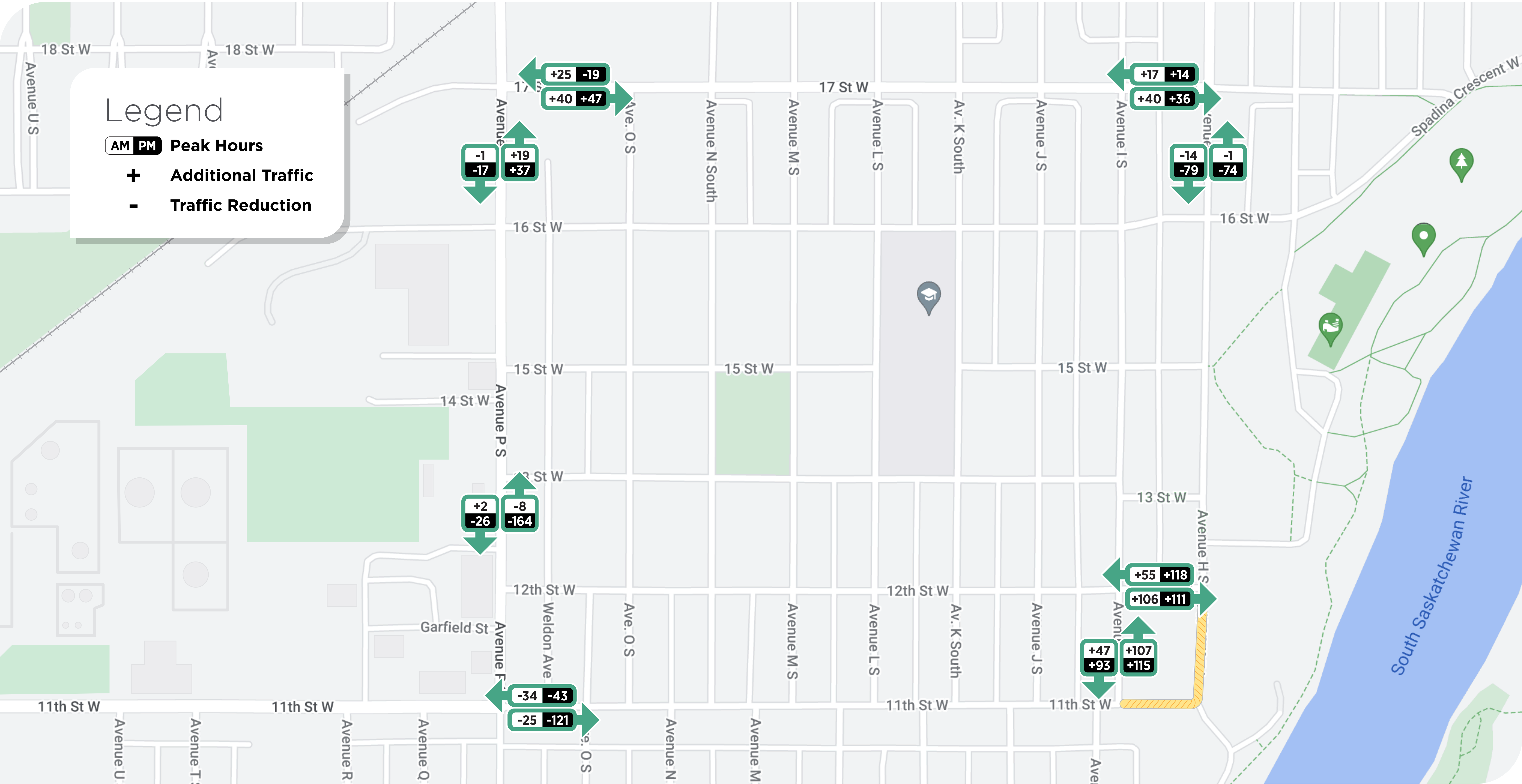
- Permanent closure of Spadina Crescent to vehicle traffic between the most southerly residence and Gordie Howe Bridge.
- Construct road between Valley Road and Spadina Crescent south of the Queen Elizabeth Power Station.



# Study Area



# Traffic Comparison (2016-2022)





# Why are we here?

- Now that most of the recommendations to mitigate shortcutting have been implemented, we are following up with residents to understand if shortcutting is still a concern.

## Have your say.

### Please take our survey:

- Collect a paper survey from City staff or use the one mailed to your residence.

— or —

- Visit [saskatoon.ca/Extend17thSt](https://saskatoon.ca/Extend17thSt)



# Next Steps

## FALL 2022

- City Administration will collect and compile your feedback.

## WINTER 2023

- City Administration will report to the Standing Policy Committee on Transportation to determine our next steps.

**Please  
take our  
survey:**

- Collect a paper survey from City staff or use the one mailed to your residence.
- Or visit [saskatoon.ca/Extend17thSt](https://saskatoon.ca/Extend17thSt)





October 31, 2022

## Have Your Say: 17th Street Extension - Project Review

The City of Saskatoon is seeking input from the residents of Holiday Park and King George on the potential extension of 17th Street West from Avenue P to Avenue W.

In 2004 and 2005, the neighbourhoods of Holiday Park and King George were concerned that the future road closures around the Water Treatment Plant would cause shortcutting through their neighbourhoods. Several recommendations were made to install or modify transportation infrastructure to mitigate the potential shortcutting. The 17th Street Extension project is one of the remaining recommendations left to be implemented.

Now that most of the recommendations to mitigate shortcutting have been implemented, we are following up with residents to understand if shortcutting is still a concern.

**Don't leave yourself out of the conversation!** There are multiple ways to participate and share your feedback:

### In Person

#### Public Drop-In Session

**When:** Tuesday, November 15, 2022  
4:00 p.m. to 7:00 p.m.

**Where:** Royal Canadian Legion  
606 Spadina Crescent West

**What:** Come-and-go session with City staff on hand to talk with residents and answer questions. Paper copies of the survey will also be available at the drop-in session.

### Survey:

Tell us what you think. Please complete the attached survey or online at **saskatoon.ca/Extend17thSt**.

**NOTE:** You may wish to attend the drop-in session first before filling out the survey. Paper copies of the survey will also be available at the drop-in session.

Transportation Customer Service  
222 3rd Avenue North, S7K 0J5  
**TransportationSurvey@saskatoon.ca**

### More Information

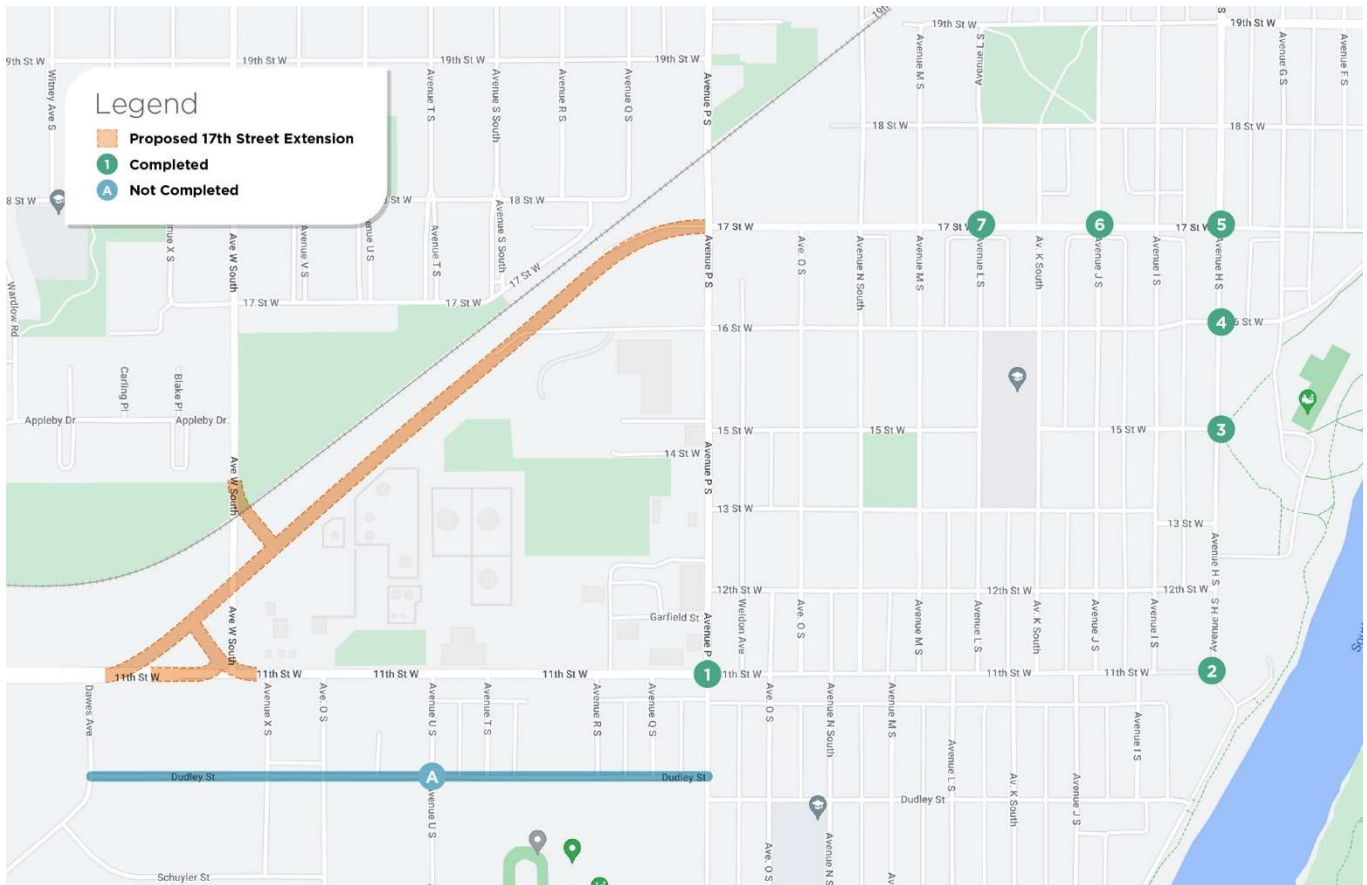
If you are unable to make it to our Public Drop-In Session but are interested in the information that will be presented there, we plan to post this material a few days before the session on our Engage webpage at **saskatoon.ca/Extend17thSt**.

Please complete the attached or online survey and submit your input by Thursday, December 15, 2022.

### Next Steps

- ✓ FALL 2022: City Administration will collect and compile your feedback.
- ✓ WINTER 2023: City Administration will report to the Standing Policy Committee on Transportation to determine our next steps.

# Area projects and proposed 17th Street extension



## Short-Term Recommendations

1	11th Street/Avenue P	Geometric modifications on the east leg; install an eastbound left turn signal arrow	Completed
2	11th Street/Avenue H	Permanent closure at 11th Street & Avenue I (east leg); permanent closure at 12th Street & Avenue H (south leg)	Completed
3	Avenue H & 15th Street	Install a raised median island on Avenue H	Completed
4	Avenue H & 16th Street	Install a curb extension	Completed
5	17th Street & Avenue H	Install guide sign on the southbound approach indicating to turn right to access Circle Drive South	Completed
6	17th Street & Avenue J	Install a raised median island on 17th Street	Completed
7	17th Street & Avenue L	Install a raised median island on 17th Street	Completed

## Medium-Term Recommendations

8	11th Street & Avenue W (west intersection)	Install a traffic signal, major intersection improvements	Not completed
9	11th Street (Avenue W to Avenue P)	Install sidewalks on 11th Street	Cancelled <sup>1</sup>

## Long-Term Recommendations

17th Street Extension	Modifications to the transportation network	Not completed
-----------------------	---------------------------------------------	---------------

## Updated Recommendation

A	Dudley Street (Dawes Avenue to Avenue P)	Construct multi-use pathway on Dudley Street – <sup>1</sup> Replaces recommendation 9	Not completed
---	------------------------------------------	------------------------------------------------------------------------------------------	---------------

***Survey – Thank you for participating!*****Are you a local resident of Holiday Park or King George neighborhood?**

- ☐ Resident of Holiday Park  
☐ Resident of King George

**Postal Code:** \_\_\_\_\_**Please share your email if you would like to sign up to receive email updates about this project:****Do you believe that shortcutting through your neighbourhood is still a concern?****Please share any other comments on the 17<sup>th</sup> Street Extension project below:**

Please return your survey by **Thursday, December 15, 2022** (we suggest taking a picture and emailing).

By e-mail: [TransportationSurvey@saskatoon.ca](mailto:TransportationSurvey@saskatoon.ca)

By mail: Transportation Customer Service  
222 – 3<sup>rd</sup> Avenue North, Saskatoon, SK S7K 0J5

In person: Customer Care  
City Hall  
222 – 3<sup>rd</sup> Ave North



17th Street Extension  
What We Heard - Engagement Summary

saskatoon.ca/engage



17th Street Extension  
*What We Heard - Engagement Summary*  
January 30, 2023



## 1 Engagement Summary

The 17<sup>th</sup> Street Extension project was first recommended in 2003 as part of a Traffic Impact Study (TIS) to facilitate the expansion of Saskatoon's Water Treatment Plant (WTP). Since that time, several traffic calming recommendations were installed on nearby streets to mitigate potential shortcutting through the neighbourhoods of King George and Holiday Park. A proposed new arterial roadway along the existing CN right-of-way connecting 17th Street West to 11th Street West is one of the remaining recommendations left to be implemented. The 17<sup>th</sup> Street Extension is meant to provide an attractive alternative route to and from the downtown and further discourage traffic from shortcutting through the King George and Holiday Park neighbourhoods. The estimated cost to complete the project is \$7-10 million.

During November and December 2022, the City of Saskatoon engaged with nearby residents to understand if shortcutting through the neighbourhoods of Holiday Park and King George is still a concern today. Traffic data was collected before and after the installation of permanent road closures at 11<sup>th</sup> Street and Avenue H and shared as part of the engagement process.

### 1.1 Strategic Goals

This project supports the City of Saskatoon's strategic goal for Transportation to create a transportation network that is comprehensive, equitable, and integrated to promote all modes of travel in a safe and efficient manner. The West Industrial Concept Plan also includes the 17<sup>th</sup> Street Extension project as part of the transportation network for the area.

### 1.2 City Project Team

- Sheliza Kelts, Senior Transportation Engineer, Transportation
- Jay Magus, Director, Transportation
- Karen Grant, Communications Consultant, Communications & Public Engagement
- Amanda Lindgren, Public Engagement Consultant, Communications & Public Engagement

## 2 Summary of Engagement Activities

The objectives of this engagement were to **inform** and **consult with** residents about the proposed 17<sup>th</sup> Street Extension. Specific engagement goals were to:

- Understand residents' opinions and preferences for the 17<sup>th</sup> Street Extension
- Understand if shortcutting is still a concern for residents
- Provide clear communication on project timelines and decision-making process, including how community input was used

Table 1: Summary of Engagement Strategy

Engagement Objective	Participants	Engagement Goal	Engagement Activities
Inform & Consult	Residents of King George and Holiday Park Community Associations Cohousing groups Broader community	Understand shortcutting concerns for residents Understand opinions and preferences for the 17 <sup>th</sup> Street Extension	Public Drop-In Session Survey Engage Page Correspondence

Engagement activities included a public drop-in engagement event, paper survey and online survey for residents, and an Engage webpage with project and contact information. Flyers were sent to residents of the Holiday Park and King George neighbourhoods with project information and a paper copy of the survey. The flyer also advertised a public drop-in engagement event held on November 15, 2022. Overall, feedback was received from approximately 66 residents through the survey, emails, and conversations with the project team.

## 2.1 Public Drop-In Session

A drop-in engagement event was held on November 15, 2022 at the Royal Canadian Legion on Spadina Crescent near 17<sup>th</sup> Street. Approximately 30 people attended the drop-in event to share feedback with the project team. A representative from the Planning Department also attended the event to provide additional information on the Industrial-Residential Interface Study and answer questions related to planning and development. Information on the traffic calming pinchpoint on Avenue I was also provided at the event.

Attendees were able to submit their comments through the paper survey or by email to the project team.

## 2.2 Survey

A short survey to residents of Holiday Park and King George was distributed with the flyer to homes in the area. The survey asked residents to provide their opinions on whether shortcutting was still a concern through the neighbourhood, as well as any other comments on the proposed 17<sup>th</sup> Street Extension. Residents were asked to provide their postal code to verify what neighbourhood they lived in. The survey was also available online through a link on the project Engage page. Paper copies of the survey were also available at the drop-in engagement event. In total, 66 responses and comments were received through all forms of the survey.

## 2.3 Marketing Techniques

Techniques used to promote the drop-in event and survey included flyers distributed to the Holiday Park and King George neighbourhoods, invitations to the King George and Holiday Park Community Associations, nearby co-housing groups, and billboards located in each neighbourhood. Information on the drop-in event and a link to participate in the survey was also advertised on the project's Engage page hosted on the City website.

# 3 What We Heard

A majority of local residents living in the Holiday Park and King George neighbourhoods believed shortcutting was still a concern in the area. Concerns were heard over rush hour traffic at peak commuting times, noise, and existing truck traffic through the neighbourhoods. Residents outside of these neighbourhoods were slightly less likely to believe that shortcutting was a concern. Responses from participants living outside of Holiday Park and King George noted they sometimes shortcut through the neighbourhood to reach downtown, Montgomery Place and other destinations.

Participants were mixed in their support of the proposed 17<sup>th</sup> Street Extension. Some residents of the neighbourhoods believed the 17<sup>th</sup> Street Extension would streamline traffic flow, reduce shortcutting and provide a more direct route through the neighbourhood. Others feared the extension would bring additional traffic, heavy trucks and industry, and cause safety concerns for



pedestrians and cyclists in the area. Residents of King George and other neighbourhoods opposed the extension more frequently than residents of Holiday Park, who were mainly in favor of the extension.

A significant portion of participants had other concerns including ensuring active transportation routes through the neighbourhood were included and protected, better signage for drivers and pedestrians crossing 17<sup>th</sup> Street, improving access to the Gordie Howe sports complex, and impacts to businesses and residents along 11<sup>th</sup> Street. Additional themes from comments are detailed below.

Table 2. Summary of Survey Responses

Neighbourhood	Clearly states support for 17th Street Extension project			
	Using Q: Please share any other comments about the 17th Street Extension project			
	Yes	No	Unclear/Mixed	Total
Holiday Park	12	1	5	18
King George	11	7	12	30
Other	5	7	6	18
Total	28	15	23	66

## The main themes from engagement included:

### *Improved traffic flow*

The top theme noted by participants who supported the extension was improved traffic flow through the neighbourhood. Respondents noted the extension would provide a direct route to and from destinations to the west and east of 17<sup>th</sup> Street such as downtown, Circle Drive, and neighbourhoods to the west of Holiday Park and King George. These respondents expressed their support for the extension and redirection of through traffic to the 17<sup>th</sup> Street Extension.

### *Desire for active transportation in the area*

Many respondents expressed the need for improved active transportation facilities along 17<sup>th</sup> street and throughout the neighbourhoods. Support for a multi-use pathway connecting towards both downtown and 11<sup>th</sup> Street was a common theme, as well as ensuring protected spaces for walking and cycling through the area in the event the extension is built to ensure pedestrian and cyclist safety.

### *Speeding & traffic volume*

Several responses described residents' frustration with the current traffic volumes and speeds in the area. Some participants worried that the 17<sup>th</sup> Street Extension could bring more traffic to the area and increase dangerous speeding along 17<sup>th</sup> Street and adjacent streets. Others felt the Extension would divert drivers that are currently speeding and shortcutting through residential streets near 11<sup>th</sup> Street and 12<sup>th</sup> Street to a more suitable route.

### *Truck traffic*

Many responses mentioned the need to deal with truck traffic in the area. Several participants noted the existing truck traffic can be dangerous on narrow residential streets and has trouble navigating

the area. These respondents felt the extension would divert existing truck traffic away from neighbourhood streets. An equal number of responses were strongly opposed to any increased truck traffic in the area and believed that building the extension would increase truck traffic along 17<sup>th</sup> Street and attract unwanted heavy industrial traffic.

#### *Will reduce neighbourhood traffic*

A similar theme was heard in regards to improving traffic at intersections throughout the neighbourhood. Participants noted the extension of 17<sup>th</sup> Street would relieve traffic at 11<sup>th</sup> Street and Avenue P and improve the safety of crossing 11<sup>th</sup> Street. These responses saw the benefit of the extension in helping divert shortcutting traffic at peak times.

#### *Pedestrian safety*

The safety of pedestrians along 17<sup>th</sup> Street and in the neighbourhoods was also a common theme raised by participants. The crossing at 17<sup>th</sup> Street and Spadina Crescent was viewed by several residents as being particularly dangerous and a few people requested additional signage for drivers at this crossing. Others felt that if the extension were to proceed, protected pedestrian crossings would be important to consider along 17<sup>th</sup> Street as the route is currently used by many residents to access the river, parks, and downtown.

#### *Other concerns*

Other feedback received noted various concerns with the potential 17<sup>th</sup> Street Extension, such as potential adverse affects to businesses currently on 11<sup>th</sup> Street if there is less traffic due to the new road, improving access to the Gordie Howe sports complex, the need for better signage along 17<sup>th</sup> Street to direct traffic, and the need to preserve trees along 11<sup>th</sup> Street.

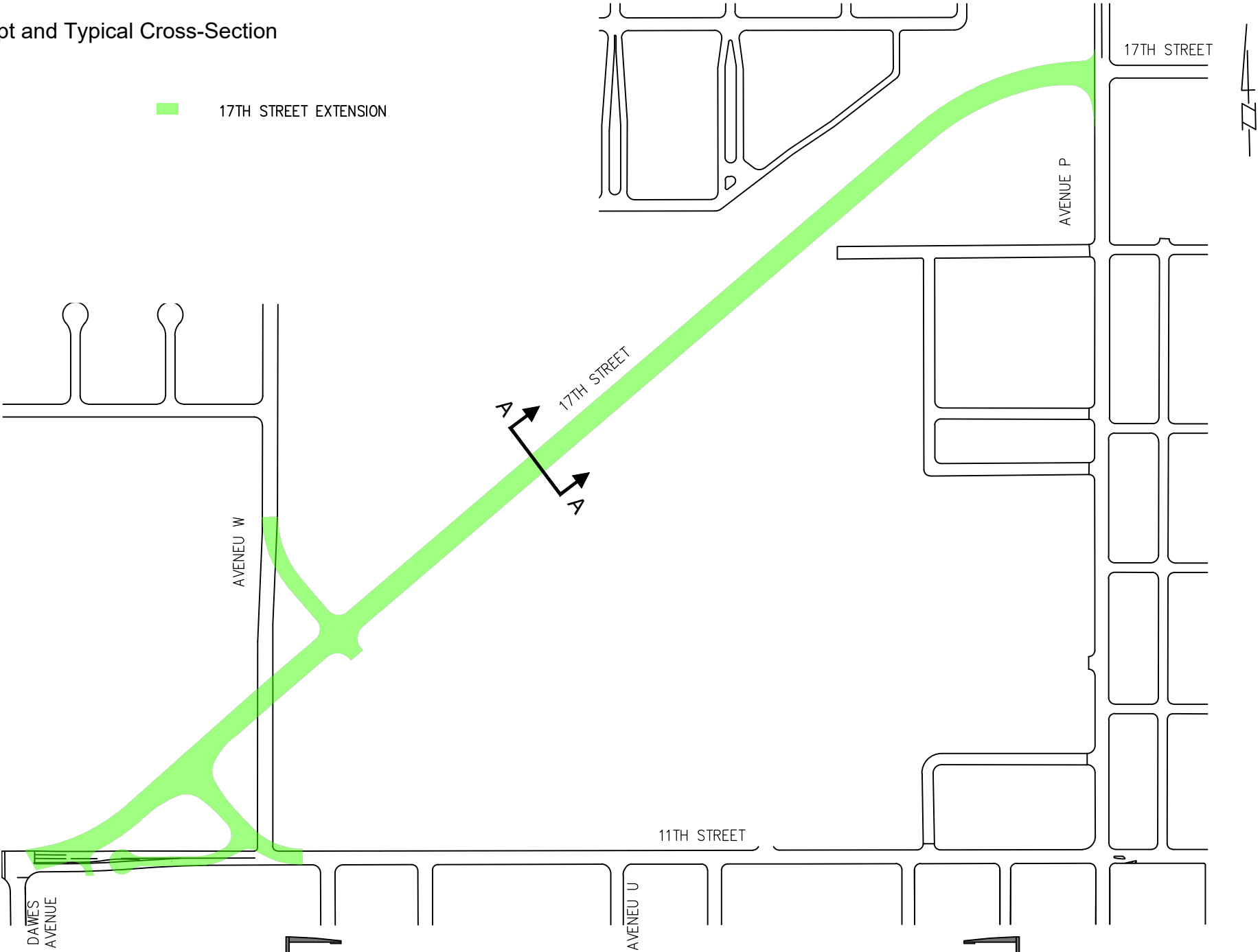
## **4 Limitations**

This engagement was focused on the residents of Holiday Park and King George as follow up to the initial engagement and commitments to these neighbourhoods during the WTP expansion to address shortcutting. Surrounding neighbourhoods and other stakeholders may have an interest in the 17<sup>th</sup> Street Extension project in general.

Both online and in-person options were offered as part of this engagement process to try and accommodate participation. Some residents may not have been comfortable or available to attend the in-person engagement session. Billboards throughout the community were initially misplaced, which may have been a potential limitation on attendance. Some participants may have limited access to internet or technology that presented challenges in completing the online survey.

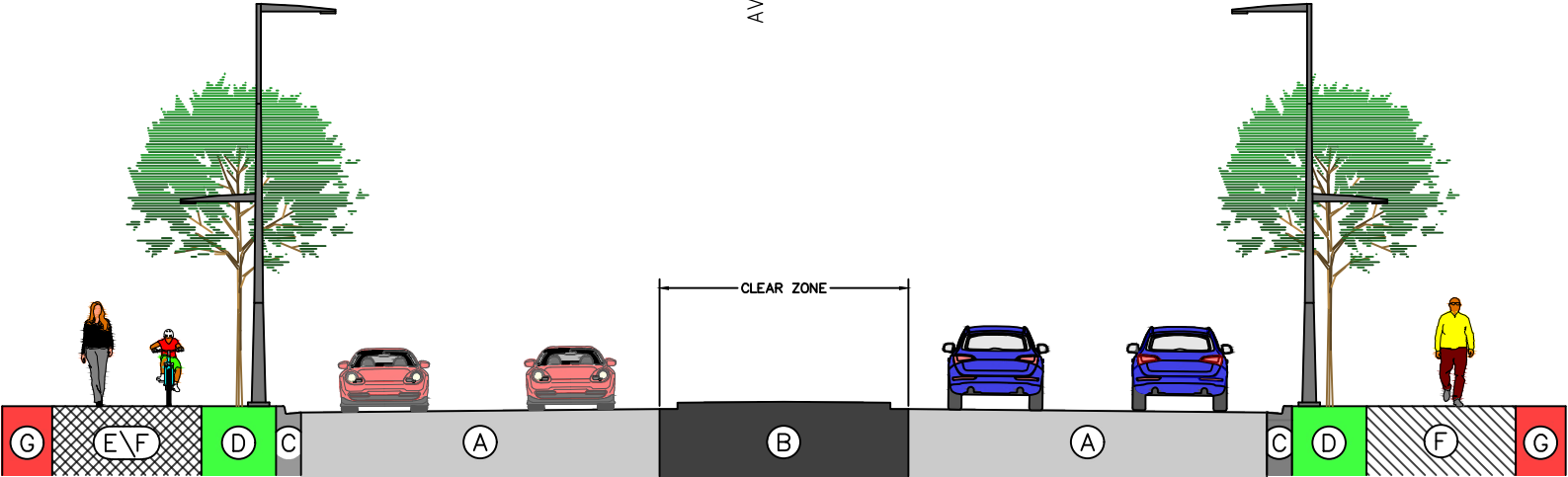
## **5 Next Steps**

A summary of engagement results will be shared with the Standing Policy Committee on Transportation (SPCT), along with Administration's recommendations, to determine next steps for the 17<sup>th</sup> Street Extension project.

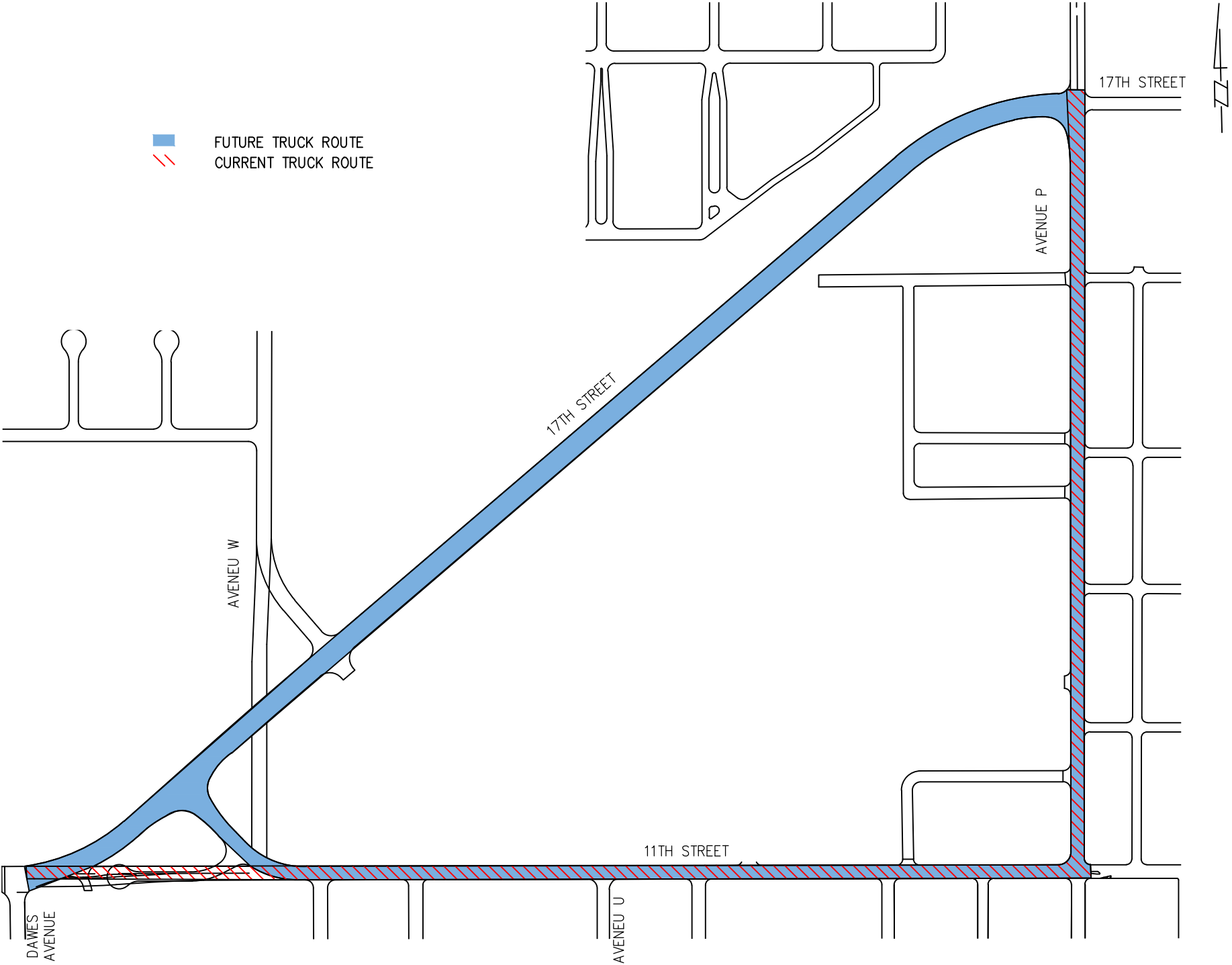


NOTES

- A: DRIVING LANES
- B: MEDIAN
- C: CURB AND GUTTER
- D: AMENITY STRIP
- E: CYCLING FACILITY
- F: SIDEWALK
- E/F: MULTI-USE PATHWAY
- G: BOULEVARD



SECTION A-A



TRUCK ROUTE

---

**Subject:** Email - Communication - Adam Pollock - 17th Street Extension Project Review - March 2023 Update  
- File CK 6000-1 x 4110-39  
**Attachments:** SPCTransportation Item 7.3.2.pdf

---

**From:** Web NoReply <[web-noreply@Saskatoon.ca](mailto:web-noreply@Saskatoon.ca)>

**Sent:** Sunday, March 5, 2023 6:22 PM

**To:** City Council <[City.Council@Saskatoon.ca](mailto:City.Council@Saskatoon.ca)>

**Subject:** Email - Communication - Adam Pollock - 17th Street Extension Project Review - March 2023 Update - File CK 6000-1 x 4110-39

--- Replies to this email will go to [REDACTED] ---

Submitted on Sunday, March 5, 2023 - 18:21

Submitted by user: [REDACTED]

Submitted values are:

**I have read and understand the above statements.:** Yes

**Date:** Sunday, March 05, 2023

**To:** His Worship the Mayor and Members of City Council

**Pronouns:** He/him/his

**First Name:** Adam

**Last Name:** Pollock

**Email:** [REDACTED]

**Address:** [REDACTED] 17th Street West

**City:** Saskatoon

**Province:** Saskatchewan

**Postal Code:** S7M [REDACTED]

**What do you wish to do ?:** Submit Comments

**What meeting do you wish to speak/submit comments ? (if known)::** Standing Policy Committee on Transportation 2pm March 6th.

**What agenda item do you wish to comment on ?:** Item 7.2.3 17th Street Extension Project

**Comments:**

To: Members of the Standing Policy Committee on Transportation

From: Adam Pollock, President Pleasant Hill Community Association

Re: 7.3.2 – 17th Street Extension Project Update

Dear Committee Members,

I am writing to you today on behalf of the Pleasant Hill Community Association and the many people who have yet to be consulted on the further development of this project.

As the information before you today states, there has been no consultation with the communities that will be negatively impacted by this now unnecessary infrastructure project. Residents in Pleasant Hill, the West Industrial Area and Riversdale, who have been negatively impacted by heavy industrial business activity for decades have not been consulted about this potential truck route that will cause additional nuisances that will negatively impact their communities.

During these challenging times of rising taxes and important projects that are needed in our city, we ask that you realize that the 17th street extension is not a needed project, and is actually an unwanted project by many of the people in the core neighbourhoods.

Since the closing of the 11st and Ave. H intersection the amount of shortcutting has been greatly reduced as it is now faster to use Ave. P. With the decision to locate the new event center and district in the north section of downtown, this project no longer serves as an important artery for a river landing event center.

These 2 factors are enough to scrap this unnecessary project that will only add to the tax burdens we are all feeling.

We ask that, in the name of fiscal responsibility, you do not further the development of this project. Should you choose to allow it to continue we must insist that adequate consultation occur to make sure this project does not add to the nuisances that the communities that have not been consulted experience.

In addition we request that the cost of nuisance attenuation features be factored into the cost of this project and the issues that will arise with a truck route through our residential communities.

Please consider this unnecessary project an easy one to scarp during this challenging budget times.

Sincerely,  
Adam Pollock

**Will you be submitting a video to be vetted prior to council meeting?: No**

To: Members of the Standing Policy Committee on Transportation

From: Adam Pollock, President Pleasant Hill Community Association

Re: 7.3.2 – 17<sup>th</sup> Street Extension Project Update

Dear Committee Members,

I am writing to you today on behalf of the Pleasant Hill Community Association and the many people who have yet to be consulted on the further development of this project.

As the information before you today states, there has been no consultation with the communities that will be negatively impacted by this now unnecessary infrastructure project. Residents in Pleasant Hill, the West Industrial Area and Riversdale, who have been negatively impacted by heavy industrial business activity for decades have not been consulted about this potential truck route that will cause additional nuisances that will negatively impact their communities.

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Since the closing of the 11st and Ave, H intersection the amount of shortcutting has been greatly reduced as it is now faster to use Ave. P. With the decision to locate the new event center and district in the north section of downtown, this project no longer serves as an important artery for a river landing event center.

These 2 factors are enough to scrap this unnecessary project that will only add to the tax burdens we are all feeling.

We ask that, in the name of fiscal responsibility, you do not further the development of this project. Should you choose to allow it to continue we must insist that adequate consultation occur to make sure this project does not add to the nuisances that the communities that have not been consulted experience.

In addition we request that the cost of nuisance attenuation features be factored into the cost of this project and the issues that will arise with a truck route through our residential communities.

Please consider this unnecessary project an easy one to scarp during this challenging budget times.

Sincerely,  
Adam Pollock



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

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### **Public Art Advisory Committee 2022 Annual Report and 2023 Work Plan**

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

That the 2022 Annual Report and 2023 Work Plan for the Public Art Advisory Committee be received as information.

#### **History**

The Standing Policy Committee on Planning, Development and Community Services, at its meeting held on March 8, 2023, considered a report from the Public Art Advisory Committee regarding the above.

#### **Attachment**

February 10, 2023, report of the Public Art Advisory Committee.



February 10, 2023

Secretary, SPC on Planning, Development and Community Services

**Re: 2022 Annual Report and 2023 Work Plan – Public Art Advisory Committee  
(File No. CK. 175-58)**

The mandate and function of the Public Art Advisory Committee is to:

1. Adjudicate and approve works of art and the placement of public art on behalf of City Council and the Administration for placement in open space, civic facilities and other City-owned property (with the exception of the Remai Modern Art Gallery), in accordance with Policy No. C10-025, Public Art Policy.
2. Provide advice to City Council on the:
  - purchase and donation of works of art
  - revision or development of any City policies regarding public art, memorials or commemorations
3. Provide advice to the Administration concerning the de-accessioning of artworks.
4. Educate artists and community groups regarding the City's Public Art Program.
5. Review location for appropriateness for memorials or commemorations, appoint members to the Commemorative Review Committee, and review and comment on artistic merit of a proposed commemorative work or proposed memorial in accordance with Policy C09-038, *Commemorations and Monuments Policy*.
6. Consider the Calls to Action of the Truth and Reconciliation Commission in adjudicating, approving and placing works of public art or commemorations or memorials on behalf of City Council.

**Committee Membership**

Membership on the Committee for the year 2022 was as follows:

**Members**

- Brendan Copestake
- Brandi Gartner
- James Hawn
- Vanessa Hyggen
- Brian Kachur
- Ritesh Mistry
- Pam Staples
- Lia Storey-Gamble
- Cheryl Thorson

- Kelly Tolley (September to December)

### **Resource Members**

- Councillor Mairin Loewen
- Public Art Consultant Alejandro Romero
- Community Development Manager Kevin Kitchen

The 2023 membership on the Committee is as follows:

### **Members**

- Brendan Copestake
- Brandi Gartner (Resigned January 2023)
- James Hawn
- Vanessa Hyggen
- Ritesh Mistry
- Pam Staples
- Lia Storey-Gamble
- Cheryl Thorson
- Kelly Tolley
- 1 vacancy for Youth Representative
- 1 vacancy for Citizen Representative

### **Resource Members**

- Councillor Mairin Loewen
- Public Art Consultant Alejandro Romero
- Community Development Manager Kevin Kitchen

### **Work Plan Goals and Accomplishments**

The work plan goals of the Committee in 2022 were as follows:

- continuation of the YXE ART TEE project
- support of updated artwork catalogue
- bus tour to view public art
- visiting or local artist public lecture and/or workshop to assist new artists in completing applications

In addition, Appendix 1 provides a summary of key topics and resolutions by meeting, and Appendix 2 provides a summary of 2022 expenditures.

## **2022 Reports and Communications**

### **Matters Referred by SPC or City Council**

- *Governance Review – Advisory Committees – Review Terms of Reference [CK 225-1 x 255-2]* – Governance and Priorities Committee
  - o Considered on January 14, 2022

### **Reports/Recommendations Submitted to City Council:**

There were no matters submitted to City Council

### **Reports/Recommendations Submitted to the Standing Policy Committee on Planning, Development and Community Services:**

1. Report – 2021 Annual Report and 2022 Work Plan – April 12, 2022 PDCS meeting

*“That the Standing Policy Committee on Planning, Development and Community Services recommend that the Public Art Advisory Committee 2021 Annual Report and 2022 Work Plan be referred to City Council for information.”*

### **Communication by Committee Representatives (Chair, Vice-Chair, or designate) to the local media:**

There were no matters communicated by Chair, Vice-Chair or designate to the local media for 2022.

## **Work Plan for 2023**

In 2023, Committee will focus on:

- Holding a workshop series to assist new artists in writing applications and educate the public on the City’s public art (*in alignment with #4 in mandate*)
- Holding a public art conference for developers and planners and community members (*in alignment with #4 in mandate*)
- Facilitating public walking and bus tours to view and educate the community on public art (*in alignment with #4 in mandate*)
- Adjudicating and approving artworks and memorials/commemorations, and providing advice to Council and Administration (*in alignment with #1, #2, #3, #5, and #6 in mandate*)

**ATTACHMENTS**

1. Appendix 1 – 2022 Meeting Summary
2. Appendix 2 – 2022 Expenditures

Yours truly,

A handwritten signature in black ink, appearing to read 'M. Lasby' or similar, written in a cursive style.

<sup>for/</sup> Lia Storey-Gamble  
**Chair**  
**Public Art Advisory Committee**

## Appendix 1 – 2022 Meeting Summary – Key Topics and Resolutions

Meeting	Summary – Key Topics and Resolutions
January	<ul style="list-style-type: none"> <li>- Pam Staples was reappointed as Chair, and James Hawn was reappointed as Vice-Chair for 2022</li> <li>- Committee members received an orientation</li> <li>- Updates from Administration deferred to February meeting</li> <li>- Governance Review – Advisory Committees – Terms of Reference reviewed</li> <li>- The Committee annual report and work plan was discussed, as well as subcommittee memberships</li> <li>- In-camera discussion held on the loan of artwork</li> </ul>
February	<ul style="list-style-type: none"> <li>- Committee received verbal updates on the bus rapid transit public art project, the Placemaker Program, an art installation, Recovery Park request for proposal, Story Maps, and the Bunkhouse Project</li> <li>- The Committee annual report and work plan was discussed, as well as subcommittee memberships</li> <li>- In-camera discussion held on the loan of artwork</li> </ul>
March	<ul style="list-style-type: none"> <li>- Committee agreed to hold 2022 meetings as a hybrid (in-person with teleconference option) starting in April</li> <li>- Committee received verbal updates on the Recovery Park public art project and the RedBall project</li> <li>- The Committee annual report and work plan was approved</li> <li>- A PAAC Subcommittee was formed</li> <li>- In-camera discussion held on the loan of artwork</li> </ul>
April	Cancelled – insufficient agenda items.
May	<ul style="list-style-type: none"> <li>- Committee received verbal updates on the bus rapid transit public art project, an art installation, a sculpture lease, and the Recovery Park art project</li> <li>- PAAC subcommittee provided update</li> <li>- Committee allocated budget to seminars, updating art catalogue, and YXE Arttee Project</li> </ul>

June	<ul style="list-style-type: none"> <li>- Budget discussed</li> <li>- Recovery Park call for art was adjudicated in-camera with support from Supply Chain Management</li> </ul>
September	<ul style="list-style-type: none"> <li>- Committee received verbal updates on two art installations and the public art catalogue</li> <li>- PAAC Subcommittee provided update on YXE Arttee project</li> <li>- Recovery Park call for art adjudication was finalized in-camera with support from Supply Chain Management</li> </ul>
October	<ul style="list-style-type: none"> <li>- Committee received a verbal update on an art installation</li> <li>- Updating the Public Art Catalogue – presentation by Barb Reimer</li> <li>- PAAC Subcommittee provided an update</li> <li>- Discussion on seminars and public art button project held</li> <li>- In-camera discussion held on the loan of artwork</li> </ul>
November	<ul style="list-style-type: none"> <li>- Committee received verbal updates on art installations, loans of artwork</li> <li>- Draft 2022 Annual Report was considered for approval</li> <li>- In-camera discussion held on the commission of artwork</li> </ul>

## Appendix 2 – 2022 Expenditures

Date	Description	Amount
September 19, 2022	YXE Art Tee – t-shirts	\$1,305.92
September 22, 2022	Barb Reimer Contract payment – Updating Public Art catalogue	\$1,000.00
December 15, 2022	Barb Reimer Contract payment – Updating Public Art catalogue	\$5,000.00
	<b>Total</b>	<b>\$7,305.92</b>



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

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### **Municipal Heritage Advisory Committee - 2022 Annual Report and 2023 Work Plan**

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

That the 2022 Annual Report and 2023 Work Plan for the Municipal Heritage Advisory Committee be received as information.

#### **History**

The Standing Policy Committee on Planning, Development and Community Services, at its meeting held on March 8, 2023, considered a report from the Municipal Heritage Advisory Committee regarding the above.

#### **Attachment**

February 28, 2023, report of the Municipal Heritage Advisory Committee.



## **ANNUAL REPORT AND WORK PLAN**

February 28, 2023

Secretary, Standing Policy Committee on Planning, Development and Community Services

**Re: 2022 Annual Report and 2023 Work Plan – Municipal Heritage Advisory Committee (File No. CK. 430-27)**

The mandate of the Municipal Heritage Advisory Committee (the Committee) is to provide advice and guidance on matters relating to Heritage and heritage related matters.

### **Committee Membership**

Membership on the Committee for the year 2022 was as follows:

#### **Members**

- Garry Anaquod, Saskatchewan Indigenous Cultural Centre
- Stevie Horne, Saskatoon Public Library
- Danielle Byl, Discover Saskatoon
- Sarah Marchildon, Downtown Saskatoon Business Improvement District
- DeeAnn Mercier, Broadway Business Improvement District
- Alan Otterbein, Meewasin Valley Authority
- Randy Pshebylo, Riversdale Business Improvement District
- Syed Amin Sadat, Public Member
- Lenore Swystun, Saskatoon Heritage Society
- Andrew Wallace, Saskatchewan Association of Architects
- Kamanashis Deb, Saskatchewan REALTORS Association
- Laura Foley, Saskatoon Archaeological Society
- Cera Youngson, Public Member

#### **Resource Members**

- City Archivist J. O'Brien
- Heritage and Design Coordinator C. Kambeitz (January to May)
- Heritage and Design Coordinator K. Grant (June to December)

For 2022 there was vacancies for 1 public member, and representation of the Sutherland Business Improvement District and 33<sup>rd</sup> Street Business Improvement District.

The 2023 membership on the Committee is as follows:

- Stevie Horne, Saskatoon Public Library
- Danielle Byl, Discover Saskatoon
- Sarah Marchildon, Downtown Saskatoon Business Improvement District
- DeeAnn Mercier, Broadway Business Improvement District
- Alan Otterbein, Meewasin Valley Authority
- Syed Amin Sadat, Public Member
- Lenore Swystun, Saskatoon Heritage Society
- Laura Foley, Saskatoon Archaeological Society
- Cera Youngson, Public Member

### **Resource Members**

- Councillor C. Block
- City Archivist J. O'Brien
- Heritage and Design Coordinator K. Grant

### **Work Plan Goals and Accomplishments**

The Committee had submitted the following work plan goals for 2022 to the Standing Policy Committee on Planning, Development and Community Services on March 14, 2022.

- Continue to move forward on Elder Consultation or Committee
- Review Heritage Policies and Plan
- Work with Administration on Securing Additional Funding for the Heritage Conservation Program
- Research for other potential sources of Heritage Conservation funding
- Continue to look at having more properties designated, including the Northeast Swale and Bessborough Hotel
- Identify areas that are heritage landscapes and heritage conservation districts
- Identify adaptive re-use opportunities for castle schools like King George and Pleasant Hill Schools
- Keep open discussions regarding intangible heritage in Saskatoon.
- Education of business owners about designation
- Heritage preservation and usage of signage
- Review the holding bylaw and its current inherent inconsistencies (for example castle schools and some residences)
- Explore best practices around tangible and intangible heritage of other cities
- Explore options to support Wanuskewin's UNESCO bid

The Standing Policy Committee on Planning, Development and Community Services on

March 14, 2022 resolved that Administration provide a high-level overview of Municipal Heritage Advisory Committee's work plan, including its alignment with staff work plans and the mandate of the committee. The 2022 has not been formally adopted.

Currently the Administration and the Municipal Heritage Advisory Committee are collaborating to align priorities. Much of this has involved determining the scope of what can be accomplished by Administration, and what can or should be pursued by MHAC and its subcommittees, with particular regards to reviewing and updating the Heritage policies and plan, securing additional funding for the Heritage Conservation Program, researching other potential sources of Heritage Conservation funding, producing materials to educate business owners about designation, reviewing the holding bylaw, and exploring the best practices around tangible and intangible heritage in other cities.

Discussions about the meaning of tangible vs. intangible heritage continued throughout the year

In addition, Appendix 1 provides a summary of key topics and resolutions by meeting, and Appendix 2 provides a summary of 2022 expenditures.

## **2022 Reports and Communications**

### **Matters Referred by SPC, GPC or City Council**

#### *Referrals from the Governance and Priorities Committee*

- **Governance Review – Advisory Committees – Review of Terms of Reference** [CK. 225-1 x 255-2] The Committee considered a report requesting for the Committee to review their terms of reference for suggested amendments.
  - o Matter considered on January 12, 2022

#### *Referrals from the Standing Policy Committee*

- **Municipal Heritage Advisory Committee - Official Community Plan Redesign - Phase II** [File No. CK 4350-69] The Committee was approved to hold discussions during the regular Municipal Heritage Advisory Committee meetings to determine what portions of the Official Community Plan and Heritage Plan and Policy need addressing/prioritization.
  - o Matter considered March 2, 2022
- **Cemetery Master Plan** [File No. CK 4080-1] The Committee reviewed the report for information.
  - o Matter considered May 4, 2022

### **Reports/Recommendations Submitted to City Council:**

There were no reports from the Municipal Heritage Advisory Committee submitted directly to City Council.

**Reports/Recommendations Submitted to the Standing Policy Committee on  
Standing Policy Committee on Planning, Development and Community Services:**

- **Report - Governance Review – Advisory Committees – Review of Terms of Reference** [CK. 225-1 x 255-2] Resolution: That the Municipal Heritage Advisory Committee provide any feedback it may have on the matter to the Governance and Priority Committee for its February 22, 2022 meeting for consideration. ○ Matter considered January 12, 2022 and February 2, 2022
- **Roxy Theatre – 320 20<sup>th</sup> Street West** [File No. CK. 710-1] – Resolution: That letter be forwarded to the Standing Policy Committee on Planning, Development and Community Services requesting that the Roxy be protected and strongly considered for designation, while providing information about its unique value to the community, including the significance of the interior as well as exterior features. Ongoing increases to property taxes should be addressed.
  - Matter considered March 2, 2022
- **Application for Funding – Heritage Conservation Program – Little Stone Schoolhouse** [File No. CK. 710-2] Resolution: That the Municipal Heritage Advisory Committee support and forward this report to the Standing Policy Committee on Planning, Development and Community Services recommending approval of funding, up to a maximum of \$20,000 over a three-year term, for the Little Stone Schoolhouse conservation project, and that the General Manager, Community Services Department, be authorized to remit payment of the grant following completion of the project.
  - Matter considered April 6, 2022
- **Third Avenue United Church - 304 3rd Avenue North – Funding Request** [CK. 710-60] Resolution: That the Municipal Heritage Advisory Committee support and forward this report to the Standing Policy Committee on Planning, Development and Community Services with a recommendation to City Council to approve funding, up to a maximum of \$23,500 for exterior rehabilitation including painting, staining and window sealing at Third Avenue United Church and that the General Manager, Community Services Division, be authorized to remit payment of the grant following completion of the project.
  - Matter considered at Special Meeting on September 16, 2022
- **Application for Municipal Heritage Property Designation – Tees and Persse Building – 331 1st Avenue North** [File No. CK. 710-71]  
Resolution: That the Municipal Heritage Advisory Committee support and forward this report to the Standing Policy Committee on Planning, Development and Community Services with a recommendation to City Council:
  1. That the City Solicitor be requested to prepare and bring forward a bylaw to designate the property at 331 1st Avenue North, Tees and Persse Building, as a Municipal Heritage Property under the provisions of The Heritage Property Act, with such designation limited to the exterior, original structure of the building and the original north façade visible from the interior;
  2. That the General Manager, Community Services Division, be requested to prepare the required notices for advertising the proposed designation; and

3. That \$2,500 be allocated from the Heritage Reserve Fund for supply and installation of a recognition plaque for the property.
  - o Matter considered at Special Meeting on September 16, 2022

### **Reports/Recommendations Submitted to the Governance and Priority Committee:**

There were no reports/recommendations from the Municipal Heritage Advisory Committee.

### **Communication by Committee Representatives (Chair, Vice-Chair, or designate) to the local media:**

There were no matters communicated by Chair, Vice-Chair or designate to the local media for 2022.

### **Work Plan for 2023**

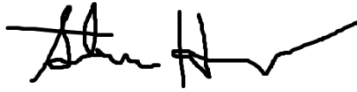
In 2023, Committee will:

1. Review Heritage Policies and Plan
  - i. Support and prioritize with the Administration. Potential to support on targeted research.
2. Funding for the of Heritage Conservation Program
  - a. Work with Administration on Securing Additional Funding for the Heritage Conservation Program
    - i. Support. Research on external grants and programs could be undertaken.
  - b. Research for other potential sources of Heritage Conservation funding
    - i. Support and prioritize with the Administration. Potential to support on targeted research.
3. Explore best practices around tangible and intangible heritage of other cities.
  - i. Support and prioritize with the Administration. Potential to support on targeted research.
4. Continue to look at having more properties designated, including the Northeast Swale, Castles Schools and Bessborough Hotel
  - a. Process to be created when approaching properties that aren't designated
    - i. Lead in a process creation and could prioritize properties for further conversations and support Administration in the conversations.
5. Indigenous Heritage
  - a. Explore having a speaker on this topic
6. Heritage elements in the downtown area

### **ATTACHMENTS**

1. Appendix 1 – 2022 Meeting Summary
2. Appendix 2 – 2022 Expenditures

Yours truly,

A handwritten signature in black ink, appearing to read 'Stevie Horn', with a stylized flourish at the end.

Stevie Horn  
**Chair**  
**Municipal Heritage Advisory Committee**

## Appendix 1 – 2022 Meeting Summary – Key Topics and Resolutions

Meeting	Summary – Key Topics and Resolutions
January	<ul style="list-style-type: none"> <li>- Lenore Swystun was appointed as Chair - Stevie Horne was appointed as Vice Chair - Membership was confirmed.</li> <li>- Great Western Brewing Company (519 2nd Ave North) Rezoning was discussed.</li> <li>- Heritage Awards Coordinators from Brick Loft Events advised no applications were received and the 2022 Heritage Awards were deferred to 2023.</li> <li>- Report - Governance Review – Advisory Committees – Review of Terms of Reference was considered.</li> <li>- Brick Loft Events Invoice approved for payment.</li> </ul>
February	<ul style="list-style-type: none"> <li>- Roxy Theatre was discussed.</li> <li>- Birks Diamond Signage was acquired by Downtown Saskatoon.</li> <li>- Report - Governance Review – Advisory Committees – Review of Terms of Reference – Feedback was submitted for consideration at the Governance and Priorities Committee</li> <li>- Subcommittees and membership were confirmed.</li> <li>- Membership Renewals for Heritage Saskatchewan and Saskatoon Heritage Society.</li> </ul>
March	<ul style="list-style-type: none"> <li>- Additional Update on the Roxy Theater and a letter to the Standing Policy Committee on Planning, Development and Community Services requesting that the Roxy be protected and strongly considered for designation.</li> <li>- Heritage Festival event programming was provided.</li> <li>- Official Community Plan Redesign - Phase II – discussions commenced, and new standing item added to agenda.</li> <li>- Draft Annual Report and Workplan was approved and forwarded to the Standing Policy Committee on Planning, Development and Community Services.</li> </ul>
April	<ul style="list-style-type: none"> <li>- MHAC will meet with a hybrid model for 2022 and subject to review going forward.</li> <li>- The Knox United Church Heritage Designation Amendment Bylaw, 2021 was based at City Council on March 28, 2022 - Additional Update on the Roxy Theater.</li> <li>- Update - Façade Architectural Control Overlay District (Broadway and River Landing)</li> <li>- Update - Heritage Preservation in Saskatoon - Notice of Motion from Councillor Block</li> </ul>

	<ul style="list-style-type: none"> <li>- Report - Comprehensive Review of the Zoning Bylaw – Review of the South Downtown Local Area Design Plan was considered.</li> <li>- Report - Application for Funding – Heritage Conservation Program – Little Stone Schoolhouse was considered.</li> </ul>
May	<ul style="list-style-type: none"> <li>- Update - Grace-Westminster Church 140th Anniversary</li> <li>- Update - Heritage and Design Coordinator Change</li> <li>- Update – Events Subcommittee and Education and Awareness Subcommittee</li> <li>- Report - Cemetery Master Plan was considered.</li> <li>- Discussion - Official Community Plan Heritage Items was deferred until the Heritage Plan and Policy is discussed.</li> </ul>
June	<ul style="list-style-type: none"> <li>- Update - Continental Hotel was torn down on May 4, 2022.</li> <li>- Update - Motion - Councillor Block - Heritage Preservation in Saskatoon</li> <li>- Update – Roxy Theater Open House held on June 2, 2022.</li> <li>- Subcommittee Update – Doors Open Event and Heritage Awards Event</li> <li>- Discussion - Heritage Plan and Policy</li> </ul>
September	<ul style="list-style-type: none"> <li>- Report - Third Avenue United Church - 304 3rd Avenue North – Funding Request was considered.</li> <li>- Report - Application for Municipal Heritage Property Designation – Tees and Persse Building – 331 1st Avenue North was considered.</li> <li>- Memo - Heritage Preservation and Promotion was considered and feedback was requested.</li> </ul>
October	<ul style="list-style-type: none"> <li>- Update- Montgomery Walking Tour</li> <li>- Update - Rugby Chapel, 1337 College Drive - Approval of Funding for Exterior Painting</li> <li>- Update – Doors Open Event</li> <li>- Memo - Heritage Preservation and Promotion – Feedback was reviewed and along with a support letter forwarded to the SPC on PDCS.</li> <li>- Discussion - 2022 Wîcihitowin Indigenous Engagement Conference committee member attendance</li> </ul>
November	<ul style="list-style-type: none"> <li>- Draft 2022 Annual Report was considered for approval</li> </ul>



## Appendix 2 – 2022 Expenditure

Date	Description	Amount
January 2022	Brick Loft Event Co – Heritage Awards Administrator Fee	\$515.00
January 2022	Brick Loft Event Co – Heritage Awards Expenses	\$500.98
February 2022	Heritage Saskatchewan Membership Renewal	\$52.50
February 2022	Saskatoon Heritage Society Membership Renewal	\$30.00
	<b>Total</b>	<b>\$ 1,098.48</b>



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

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### **Vacant Lot and Adaptive Reuse Incentive Program – 522 Avenue N South**

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

1. A five-year tax abatement, equivalent to 66.5% of the incremental municipal, library and education taxes for the development of 522 Avenue N South, be approved;
2. The City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. The five-year tax abatement on the incremental taxes be applied to the subject property, commencing the next taxation year following the completion of the project.

#### **History**

The Standing Policy Committee on Planning, Development and Community Services, at its meeting held on March 8, 2023, considered a report from the Administration regarding the above.

#### **Attachment**

March 8, 2023 report of the General Manager, Community Services

## Vacant Lot and Adaptive Reuse Incentive Program – 522 Avenue N South

### ISSUE

Tamarack Ventures Inc. has applied for a five-year tax abatement of the incremental property taxes for the development of 522 Avenue N South, under the Vacant Lot and Adaptive Reuse Incentive Program.

### RECOMMENDATION

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

1. A five-year tax abatement, equivalent to 66.5% of the incremental municipal, library and education taxes for the development of 522 Avenue N South, be approved;
2. The City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
3. The five-year tax abatement on the incremental taxes be applied to the subject property, commencing the next taxation year following the completion of the project.

### BACKGROUND

City Council at its Regular Business [meeting](#) held on March 7, 2011, approved the Vacant Lot and Adaptive Reuse Incentive Program (VLAR Program). The VLAR Program is designed to encourage infill development on vacant sites and the adaptive reuse of vacant buildings within established neighbourhoods in Saskatoon.

Applicants have an incentive choice of a five-year tax abatement or a cash grant. The maximum incentive amount is calculated, based on the increment between the existing taxes and the taxes owing upon completion of the project, multiplied by five years. Applications are scored against an evaluation system, where points are awarded for features included in a project which meet a defined set of policy objectives. The total points scored for the project determines what portion of the incentive amount it will receive, up to a maximum of 100%. Projects scoring 100 points or more are eligible for 100% of the incentive. Any residual portion of the maximum incentive amount on projects which earn less than 100% will be redirected into the Vacant Lot and Adaptive Reuse Reserve (Reserve) during the abatement period. The residual portion redirected to the Reserve excludes the education portion of property taxes.

## **DISCUSSION/ANALYSIS**

### Description of Development at 522 Avenue N South

Neighbourhood Planning received an application under the VLAR Program from Tamarack Ventures Inc. for the development of 522 Avenue N South, located in the West Industrial Area (see Appendix 1). An automobile salvage yard was formerly located at this IH – Heavy Industrial zoned property. VLAR projects within the program boundary have a minimum four-year vacancy requirement for eligibility to receive a development incentive. Demolition of all existing structures at 522 Avenue N South was completed in 2016.

The proposed development is a commercial building, with six bays that are approximately 2,200 sq. ft. each, with outdoor storage provided for each unit. The applicant has indicated the estimated investment in the project is approximately \$1,600,000 (see Appendix 2).

### Estimated Incremental Property Tax Abatement

The application was reviewed using the VLAR Program's evaluation system. The project received a total of 66.5 points, resulting in an earned incentive of 66.5% of the maximum incentive amount (see Appendix 3).

The project received points for a variety of design features, such as secured bicycle parking, rainwater barrels to use for irrigation, upgraded wall insulation, triple pane low e windows, LED lighting, Energy Star kitchenette appliances and low water usage fixtures.

Due to the previous use of the property as an auto salvage yard, environmental site remediation was necessary. Based on information provided by the applicant, the results-based objectives for the soil at the site have been reached. Soil remediation via source removal has occurred in the area which had the worst contamination. The Corrective Action Plan and Risk Management Plans are being followed with Province of Saskatchewan Ministry of Environment approved extensions into 2023. Groundwater monitoring and light non-aqueous phase liquid (LNAPL) extraction is still ongoing at the site. In recognition of the significant efforts from the developer, while also noting that LNAPL extraction continues because natural attenuation has not yet occurred, the VLAR application received 7.5 points of a possible 15 points for Environmental Site Remediation.

The applicant is applying for a five-year tax abatement of the incremental property taxes for the development of 522 Avenue N South. According to Corporate Financial Services, the incremental increase in annual property taxes (municipal, library and education portions) for the project is estimated to be \$23,901; therefore, the estimated maximum incentive amount over five years totals \$119,505.

The estimated actual abatement amount is \$79,470.83, which is 66.5% of the maximum incentive amount. This includes an estimated \$10,153.89 in municipal and library property taxes and \$5,740.28 in education property taxes annually, for five years. As

the education property tax portion for the site did not exceed \$25,000 per tax year, no further approval from the Provincial Government (Province) is required in order to exempt or abate the education tax revenue. The calculations are based on 2022 tax rates and would change with any alterations to the design plans and annual mill rate adjustments. An actual assessment value will be determined upon final inspection of the completed project.

#### Administration Recommendation

After review of this application, Administration has concluded this project is consistent with the intent of Council [Policy](#) C09-035, Vacant Lot and Adaptive Reuse Incentive Program and is recommending approval.

#### **FINANCIAL IMPLICATIONS**

The incremental property tax abatement for the project at 522 Avenue N South is forgone revenue and will not require funding from the Reserve. The City will forgo an estimated total of \$50,769 and the Province will forgo an estimated total of \$28,701 of education tax revenue over five years, which will be abated to the owner.

#### **OTHER IMPLICATIONS**

There are no other implications.

#### **NEXT STEPS**

Development of 522 Avenue N South is planned to begin in 2023 and expected to be complete in 2024. The incremental property tax abatement, if approved, will begin the calendar year following project completion and continue for five years.

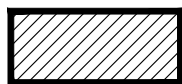
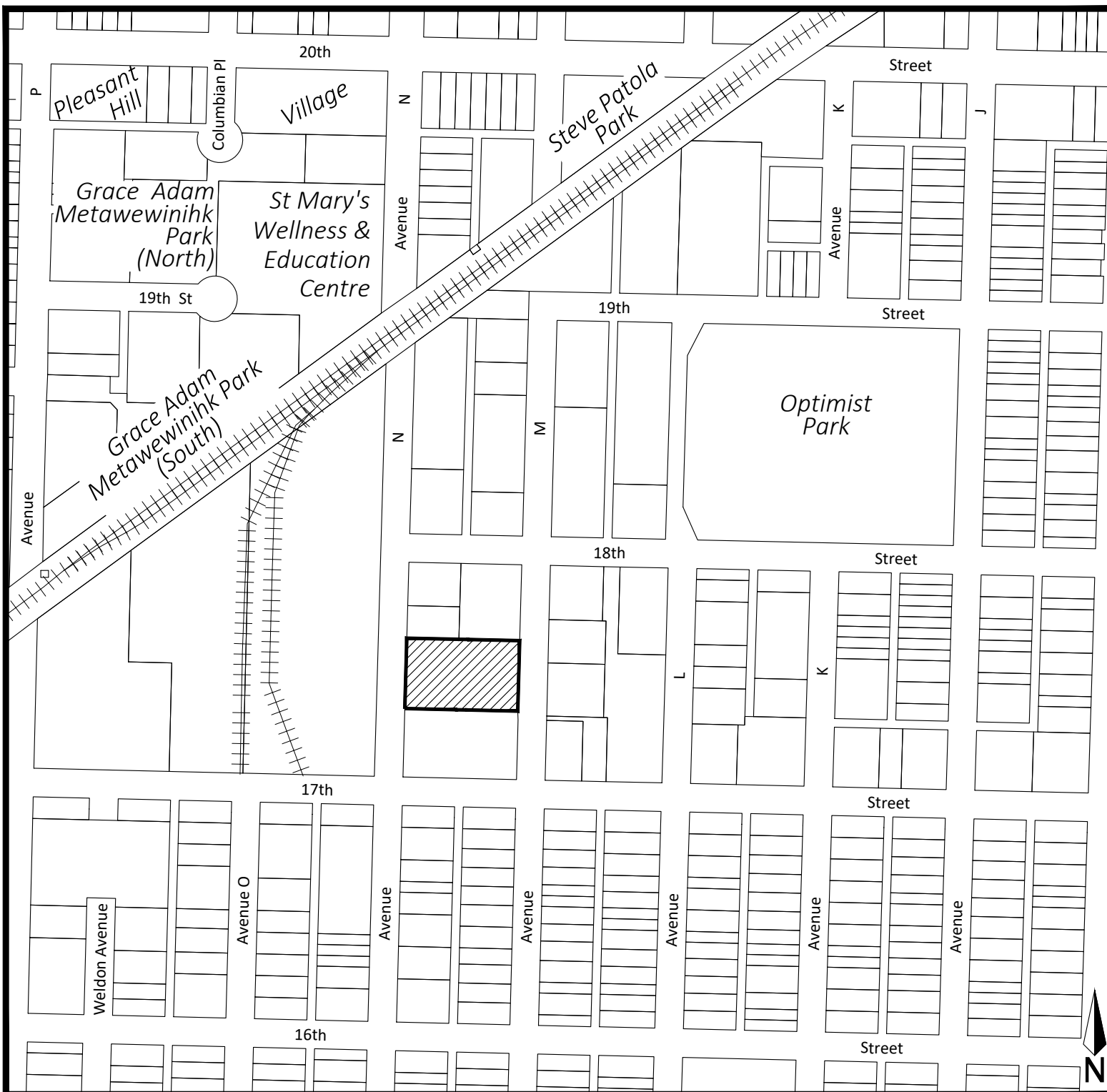
#### **APPENDICES**

1. Project Location – 522 Avenue N South
2. Project Rendering and Photos – 522 Avenue N South
3. VLAR Project Evaluation – 522 Avenue N South

#### **REPORT APPROVAL**

Written by: Mark Emmons, Senior Planner  
Reviewed by: Melissa Austin, Manager, Neighbourhood Planning  
Approved by: Lesley Anderson, Acting General Manager, Community Services Division

# Project Location - 522 Avenue N South



522 Avenue N South

## Project Rendering and Photos – 522 Avenue N South



**Proposed Development**



**Site in August 2015** (photo credit: Google Street View)



**Site in May 2021** (photo credit: Google Street View)

## VLAR Project Evaluation – 522 Avenue N South

The awarding of points for the project is outlined as follows:

1.	Base Points: .....	50/50
2.	Mixed-Use Development, with residential:.....	0/15
3.	Parking Facilities, secure bicycle parking: .....	5/5
4.	Parking Facilities, structured parking:.....	0/10
5.	Contributes to Public Realm: .....	0/10
6.	Environmental Remediation, to commercial standard: .....	7.5/15
7.	Energy Efficient Design, Green Building Certification:.....	0/20
8.	Energy Efficient Design, other features above industry standard: ..	4/10
<b>Total:</b>		<b>66.5</b>





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

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### **Guideline Amendments for Permanent Asphalt Parking Patios**

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

That the amendments to the Sidewalk Café and Parking Patio Guidelines, as outlined in the March 8, 2023 report of the General Manager, Community Services, be adopted.

#### **History**

The Standing Policy Committee on Planning, Development and Community Services, at its meeting held on March 8, 2023, considered a report from the Administration regarding the above.

#### **Attachment**

March 8, 2023 report of the General Manager, Community Services

## APPROVAL REPORT

# Guideline Amendments for Permanent Asphalt Parking Patios

### ISSUE

Council Policy C09-013 – Use of Sidewalks, Boulevards and Parking Stalls – Vending permits on-street parking stalls to be used by a restaurant, tavern or lounge for the purpose of operating a parking patio. The Policy directs that parking patios be subject to further regulations outlined in the Sidewalk Café and Parking Patio Guidelines (see Appendix 1). During COVID-19 public health emergency, City Council adopted the Temporary Asphalt Parking Patio Program to support businesses by providing additional outdoor seating options that did not require construction of a deck or boardwalk. The Temporary Asphalt Parking Patio Program ended on October 31, 2022. Should the development standards in the Sidewalk Café and Parking Patio Guidelines be amended to permit elements of the temporary asphalt parking patio program on a permanent basis?

### RECOMMENDATION

That the Standing Policy Committee on Planning, Development and Community Services recommend to City Council that the amendments to the Sidewalk Café and Parking Patio Guidelines, as outlined in this report, be adopted.

### BACKGROUND

City Council at its March 28, 2022 Regular Business [Meeting](#), considered the report of the General Manager, Community Services dated March 14, 2022. The report presented two options:

- Option 1 – Extend the Temporary Parking Patio Program
- Option 2 – Adopt a Permanent Asphalt Patio Program

City Council accepted the recommendation of the Administration and resolved:

“That the Temporary Asphalt Patio Program be reinstated from April 1, 2022 until October 31, 2022.”

The report indicated that in the event City Council chose to extend the Temporary Parking Patio Program, Administration would:

“undertake further engagement with businesses and report back following the conclusion of the pilot program on the viability of a permanent program.”

This report addresses the matter of a permanent program.

### DISCUSSION/ANALYSIS

To support businesses during the COVID-19 public health emergency, City Council adopted the Temporary Asphalt Parking Patio Program to provide businesses with

additional, lower-cost options, to provide outdoor seating. Under the permanent program, a deck or boardwalk would be required to accommodate either a seating area or pedestrian pathway in the curb lane. From 2020 to 2022, businesses were permitted to provide a parking patio directly on the asphalt of the curb lane without constructing a deck or boardwalk. Two options for configurations were available. Businesses could either provide the seating area in the curb lane, protected by jersey barriers or provide seating on the sidewalk with the pedestrian pathway in the curb lane accessed by ramps and protected by jersey barriers.

### Proposed Amendments

Following the conclusion of the three-year pilot, Administration is recommending amendments to the Sidewalk Café and Parking Patio Guidelines to incorporate selected design elements of asphalt parking patios into the permanent program. These guidelines regulate the development standards for parking patios.

Administration is recommending removing the requirement that a deck be constructed when the seating area is in the curb lane. The removal of this requirement will permit seating to be directly in the curb lane. The seating area must be protected with jersey barriers or similar material along the driving lane and abutting the curb lane.

Due to accessibility challenges, use of pedestrian pathways directly on the asphalt of the curb lane is not recommended to be permitted as part of the permanent program. This configuration requires the use of ramps to access the pedestrian pathway. A central accessibility requirement of the program is to maintain a clear pedestrian pathway of at least 2.0 metres in width. When ramps are utilized, a flat-landing area of a minimum of 1.5 metres in length is required at the base for manoeuvrability. This may be possible in locations with adjacent angle parking, as angled stalls have a greater length and provide more space to work with. However, a standard on-street parallel-parking space is only 2.4 metres wide. In addition, in accordance with Policy C07-030 (Street Design Policy) and the City's Design and Development Standards Manual, standard curb ramps stipulate a maximum 8% slope and require at least 1 metre of texturing (grooving) across the lower part of the ramp for pedestrians with disabilities to detect and navigate the grades.

### Stakeholder Involvement

Engagement was conducted in two phases. In the first phase, in 2022, a survey was distributed to all businesses who have operated a parking patio in the past five years, with three businesses participating. In the second phase, in 2023, the same group of business owners were invited to complete the survey again to provide any updates to their comments following the additional year of operation under the temporary regulations. One business provided updated comments.

Businesses were supportive of the temporary program and maintaining the relaxed standards associated with it. There was support for allowing ramps onto a curb lane instead of requiring a boardwalk. Businesses were also in favour of allowing seating directly on asphalt but were generally not in favour of implementing a time-limit before a

business was required to install a deck or boardwalk, preferring that the asphalt patio configuration be permanently available.

Engagement was conducted with Business Improvement Districts (BIDs) throughout both phases. The Broadway, Downtown, Riversdale and Sutherland BIDs participated. All four BIDs advised they are supportive in principle of including elements of asphalt parking patios in the permanent program, as it provides a less-costly option for business owners to provide outdoor seating. In addition, it was felt this could result in more businesses participating in the program, as businesses could conduct their own pilot to demonstrate viability before committing to constructing a more costly deck or boardwalk. They also advised they wished to see additional consideration for permitting pedestrian pathways in the curb lane to be accessed by ramps and to not require a boardwalk, as was permitted under the Temporary Asphalt Parking Patio Program. This configuration provides many advantages for businesses by permitting seating on the sidewalk and closer to the business, including the customer experience, operational efficiency with service of food and drinks, and overall continuity.

While the consensus of the group is that permanent asphalt parking patios are appropriate at this time, the program should continue to be monitored. The BIDs also felt that there may be merit in considering a three-year pilot period in the future, to encourage businesses to transition to deck and boardwalk construction in the long term.

### Municipal Scan

A municipal scan of nine municipalities in Canada is included in Appendix 2. Municipalities across Canada adjusted their parking patio programs to accommodate businesses during the COVID-19 public health emergency. The key findings were that most municipalities have since updated their regulations from the relaxed standards permitted during the public health emergency. Of the nine municipalities surveyed, five permit seating areas in the curb lane without a deck, and only one permitted pedestrian traffic to be diverted to the curb lane without a boardwalk.

## **FINANCIAL IMPLICATIONS**

There are no financial implications identified. No changes are proposed to the parking fees for parking patios. Parking fees are the same regardless of whether a deck or boardwalk is constructed or if seating is provided directly on the asphalt.

## **OTHER IMPLICATIONS**

The City is committed to accommodating pedestrian mobility and accessibility built into overarching goals in the Transportation Department's current policies, design standards and guidelines. Adopted design principles align with best practices and are in place to create an environment that is accessible for people of all abilities.

In considering regulations for a permanent asphalt parking patio program, design standards ensure pedestrians of all ages and abilities are safely accommodated.

### **NEXT STEPS**

If the proposed amendments are adopted by City Council, the amended Sidewalk Café and Parking Patio Guidelines will come into force immediately and be published on the City's website. Information will be provided to stakeholders, including BIDs and parking patio operators.

### **APPENDICES**

1. Sidewalk Café and Parking Patio Guidelines
2. Municipal Scan – Parking Patios

### **REPORT APPROVAL**

Written by: Sydney Gross, Planner, Community Standards

Reviewed by: Mark Wilson, Licensing and Permitting Manager, Community Standards  
Matt Grazier, Director of Community Standards

Approved by: Lesley Anderson, Acting General Manager, Community Services

SP/2023/PDCS/PD/Permanent Asphalt Patio Program/kpGuideline Amendments for Permanent Asphalt Parking Patios

**Appendix 1****SIDEWALK CAFE AND PARKING PATIO GUIDELINES**

The following guidelines establish requirements for the licensing and operation of Sidewalk Cafes and Parking Patios located on City of Saskatoon right-of-way (ROW). Applications must be submitted to the Community Services **Department Division** and must be approved prior to issuance of a Sidewalk Cafe or Parking Patio **License Licence**. The Sidewalk Cafe and Parking Patio Guidelines are intended to be used as a companion document to Bylaw No. 8770 (Zoning Bylaw) and Policy C09-013 (Use of Sidewalks, Boulevards and Parking Stalls – Vending). All laws and regulations, bylaws and resolutions governing right-of-way activity must be abided by, including Bylaw No. 2954 (Street Use Bylaw) and Bylaw No. 7200 (Traffic Bylaw).

**1.0 Definitions:**

Boulevard – that portion of the right-of-way that extends from the edge of the street to the property line of the adjacent property not including the sidewalk.

Parking Patio – a sidewalk cafe which has been extended to include the temporary conversion of designated parking stall (s) located on public streets.

Parking Stall – any portion of a parking area marked by one or more painted lines, number, meter, pole, sign or other device to indicate that it is intended for the parking of a vehicle.

Sidewalk – portion of the right-of-way designed and intended for or used by pedestrians.

Sidewalk Cafe - a group of tables and chairs and other accessories situated and maintained upon a public sidewalk or boulevard for the consumption of food and beverages sold to the public from, or in, an adjoining indoor restaurant, lounge or tavern.

Street – a road, alley or other place designed and intended for or used by the general public for the passage of vehicles and pedestrians, but does include a parking lot, which is either privately or publicly owned.

**2.0 General Guidelines:**

2.1 **License Licence** Required: The operator of a Sidewalk Cafe or Parking Patio must apply for and obtain, annually, a Sidewalk Cafe or Parking Patio **License Licence** prior to commencement of operations.

2.2 Existing Sidewalk Cafes: Businesses which are renewing their existing Sidewalk Cafe **License Licence** will not be required to have their application reviewed by the agencies listed **below** in Section 2.7, provided the business has not changed ownership or the design of their Sidewalk Cafe has not changed from the previous year.

- 2.3 **License Licence Fee:** No additional fee is charged for the operation of a Sidewalk Cafe or Parking Patio; the **License Licence** is considered an extension of the business' existing Commercial Business **License Licence**.
- 2.4 **Parking Fee:** Parking Patios must pay all required parking fees prior to the issuance of a **License Licence**.
- 2.5 **License Licence Conditions:** The operator shall agree to abide by the terms and conditions set forth in these guidelines, in addition to the regulations outlined in Policy C09-013 (Use of Sidewalks, Boulevards and Parking Stalls - Vending) and Bylaw No. 8770 (Zoning Bylaw). The General Manager of Community Services (or designate) reserves the right to cancel a Sidewalk Cafe or Parking Patio **License Licence** upon 24 hours' notice if the terms and conditions are violated.
- 2.6 **Information Requirements:** The applicant shall submit a site plan, drawn accurately to scale, which shows the delineated area of the proposed Sidewalk Cafe or Parking Patio and proposed location and placement of planters, awnings, tables, chairs, fences and all other accessories in relation to the public sidewalk and/or public street and to the indoor business associated with it. The plan must indicate the location of utility poles, hydrants, bus shelters, parking **meters pay stations**, and any other utility or infrastructure related installations. The site plan must also clearly delineate pedestrian passageways and dimensions as described in Section 3.8, **4.5 and 5.9** of these guidelines. Plans which are not drawn accurately and to scale, or do not include all information required, will not be accepted.
- 2.7 **Approval:** New Sidewalk Cafe applications (or those with changes from a previous year) and all new and pre-existing Parking Patios, will be referred to relevant agencies for review and approval. The applicant will be required to submit any missing or additional information required by the approving agencies. Once approval has been confirmed, the Sidewalk Cafe or Parking Patio **License Licence** can be issued. All applications will be referred to the following agencies:
- a) Saskatchewan Health Authority;
  - b) Saskatoon Police Services;
  - c) Saskatoon Fire Department;
  - d) Saskatoon Light and Power;
  - e) City of Saskatoon – Right-of-way Approval (Transportation and Construction Division);
  - f) City of Saskatoon – Neighbourhood Planning, Urban Design, Building Standards (Community Services Division);
  - g) Business Improvement Districts (BIDs) - If the proposed Sidewalk Cafe or Parking Patio is located in a BID;

- h) Saskatchewan Liquor and Gaming Authority - If the proposed Sidewalk Cafe or Parking Patio is to serve alcoholic beverages.

### 3.0 General Conditions of Approval:

- 3.1 Commercial Business **License Licence**: The business must hold a valid City of Saskatoon Commercial Business **License Licence**.
- 3.2 Insurance: The operator of a Sidewalk Cafe must carry a minimum of \$2,000,000 liability insurance for the operation of the Sidewalk Cafe. A minimum of \$2,000,000 liability insurance is required for the operation of a Parking Patio. This liability insurance must indemnify the City of Saskatoon safe and harmless from any and all claims of injury to persons or damage to property attributable, in whole or in part, to the existence, location and operation of a Sidewalk Cafe or Parking Patio in the public right-of-way.
- 3.3 Performance: Sidewalk Cafes and Parking Patios shall contribute positively to the street activity and perception of the surrounding area. Inappropriate patron or staff behaviour or management practises or increases in calls for service from Police, Fire, or any other agency shall be grounds for immediate termination of the **License Licence**.
- 3.4 Accessory Use: Sidewalk Cafes and Parking Patios shall be located adjacent to an existing restaurant, **lounge or tavern** and shall be considered an accessory use. Where Sidewalk Cafes or Parking Patios are proposed to extend across the frontage of adjacent uses (neighbouring businesses) and/or temporarily convert on-street parking stall(s) adjacent to neighbouring businesses, written approval from the adjacent business owner must be provided. Proposed extensions beyond the frontage of the restaurant, lounge or tavern are subject to approval from all approving authorities.
- 3.5 Alcoholic Beverages: Alcoholic beverages may be served with food provided the adjacent restaurant to which it is an accessory use is Licensed to serve alcohol and the operator has received the approval of the Saskatchewan Liquor and Gaming Authority.
- 3.6 Hours of Operation: A Sidewalk Cafe or Parking Patio shall be operated for no longer than the operating hours of the principle use to which it is an accessory.
- 3.7 Waste & Storage: The Sidewalk Cafe or Parking Patio operator shall maintain the Sidewalk Cafe or Parking Patio area and the immediately adjacent area in a clean and safe condition at all times and be kept clear of ice and snow. Waste receptacles and work stations should be located along the building wall of the adjoining restaurant.
- 3.8 Pedestrian Pathway: A minimum clear passageway of not less than 2.0 metres for pedestrians shall be maintained and free of any physical obstruction such as utility poles, fire hydrants, bus shelters, parking **meterspay stations**, trees, temporary signs, sandwich boards, benches or garbage receptacles. Tree grates must be in good condition and flush to the sidewalk surface if they are located within the 2.0 metre passageway. **When the pedestrian pathway is redirected away from a sidewalk into the curb lane,**



**a boardwalk flush with the curb must be provided for the length of the pathway in the curb lane.**

- 3.9 Screening: Visual screening may be allowed at the discretion of the Transportation and Construction Division.
- 3.10 Umbrellas: Any umbrellas shall be located entirely within the approved Sidewalk Cafe or Parking Patio area.
- 3.11 Lighting: Any lighting of the Sidewalk Cafe or Parking Patio shall be of a temporary nature and shall not project onto adjacent properties.
- 3.12 Signs & Advertising: Any permanent signs or advertising within the Sidewalk Cafe or Parking Patio area require a Sign Permit and shall conform to the **Sign Bylaw and Zoning Bylaw and its Sign Regulations**.
- 3.13 Furnishings: All tables, chairs and decorative accessories in the Sidewalk Cafe or Parking Patio should be constructed using weather resistant materials, and must be arranged neatly and fully contained within the approved Sidewalk Cafe or Parking Patio area at all times.
- 3.14 Removal of Improvements: Sidewalk Cafe or Parking Patio furnishings, fences, awnings, screens, signs, lighting and other Sidewalk Cafe or Parking Patio improvements must be removable and not permanently fixed in place. All objects must be contained within the approved Sidewalk Cafe or Parking Patio area and removed **during the off-season or after when** the Sidewalk Cafe or Parking Patio ceases operation **or is no longer licensed**.
- 3.15 Utility Access and Infrastructure Improvements: The City of Saskatoon and public utility agencies retain the right of access to the approved Sidewalk Cafe or Parking Patio area for the installation, maintenance and repair of pipes, cables, wires, poles, hydrants, sidewalks, streets or any other utility or infrastructure installation as necessary. In case of emergency, no notice may be given. For scheduled work, a minimum notice of **1one** week will normally be given. Sidewalk Cafe or Parking Patio improvements shall be removed and reinstalled at the Sidewalk Cafe or Parking Patio operator's expense. Sidewalk Cafe and Parking Patio operators shall ensure that drainage to catch basins remains unrestricted and that catch basins are kept clear of debris and refuse at all times.
- 3.16 Electrical Vaults: A Sidewalk Cafe or Parking Patio or any portion of a Sidewalk Cafe or Parking Patio shall not be located above an underground electrical vault.

#### **4.0 Additional Conditions of Approval – Sidewalk Cafes:**

- 4.1 Operating Season: A Sidewalk Cafe is permitted to operate year-round from April 1<sup>st</sup> to March 31<sup>st</sup>, or any portion thereof.

- 4.2 Fencing: Sidewalk Cafes may be fenced around the perimeter, but fences shall not exceed 1 metre in height. Open fencing is preferred to solid fencing, but fabric insert panels may be used. Fence extensions above the 1 metre height limit may be considered, provided the extension material is transparent and sturdy. Any fencing located within 6 metres of an intersection shall not obstruct the vehicular view angles as determined by the Transportation and Construction Division. In some cases, fencing may be required at the discretion of the approving authorities.
- 4.3 Awnings: The installation of awnings requires a Building Permit and shall conform to the requirements of **Bylaw No. 9455**, *The Building Bylaw*, **(No. 7036)**.
- 4.4 Surface Treatment: All ground surface area within the approved Sidewalk Cafe area shall be hard surfaced with unit pavers, concrete or asphalt, whichever is consistent with the immediately adjacent areas. Indoor/outdoor carpeting may be used at the discretion of the Transportation and Construction Division.
- 4.5 Landscaping: Landscaping of the Sidewalk Cafe is encouraged and must be of a temporary nature. Plant material must be contained within the approved Sidewalk Cafe area.
- 4.6 Access: The operator shall maintain an unobstructed walkway at a minimum width of 1.5 metres to the entrance of the building and entrance of the Sidewalk Café if relevant. The Sidewalk Cafe shall be wheelchair accessible.
- 4.7 Additional Regulations: The Community Services Division and Transportation and Construction Division reserve the right to require additional regulations to ensure that safety regulations are met.
- 4.8 Denial: Not all sidewalks or locations are suitable for a Sidewalk Cafe. The Community Services Division maintains the right to refuse issuance of a Sidewalk Cafe **License Licence** in instances where it is felt that a Sidewalk Cafe may impact public welfare or safety and/or constitute a nuisance.

## 5.0 Additional Conditions of Approval – Parking Patios:

- 5.1 Operating Season: A Parking Patio is permitted to operate from April 1<sup>st</sup> to March 31<sup>st</sup>, or any portion thereof. The parking patio must be used at least periodically throughout the **License Licence** term.
  - a. A Parking Patio shall be Licensed for a minimum of two months. The **License Licence** may be extended in increments of at least one month.
- 5.2 Building Permits:
  - a. A building permit for a year-round parking patio may be required if:
    - i. The deck surface is greater than 200mm from grade; or
    - ii. More than 10 seats will be provided, to address additional washrooms for the principal use.

- b. A building permit for a seasonal parking patio may be required if:
  - i. The deck surface is greater than 200mm from grade; or
  - ii. More than 50 seats will be provided, to address additional washrooms for the principal use.

### 5.3 **Protective Barriers**

- a. When a deck, boardwalk, or similar platform is provided, curb stops are required to be placed at the ends of the parking patio abutting a curb lane.
- b. If a deck or platform is not provided, jersey barriers or similar material must be placed at the ends of the parking patio abutting the driving lane and curb lane.

5.4 Designated Space: A Parking Patio must operate solely within the confines of the designated parking space(s). The use of nose-in or angled parking spaces for Parking Patios may be permitted, subject to review and approval.

- a. Up to four parking spaces per block face may be approved for the use of parking patios or reserved through the Temporary Reserved Parking Program. An additional four parking spaces for parking patios may be approved at the discretion of the **Manager of Parking Services General Manager of Community Services or designate.**

5.5 Separation: 6 metres must be maintained between the nearest edge of the Parking Patio and the nearest edge of any intersection, bus shelter or bus stop.

5.6 Barriers: Barriers shall be approved by the Transportation and Construction Division **and be placed at both ends of the Parking Patio.** The barrier that faces oncoming traffic must be angled in such a way that any potential impact will divert vehicular traffic onto the roadway and away from pedestrians.

5.7 Fencing: Fencing, no greater than 1 metre in height, is required around the perimeter of the Parking Patio. Fencing material shall be robust in nature as determined by the Transportation and Construction Division. Fence extensions above the 1 metre height limit may be considered, provided the extension material is transparent and sturdy.

5.8 Traffic Posts: Traffic glow posts must be placed along the length of the Parking Patio to alert traffic and to serve as a traffic calming measure. All traffic control devices (including fencing, concrete barriers and traffic glow posts) must be contained within the approved Parking Patio area. All costs for traffic control devices are borne by the Parking Patio operator.

5.9 Surface Treatment: Any Parking Patio platform or decking must not be attached to the street, must be flush with the curb, and must allow proper drainage. On wood or other combustible surfaces, electric powered heaters are permitted; gas and propane heaters are prohibited.

- 5.10 Landscaping: Landscaping of the Parking Patio is required and must be of a temporary nature. Plant material must be contained within the approved Parking Patio area.
- 5.11 Access: Access to the parking patio must be restricted to the sidewalk or boulevard. Parking Patios must be wheelchair accessible.
- 5.12 Additional Regulations: The Community Services Division and Transportation and Construction Division reserve the right to require additional regulations to ensure that safety regulations are met.
- 5.13 Denial: Not all streets or locations are suitable for a Parking Patio. The Community Services Division maintains the right to refuse issuance of a Parking Patio **License** **Licence** in instances where it is felt that a Parking Patio may impact public welfare or safety, result in a negative impact on the provision of on-street parking, and/or constitute a nuisance. The issuance of a Parking Patio **License** **Licence** one year does not guarantee the issuance of a Parking Patio **License** **Licence** in subsequent years.

## Municipal Scan - Parking Patios

Issues	Municipalities										
	Saskatoon (Existing)	Saskatoon (Proposed)	Calgary	Edmonton	Halifax	Hamilton	Kelowna	Regina	St John's	Toronto (Under Review)	Winnipeg
<b>Program Status</b>	temporary	permanent	temporary	permanent	permanent	temporary	temporary	n/a	temporary	temporary	temporary
<b>Boardwalk required for pedestrian pathway in curb lane</b>	no	yes	yes	yes	yes	yes	yes	n/a	no	yes	yes
<b>Deck required for seating area in curb lane</b>	no	no	yes	no	yes	yes	no	n/a	no	no	yes
<b>Aesthetic regulations</b>	no	no	no	no	no	no	yes	n/a	no	yes	yes



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

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### **Vacant Lot and Adaptive Reuse Incentive Program – 317 4th Avenue South**

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

1. A five-year tax abatement, equivalent to 67% of the incremental municipal and library taxes for the development of 317 4th Avenue South, be approved;
2. The Neighbourhood Planning Section be requested to submit an application under the Province of Saskatchewan's Education Property Tax Exemption/Abatement Program seeking approval for a five-year tax abatement, equivalent to 67% of the incremental education taxes, for the development of 317 4th Avenue South;
3. The City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
4. The five-year tax abatement on the incremental taxes be applied to the subject property, commencing the next taxation year following the completion of the project.

#### **History**

The Standing Policy Committee on Planning, Development and Community Services, at its meeting held on March 8, 2023, considered a report from the Administration regarding the above.

#### **Attachment**

March 8, 2023 report of the General Manager, Community Services

## Vacant Lot and Adaptive Reuse Incentive Program – 317 4th Avenue South

### ISSUE

102074730 Saskatchewan Ltd. has applied for a five-year tax abatement of the incremental property taxes for the development of 317 4<sup>th</sup> Avenue South, under the Vacant Lot and Adaptive Reuse Incentive Program.

### RECOMMENDATION

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

1. A five-year tax abatement, equivalent to 67% of the incremental municipal and library taxes for the development of 317 4<sup>th</sup> Avenue South, be approved;
2. The Neighbourhood Planning Section be requested to submit an application under the Province of Saskatchewan's Education Property Tax Exemption/Abatement Program seeking approval for a five-year tax abatement, equivalent to 67% of the incremental education taxes, for the development of 317 4<sup>th</sup> Avenue South;
3. The City Solicitor be requested to prepare the appropriate agreement and that His Worship the Mayor and the City Clerk be authorized to execute the agreement under the Corporate Seal; and
4. The five-year tax abatement on the incremental taxes be applied to the subject property, commencing the next taxation year following the completion of the project.

### BACKGROUND

City Council, at its March 7, 2011 [meeting](#), approved the Vacant Lot and Adaptive Reuse Incentive Program, [Policy C09-035](#) (VLAR Program). The VLAR Program is designed to encourage infill development on vacant sites and the adaptive reuse of vacant buildings within established neighbourhoods in Saskatoon.

Applicants have an incentive choice of a five-year tax abatement or a cash grant. The maximum incentive amount is calculated based on the increment between the existing taxes and the taxes owing upon completion of the project, multiplied by five years. Applications are scored against an evaluation system where points are awarded for features included in a project which meet a defined set of policy objectives. The total points scored for the project determines what portion of the incentive amount it will receive, up to a maximum of 100%. Projects scoring 100 points or more are eligible for 100% of the incentive. Any residual portion, of the maximum incentive amount on projects, that earn less than 100% will be redirected into the Vacant Lot and Adaptive Reuse Reserve (Reserve) during the abatement period. The residual portion redirected to the Reserve excludes the education portion of property taxes.

## **DISCUSSION/ANALYSIS**

### Description of Development at 317 4<sup>th</sup> Avenue South

Neighbourhood Planning received an application under the VLAR Program from 102074730 Saskatchewan Ltd. for the adaptive reuse of 317 4<sup>th</sup> Avenue South, zoned B6 – Downtown Commercial District and located in the City Centre (see Appendix 1). Projects located within the City Centre boundary do not require a minimum vacancy period to qualify for development incentives under the VLAR Program.

Previously, a healthcare services agency operated at this location. The applicant is expanding the building to include new office space. The developer retained the original foundation along with the 2-storey exterior structure and is constructing an additional 4 storeys, for a total of 38,848 sq.ft. across the 6-storey building. The site originally had 20 at-grade parking stalls. The proposed plan repurposes the basement as a 12-stall underground parkade, along with providing 14 at-grade parking spaces. The applicant has indicated the estimated investment in the project is approximately \$8,000,000 (see Appendix 2).

### Estimated Incremental Property Tax Abatement

The application was reviewed using the VLAR Program's evaluation system. The project received a total of 67 points, resulting in an earned incentive of 67% of the maximum incentive amount (see Appendix 3).

For retaining the original foundation and exterior structure, the project received 10 out of 20 possible points for the adaptive reuse of a building. Points were also earned for a variety of design features, such as: adding an underground parkade, secured bicycle parking, upgraded insulation levels and an energy efficient HVAC system.

The applicant is applying for a five-year tax abatement of the incremental property taxes for the project at 317 4<sup>th</sup> Avenue South. According to Corporate Financial Services, the incremental increase in annual property taxes (municipal, library and education portions) for the project is estimated to be \$102,375.36. Therefore, the estimated maximum incentive amount over five years totals \$511,876.80.

The estimated actual abatement amount is \$342,957.45 over five years, which is 67% of the maximum incentive amount. This includes an estimated \$43,820.23 in municipal and library property taxes and \$24,771.26 in education property taxes annually, for five years. The calculations are based on 2022 tax rates and would change with any alterations to the design plans and annual mill rate adjustments.

Accurately estimating the post-construction assessment value of an adaptive reuse project is challenging, due to the mix of new construction and retained original structure. An actual assessment value will be determined upon final inspection of the completed project, which may vary significantly from the estimated post-construction value and would affect the actual incremental property taxes the abatement will be based upon.



### Education Property Tax Exemption/Abatement

As of January 1, 2018, approval from the Province of Saskatchewan (Province) is required to exempt or abate education property tax revenue that is \$25,000, or more for a single property or parcel of land in the tax year. Applications are submitted by the municipality and considered under three main categories: Economic Development, Housing and Non-Profit/Community-Based Organizations.

The incremental increase in annual education property taxes for the project is estimated to be \$24,771.26, based on the 2022 tax year. As the estimated annual education property tax abatement for 317 4<sup>th</sup> Avenue South is very close to exceeding \$25,000, Administration is recommending to pursue approval from the Province.

The Province has the option to deny an application to abate the incremental education property taxes. Should the Province deny an application, the City of Saskatoon (City) has the option to appeal the decision to the Minister, based on information from the original request. If the final decision is to deny the request, the property owner would be required to pay the education property tax calculated following completion of the project at 317 4<sup>th</sup> Avenue South.

### Administration Recommendation

After review of this application, Administration has concluded this adaptive reuse project is consistent with the intent of the VLAR Program. Administration is recommending that City Council approve the five-year incremental municipal and library property tax abatement and request the Neighbourhood Planning Section apply to the Province for the five-year incremental education tax abatement, commencing in the next taxation year after completion of the project.

### **FINANCIAL IMPLICATIONS**

The incremental property tax abatement for the project at 317 4<sup>th</sup> Avenue South is forgone revenue and will not require funding from the Reserve. The City will forgo an estimated total of \$219,101.15 tax revenue over five years, which will be abated to the owner. Abatement of the education property tax portion is subject to approval by the Province.

### **OTHER IMPLICATIONS**

There are no other implications.

### **NEXT STEPS**

Construction at 317 4<sup>th</sup> Avenue South is currently underway and expected to be completed in 2023. The incremental property tax abatement, if approved, will begin the calendar year following project completion and continue for five years.

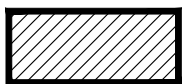
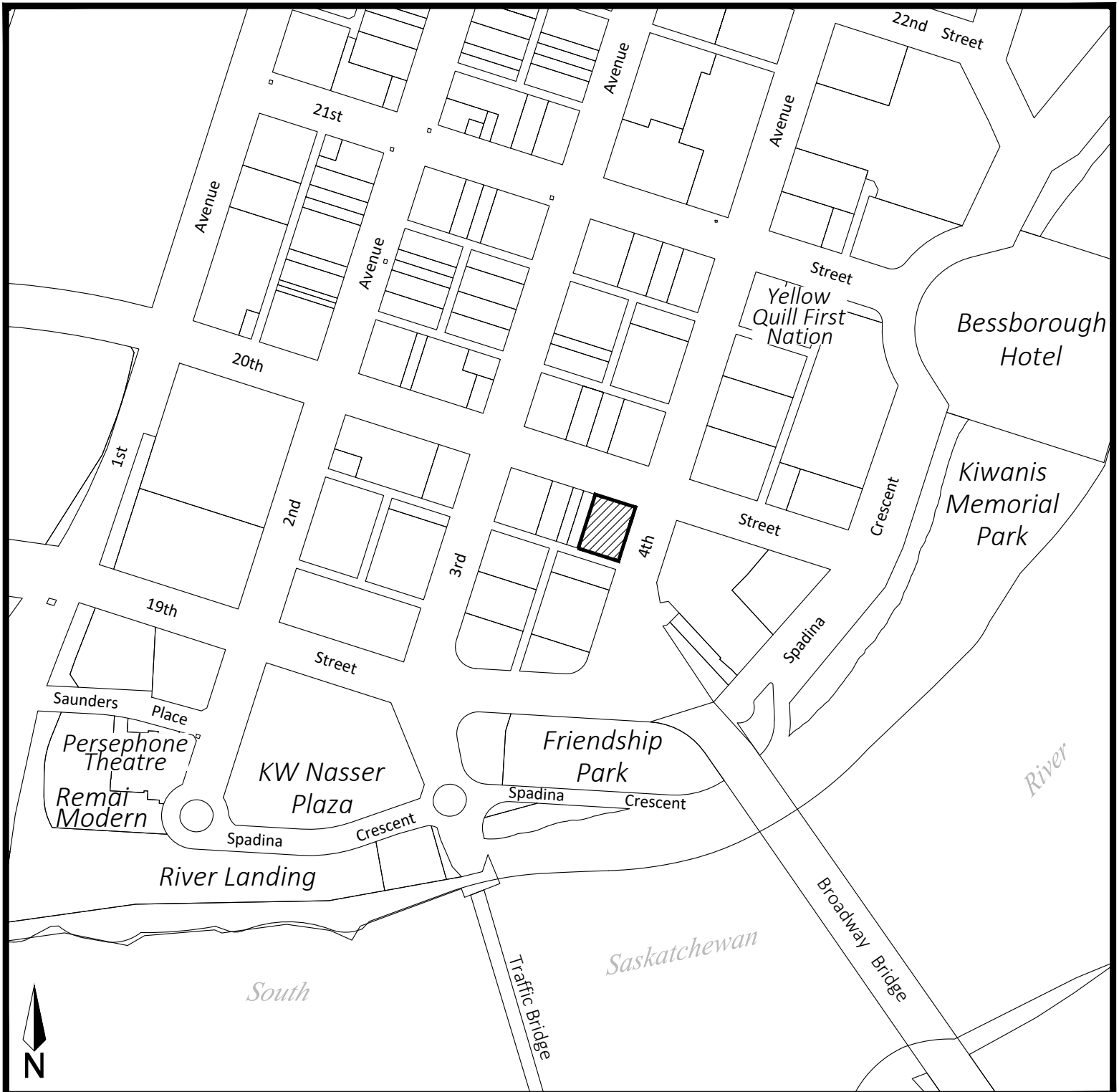
## **APPENDICES**

1. Project Location – 317 4<sup>th</sup> Avenue South
2. Project Rendering and Photo – 317 4<sup>th</sup> Avenue South
3. VLAR Project Evaluation – 317 4<sup>th</sup> Avenue South

## **REPORT APPROVAL**

Written by: Mark Emmons, Senior Planner  
Reviewed by: Melissa Austin, Manager, Neighbourhood Planning  
Lesley Anderson, Director of Planning and Development  
Approved by: Lynne Lacroix, General Manager, Community Services

SP/2023/PDCS/PD/Vacant Lot and Adaptive Reuse Incentive Program – 317 4<sup>th</sup> Avenue South/kp



317 4th Avenue South

**Project Rendering and Photo – 317 4<sup>th</sup> Avenue South**



**Proposed Development** (photo credit: Colliers)



**Project under construction – Expected completion in 2023** (photo credit: Colliers)

## VLAR Project Evaluation – 317 4<sup>th</sup> Avenue South

The awarding of points for the project is outlined as follows:

1.	Base Points: .....	50/50
2.	Mixed-Use Development, two or more different land uses: .....	0/10
3.	Parking Facilities, structured parking:.....	5/10
4.	Parking Facilities, minimum 10% of parking available to public:.....	0/15
5.	Adaptive Reuse of Building: .....	10/20
6.	Contributes to Public Realm: .....	0/10
7.	Energy Efficient Design, Green Building Certification:.....	0/20
8.	Energy Efficient Design, other features above industry standard: ..	2/10
<b>Total:</b>		<b>67</b>



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

---

### **Friends of the Bowl Foundation Inc. - Approval of Board of Directors for 2023**

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

1. That the Board of Directors for Friends of the Bowl Foundation Inc., as noted in the March 8, 2023 report of the General Manager, Community Services, be approved;
2. That the City of Saskatoon, being a member of the Board of Directors of Friends of the Bowl Foundation Inc., appoint Andrew Roberts or his designate, as its proxy to vote on its behalf at the Annual General Meeting of the members of Friends of the Bowl Foundation Inc., to be held on April 20, 2023, or at any adjournment(s) thereof; and
3. That His Worship the Mayor and the City Clerk be authorized to execute the appropriate documents under the Corporate Seal as prepared by the City Solicitor.

#### **History**

The Standing Policy Committee on Planning, Development and Community Services, at its meeting held on March 8, 2023, considered a report from the Administration regarding the above.

#### **Attachment**

March 8, 2023 report of the General Manager, Community Services

## Friends of the Bowl Foundation Inc. - Approval of Board of Directors for 2023

### ISSUE

This report provides an update on the Friends of the Bowl Foundation (Friends of the Bowl) 2023 Annual General Meeting (Meeting), and requests approval for the updated list of members for the 2023 Board of Directors.

### RECOMMENDATION

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

1. That the Board of Directors for Friends of the Bowl Foundation Inc., as noted in this report, be approved;
2. That the City of Saskatoon, being a member of the Board of Directors of Friends of the Bowl Foundation Inc., appoint Andrew Roberts or his designate, as its proxy to vote on its behalf at the Annual General Meeting of the members of Friends of the Bowl Foundation Inc., to be held on April 20, 2023, or at any adjournment(s) thereof; and
3. That His Worship the Mayor and the City Clerk be authorized to execute the appropriate documents under the Corporate Seal as prepared by the City Solicitor

### BACKGROUND

City Council, at its November 13, 2012 [meeting](#), approved the appointment of the inaugural Friends of the Bowl Board of Directors, with the intention to have directors appointed for one- and two-year terms, with the office terms of half the Board members expiring at each Annual General Meeting. Friends of the Bowl was officially incorporated as a Saskatchewan charitable corporation under the *Non-Profit Corporations Act, 1995*, in the province of Saskatchewan on December 2, 2012.

### DISCUSSION/ANALYSIS

#### Friends of the Bowl Foundation Board of Directors

Friends of the Bowl, as a registered charitable corporation, is required to put forward to Administration the names of a maximum of 12 individuals that agree to serve as directors on the charitable corporation. In turn, Administration shall present a list of directors to City Council for formal approval.

Since the last formal approval of the Friends of the Bowl Board of Directors by City Council at its February 28, 2022 [meeting](#), there have been changes to the Board and/or terms that have come to an end for current individuals serving on the Board.

The Friends of the Bowl Annual General Meeting is to be held on April 20, 2023, with board members joining either in person or virtually. During this meeting, several orders of



business will be addressed and a Directors' Resolution will be made. The Directors' Resolution will be put forward to remove all retiring directors, to appoint the new and/or returning directors to the Board and to appoint an auditor for the coming fiscal year. The proposed list of directors for 2023 can be found in Appendix 1.

Friends of the Bowl is different from other City non-profits, as this corporate body has been developed with the cooperation of several partner community organizations that utilize and have a vested interest in the continued development of the Gordie Howe Sports Complex. The Bylaws for Friends of the Bowl provide that each of the partner organizations shall be entitled to propose the name of an individual that will serve as director. Friends of the Bowl is committed to a Board of Directors that is diverse and representative of the community.

The names on the attached list include those suggested by each of the partner organizations, namely:

- 1) Saskatoon Secondary Schools Athletic Directorate;
- 2) Saskatoon Amateur Softball Association;
- 3) Saskatoon Hilltops Football Club;
- 4) Saskatoon Track and Field Club;
- 5) Saskatoon Lions Speed Skating Club;
- 6) Discover Saskatoon;
- 7) Saskatoon Minor Softball League Association;
- 8) Saskatoon Nordic Ski Club;
- 9) Saskatoon Field Lacrosse Association;
- 10) Saskatoon Baseball Association;
- 11) Saskatoon Soccer Association; and
- 12) Saskatoon Inner City Track Club.

City Council could choose to not approve the proposed list of directors for Friends of the Bowl, in which case further direction would be required.

### **OTHER IMPLICATIONS**

There are no policy, financial, environmental, CPTED, public notice, privacy implications or considerations and a communication plan is not required at this time.

### **NEXT STEPS**

Prior to the Friends of the Bowl Meeting on April 20, 2023, the Chairperson will send notice of the Meeting to City Council. The annual financial statements and Directors' Resolutions, if any, including changes to the Board of Directors, will be presented at the Meeting for formal approval.

### **APPENDICES**

1. 2023 Proposed Board of Directors for Friends of the Bowl Foundation



**REPORT APPROVAL**

Written by: Andrew Roberts, Director of Recreation and Community Development  
Approved by: Lynne Lacroix, General Manager Community Services

SP/2023/RCD/PDCS/Friends of the Bowl Foundation Inc.- Approval of Board of Directors for 2023/kp

## **2023 Proposed Board of Directors for Friends of the Bowl Foundation**

Orr, Terry (2-year term 2023/24)  
Joined 2023  
Term expires at Annual General Meeting

Morrison, Wray (2-year term 2023/24)  
Joined 2023  
Term expires at Annual General Meeting

Fawcett, Bob (2-year term 2023/24)  
Joined 2017 (renewed 2018, 2019, 2020, 2021\*)  
Term expires at Annual General Meeting

Kosteroski, Bryan –Chairperson (2-year term 2022/23)  
Joined 2012 (renewed 2014, 2016, 2018, 2020, 2022)  
Term expires at Annual General Meeting

Roberts, Andrew (2-year term 2022/23)  
Joined 2019 (renewed 2020, 2021\*, 2022)  
Term expires at Annual General Meeting

Little, Murray (2-year term 2023/24)  
Joined 2019 (renewed 2021\*)  
Term expires at Annual General Meeting

Schneider, Joyce (2-year term 2023/24)  
Joined 2022 (renewed 2023)  
Term expires at Annual General Meeting

Kozun, Janice (2-year term 2023/24)  
Joined 2022 (renewed 2023)  
Term expires at Annual General Meeting

Marciniuk, Johnny (2-year term 2022/23)  
Joined 2012 (renewed 2014, 2016, 2018, 2020, 2022)  
Term expires at Annual General Meeting

Rohachuk, Bob (1-year term 2023)  
Joined 2012 (renewed 2013, 2014, 2015, 2016, 2017, 2018, 2019, 2020, 2021\*, 2022 )  
Term expires at Annual General Meeting

Smysnuik, Morris (1-year term 2023)  
Joined 2015 (renewed 2016, 2017, 2018, 2019, 2020, 2021\*, 2022)  
Term expires at Annual General Meeting



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

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### **Municipal Support for Wildlife Rehabilitation Licence**

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

1. That municipal support be granted to applicant, Dawn Erker, to obtain a wildlife rehabilitation licence from the Government of Saskatchewan and operate within Saskatoon; and
2. That municipal support be granted to applicant, John Polson, to obtain a wildlife rehabilitation licence from the Government of Saskatchewan and operate within Saskatoon.

#### **History**

The Standing Policy Committee on Planning, Development and Community Services, at its meeting held on March 8, 2023, considered a report from the Administration regarding the above.

A communication was also received by Jan Shadick, Living Sky Wildlife Rehabilitation

#### **Attachment**

March 8, 2023 report of the General Manager, Community Services

March 4, 2023 letter from Jan Shadick, Living Sky Wildlife Rehabilitation.

# Municipal Support for Wildlife Rehabilitation Licence

## ISSUE

This report is requesting municipal support to allow two individuals to obtain a wildlife rehabilitation licence from the Government of Saskatchewan and operate within Saskatoon.

## RECOMMENDATION

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

- 1) That municipal support be granted to applicant, Dawn Erker, to obtain a wildlife rehabilitation licence from the Government of Saskatchewan and operate within Saskatoon; and
- 2) That municipal support be granted to applicant, John Polson, to obtain a wildlife rehabilitation licence from the Government of Saskatchewan and operate within Saskatoon.

## BACKGROUND

Wildlife rehabilitation licences are regulated by the Government of Saskatchewan, Ministry of Environment; Fish, Wildlife and Lands Branch (Ministry of Environment). Wildlife rehabilitation is defined as treatment and care of sick, injured or abandoned native wildlife, temporarily held in captivity, to be released after rehabilitation. A wildlife rehabilitation licence is required to rehabilitate all native Saskatchewan wildlife, as outlined in *The Captive Wildlife Regulations, 2021*. Currently, four licensed wildlife rehabilitators operate out of Saskatoon (see Appendix 1).

Wildlife rehabilitators have been operating in Saskatoon since early 2000's and have assisted in rehabilitation and release of countless urban wildlife, varying in an array of species. Living Sky Wildlife Rehabilitation was created as a charity, in January of 2010, to support the independent rehabilitation work of Jan Shadick, who received her wildlife rehabilitation licence in 2005. Since that time, Living Sky Wildlife Rehabilitation has cared for over 12,000 animals, with the majority being birds and approximately 1,370 being small mammals, including tree and ground squirrels, foxes, porcupines, beavers, badgers, skunk kits (babies), mice and the occasional mink or weasel.

## DISCUSSION/ANALYSIS

In 2016, Administration provided a letter to the Ministry of Environment, requesting a requirement for municipal approval from City Council prior to approving and authorizing an applicant's wildlife rehabilitation licence. The current City of Saskatoon process for new applicants includes:

1. A review of the request by Saskatoon Animal Services to determine if there are any relevant contraventions of [Bylaw No. 7860, Animal Control Bylaw, 1999](#) (Animal Control Bylaw);
2. Making a recommendation with respect to the request; and
3. Providing this information to City Council for approval.

Licence renewals do not require the same written approval from City Council as the initial application. Renewals are issued at the discretion of the Ministry of Environment.

The Animal Control Bylaw, Part VI - Control and Regulation of Exotic and Wild Animals, prohibits a person from buying, owning or harbouring an animal listed in Schedule No. 5, however, does not apply to any person who holds a licence under any statute of the Legislature of Saskatchewan or the Government of Canada, which permits keeping of animals under stated conditions. As *The Captive Wildlife Regulations, 2021*, are a matter of provincial jurisdiction, Administration will direct any inquires to the appropriate provincial authority on matters related to captive wildlife and captive wildlife licensing.

In 2022, Animal Services received requests from two applicants, Mr. John Polson and Ms. Dawn Erker, for municipal support to allow the Ministry of Environment to proceed with approving their wildlife rehabilitation applications. These are the first applications since the 2016 letter was provided to the Ministry of Environment and municipal approval changes were introduced to *The Captive Wildlife Regulations, 2021*. Under Part 3 General Provisions, it states:

“No person shall apply for a captive wildlife licence without providing written confirmation satisfactory to the minister that the council of the municipality in which the wildlife is to be held in captivity is not opposed to the holding of the wildlife within the municipality”.

Mr. Polson intends to rehabilitate small mammals, focusing on rabbits and hares. Ms. Erker intends to rehabilitate bats, raccoons and other small mammals, such as squirrels and mice. In addition to the applications from the Ministry of Environment, Animal Services received letters of support for Mr. Polson and Ms. Erker's wildlife rehabilitation applications from the following people:

1. Jan Shadwick, Living Sky Wildlife Rehabilitation, dated April 27, 2022;
2. Eva Alexandrovici, Saskatoon Animal Control Agency, dated April 6, 2022;
3. Derrick & Julia Lee, Resident on Cochin Terrace, dated January 20, 2023; and
4. Norm Fisher & Becky Laliberte, Resident on Cochin Terrace, dated January 30, 2023.

After review, Administration supports both Mr. Polson's and Ms. Erker's wildlife rehabilitation licence applications to the Ministry of Environment as each applicant has the ability to accommodate wildlife rehabilitation within city limits, avoid over capacity issues, and when licensed for wildlife rehabilitation, would not contravene the Animal Control Bylaw. For applicants to operate in Saskatoon, in principle, each applicant will meet the following conditions:

1. Obtain City Council approval; and
2. Receive a wildlife rehabilitation licence from the Ministry of Environment.

### Requirements for Wildlife Rehabilitations and Release

Both the *Captive Wildlife Regulations, 2021*, and the Ministry of Environment's wildlife rehabilitation licence indicate specific requirements for intake processes, rehabilitation and release, as well as specific standards for wildlife rehabilitation facilities. The standards set out in the Minimum Standards for Wildlife Rehabilitation, 4th edition (2012), published by the National Wildlife Rehabilitation Association and International Wildlife Rehabilitation Council, apply to wildlife rehabilitation.

## **Municipal Support for Wildlife Rehabilitation Licence**

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For all wild animals undergoing rehabilitation, a set of criteria must be met prior to release. Wildlife must be released in a manner which does not endanger the public and at a time and manner which provides the greatest likelihood of successful reintroduction into the wild. If the collection location, defined as where the injured or ill wildlife was found, is not deemed suitable, or is unavailable, the wildlife rehabilitators will work with a provincial conservation officer and/or landowner to release the animal at the nearest site of appropriate habitat, outside city limits.

### **FINANCIAL IMPLICATIONS**

There are no financial implications identified.

### **OTHER IMPLICATIONS**

If the wildlife rehabilitator's licence becomes suspended, cancelled or renewal is denied by the Ministry of Environment, they would no longer be able to operate within Saskatoon.

There are no other social, environmental, privacy or legal implications identified.

### **NEXT STEPS**

Pending City Council's approval, Administration will provide a letter to the applicant stating municipal approval is granted, allowing the applicants to temporarily hold wildlife for rehabilitation purposes within city limits. Applicants will be able to proceed with their applications to the Ministry of Environment for a valid wildlife rehabilitation licence and will operate within Saskatoon.

### **APPENDICES**

1. Licensed Wildlife Rehabilitators in Saskatoon

### **REPORT APPROVAL**

Written by: Melissa Meacham, Open Space Consultant  
Reviewed by: Brad Babyak, Recreation Services Manager  
Mike Libke, Community Development Manager  
Andrew Roberts, Director of Recreation and Community Development  
Approved by: Lynne Lacroix, General Manager, Community Services Department

SP/2023/RCD/PDCS/Municipal Support for Wildlife Rehabilitation Licence/cm

**Licensed Wildlife Rehabilitators in Saskatoon**

Name of Licence Holder	Name of Facility	Permitted Wildlife for Rehabilitation
Melanie Elliott		Bats
Hayley Hesseln	Bandit Ranch	Raccoons
Janine Shadick	Living Sky Wildlife Rehab	All wildlife species except reptile, large predators, and ungulates (hooved animals)
Dr. Dennilyn Parker	WCVM	All wildlife except large predators and ungulates (hooved animals)

---

**Subject:** FW: Email - Request to Speak - Jan Shadick - Living sky Wildlife Rehabilitation - Municipal Support for Wildlife Rehabilitation Licence - CK 151-15

---

**From:** Web NoReply <[web-noreply@Saskatoon.ca](mailto:web-noreply@Saskatoon.ca)>

**Sent:** Saturday, March 4, 2023 2:48 PM

**To:** City Council <[City.Council@Saskatoon.ca](mailto:City.Council@Saskatoon.ca)>

**Subject:** Email - Request to Speak - Jan Shadick - Living sky Wildlife Rehabilitation - Municipal Support for Wildlife Rehabilitation Licence - CK 151-15

--- Replies to this email will go to [REDACTED] ---

Submitted on Saturday, March 4, 2023 - 14:47

Submitted by user: [REDACTED]

Submitted values are:

**I have read and understand the above statements.:** Yes

**Date:** Saturday, March 04, 2023

**To:** His Worship the Mayor and Members of City Council

**First Name:** Jan

**Last Name:** Shadick

**Phone Number :** [REDACTED]

**Email:** [REDACTED]

**Address:** [REDACTED] Rayner Ave

**City:** Saskatoon

**Province:** Saskatchewan

**Postal Code:** S7N [REDACTED]

**Name of the organization or agency you are representing (if applicable):** Living sky Wildlife Rehabilitation

**What do you wish to do ?:** Request to Speak

**If speaking will you be attending in person or remotely:** In person

**What meeting do you wish to speak/submit comments ? (if known):** Standing Policy Committee meeting for Planning, Development and Community Services.



**What agenda item do you wish to comment on?: 7.2.5**

**Comments:**

I have advocated for the City of Saskatoon to create a process by which individuals can apply for a letter from the City of Saskatoon supporting their provincial wildlife rehabilitation permit application. This is but one step in a long journey towards obtaining a wildlife rehabilitation permit in Saskatchewan. I am grateful that such a process is being created. I would like to make myself available to answer questions that may arise in the course of discussing this agenda item.

**Will you be submitting a video to be vetted prior to council meeting?: No**



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Notice of Annual General Meeting - Saskatchewan Place Association Inc.**

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

That the City of Saskatoon, being a member of the Saskatchewan Place Association Inc., appoint Mayor Charlie Clark, or in his absence, Councillors Troy Davies or Randy Donauer, of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meeting of the members of the Saskatchewan Place Association Inc., to be held on the 6th day of April, 2023, or at any adjournment or adjournments thereof.

#### **History**

The Standing Policy Committee on Finance, at its meeting held on March 8, 2023, considered a notice of Annual General Meeting from the Saskatchewan Place Association Inc. regarding the above.

#### **Attachment**

February 28, 2023, correspondence from the Saskatchewan Place Association Inc.



February 28, 2023

His Worship the Mayor and City Council  
City Clerk's Office  
City Hall  
222 3<sup>rd</sup> Avenue North  
Saskatoon SK S7K 0J5

Dear Sirs/Mesdames:

**NOTICE OF ANNUAL GENERAL MEETING  
SASKATCHEWAN PLACE ASSOCIATION INC.**

Please take note of the above-mentioned meeting as follows:

Date: Thursday, April 6, 2023

Time: 4:30 p.m.

Location: SaskTel Centre Boardroom

Please confirm your attendance with Lori O'Brien by email ([lobrien@sasktelcentre.com](mailto:lobrien@sasktelcentre.com)) or telephone (306-291-5432).

Kind regards,

A handwritten signature in blue ink, appearing to read "L. O'Brien".

Lori O'Brien, Executive Assistant  
SaskTel Centre

cc: John Howden, Chief Executive Officer  
Board of Directors, Saskatchewan Place Association Inc.  
Jarrett Walter, MNP

Enclosures: Agenda  
Minutes of Annual General Meeting on March 31, 2022

# SASKATCHEWAN PLACE ASSOCIATION INC.

## ANNUAL GENERAL MEETING

Thursday, April 6, 2023

4:30 P.M.

### A G E N D A

1. Reading of the Notice of Meeting
2. Call to Order
3. Approval of Agenda
4. Proxies
5. Minutes of Previous Meeting
6. Business arising
7. Chair's Report
8. Treasurer's Report
9. Approval of Auditor's Report
10. Resignation of Director
11. Appointment of Auditor
12. Appointment of Solicitor
13. Ratification of Board of Directors' Actions
14. Other Business
15. Motion for Adjournment

**SASKATCHEWAN PLACE ASSOCIATION INC. BOARD OF DIRECTORS**

**ANNUAL GENERAL MEETING  
THURSDAY, MARCH 31, 2022 AT 4:30 P.M.  
SASKTEL CENTRE BOARD ROOM**

**MINUTES**

**PRESENT:** Councillor Troy Davies, Chair  
Paul Jaspar  
Ann Iwanchuk (via Teams)  
Russel Marcoux  
Darla Deguire  
Ashfaque Ahmed

**REGRETS:** Bryan McCrea  
Mark Arcand  
Councillor Randy Donauer

**ALSO PRESENT:** John Howden, Chief Executive Officer  
Lori O'Brien, Recording Secretary

**1. Reading of the Notice of Meeting**

Moved, seconded and approved by Chair Davies

**2. Call to Order**

Chair Davies called the meeting to order at 4:50 p.m. and welcomed everyone to the Saskatchewan Place Association Annual General Meeting.

**3. Approval of Agenda**

Chair Davies moved, seconded and approved the agenda as provided.

**4. Proxy Designated by Mayor Clark**

Chair Davies moved, seconded and carried himself as Proxy.

**5. Minutes of March 25, 2021 Annual General Meeting**

Chair Davies moved, seconded and adopted the minutes as provided.

**6. Business Arising from the Minutes**

There was no business arising from the minutes.

**7. Chair's Report**

Chair Davies moved, seconded and adopted the Chair's Report as provided.

**8. Treasurer's Report**

Chair Davies moved, seconded and adopted the Treasurer's Report as provided.

**9. Auditor's Report**

Chair Davies moved, seconded and adopted the Auditor's Report as provided.

**10. Resignation of Directors**

Chair Davies moved, seconded and accepted the resignation of Director's Blair Davidson, Corina Farbacher and Todd Peterson.

**11. Appointment of Directors**

Chair Davies moved, seconded and carried the reappointment of Russel Marcoux and Darla Deguire.

**12. Appointment of Auditor**

Chair Davies moved, seconded and carried the reappointment of MNP LLP as the auditor.

**13. Appointment of Solicitor**

Chair Davies moved, seconded and carried the motion that the City Solicitor's Office be reappointed as the Solicitor.

**14. Ratification of Board of Director's Actions**

Chair Davies moved, seconded and carried ratification of the Board of Director's actions.

**15. Other Business**

There was no other Business.

**16. Motion of Adjournment**

The meeting was adjourned at 4:52 p.m.

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Councillor Davies, Chair



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Notice of Annual General Meeting - Saskatoon Centennial Auditorium and Convention Centre Corporation**

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

That the City of Saskatoon, being a member of both the Saskatoon Centennial Auditorium Convention Centre Corporation Board of Directors and the Saskatoon Centennial Auditorium Foundation Board of Directors appoint Mayor Charlie Clark, or in his absence, Councillor David Kirton or Councillor Mairin Loewen of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meetings of the members of the Saskatoon Centennial Auditorium Convention Centre Corporation and the Saskatoon Centennial Auditorium Foundation, to be held on the 27th day of April, 2023, or at any adjournment or adjournments thereof.

#### **History**

The Standing Policy Committee on Finance, at its meeting held on March 8, 2023, considered a notice of Annual General Meeting from the Saskatoon Centennial Auditorium and Convention Centre Corporation regarding the above.

The Board was requested to provide the AGM 2023 agenda and AGM 2022 minutes which are appended to this report.

#### **Attachment**

March 1, 2023, correspondence from the Saskatoon Centennial Auditorium and Convention Centre Corporation.

2022 Saskatoon Centennial Auditorium and Convention Centre Corporation Minutes and 2023 Saskatoon Centennial Auditorium and Convention Centre Corporation Agenda.





March 1, 2023

To: TCU Place Board of Directors

**Re: Notice of Meeting**

The Annual General Meeting of the Saskatoon Centennial Auditorium & Convention Centre Corporation Membership will be held on Thursday April 27, 2023 at 12:00 pm at TCU Place.

The Annual General Meeting of the Saskatoon Centennial Auditorium Foundation Membership will be held on Thursday April 27, 2023 at 12:15 pm at TCU Place.

Sincerely,

A handwritten signature in black ink that reads "Tammy Sweeney". The signature is fluid and cursive, with the first and last names being clearly legible.

Tammy Sweeney  
Chief Executive Officer  
TCU Place – Saskatoon's Arts & Convention Centre  
[tsweeney@tcuplace.com](mailto:tsweeney@tcuplace.com)  
(306) 975-7779

CC: Ian Braaten, KPMG  
Casie Therres, KPMG  
Councillor Mairin Loewen  
Councillor David Kirton  
Namarta Kochar  
Kit McGuinness  
Lois Standing



THIS IS YOUR PLACE

## MINUTES

### ANNUAL GENERAL MEETING OF THE MEMBERSHIP

THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION, &  
THE SASKATOON CENTENNIAL AUDITORIUM FOUNDATION (inactive)

Thursday, April 28, 2022 at 12:00 pm  
TCU Place – Gallery BC & Teams

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**PRESENT:** Trevor Maber, Chair  
Rachael Kenny, Secretary  
Brian Bentley, Vice Chair  
Trevor Batters, Treasurer  
Jocelyne Kost  
Jennifer Pereira  
Bryn Richards  
Ross Johnson  
Councillor Bev Dubois  
Elanne Krainyk  
Darren Kent  
Fraiba Jalal  
Jordan Hamel

**REGRETS:** Councillor David Kirton

**INCUMBENTS:** Evan Sharp  
Councillor Mairin Loewen  
Sarah Alford

#### 1. CALL TO ORDER

Councillor Bev Dubois called the meeting to order at 12:11 pm.

#### 2. NOTICE OF MEETING

Saskatoon City Council received notice of the Annual General Meeting of the Saskatoon Centennial Auditorium & Convention Centre Corporation and the Saskatoon Centennial Auditorium Foundation. Notice was provided to the City of Saskatoon on **April 8, 2022**. The City of Saskatoon has designated its representative, Councillor Bev Dubois, to conduct the meeting and vote on its behalf.

**Motion:** That the Notice of Meeting be accepted as received.

Moved by: Councillor Dubois

Seconded by: Councillor Dubois

**Carried unanimously**

### **3. CONFIRMATION OF AGENDA**

**Motion:** That the Agenda be confirmed as presented.

Moved by: Councillor Dubois

Seconded by: Councillor Dubois

**Carried unanimously**

### **4. APPROVAL OF APRIL 29, 2021 MINUTES**

**Motion:** That the minutes of the April 29, 2021 Annual General Meeting of the Centennial Auditorium & Convention Centre Corporation and the Saskatoon Centennial Auditorium Foundation membership be approved as presented.

Moved by: Councillor Dubois

Seconded by: Councillor Dubois

**Carried unanimously**

### **5. CEO'S REPORT – CORPORATION**

Tammy Sweeney presented the CEO Report.

**Motion:** That the CEO's report be accepted as presented.

Moved by: Councillor Dubois

Seconded by: Councillor Dubois

**Carried unanimously**

### **6. PRESIDENT'S REPORT – CORPORATION**

Trevor Maber presented the President's Report.

**Motion:** That the President's report be accepted as presented.

Moved by: Councillor Dubois

Seconded by: Councillor Dubois

**Carried unanimously**

### **7. TREASURER'S REPORT – CORPORATION**

Trevor Batters presented the Treasurer's Report.

**Motion:** That the Treasurer's Report be accepted as presented.

Moved by: Councillor Dubois

Seconded by: Councillor Dubois

**Carried unanimously**

### **8. PRESIDENT'S REPORT AND TREASURER'S REPORT – FOUNDATION**

**Motion:** Be it moved that as the Foundation is inactive, the President's and Treasurer's reports be dispensed with.

Moved by: Councillor Dubois

Seconded by: Councillor Dubois

**Carried unanimously**

## 9. APPROVAL OF AUDITED FINANCIAL STATEMENTS

### 9.1 Corporation

**Motion:** That the 2021 Centennial Auditorium & Convention Centre Corporation Audited Financial Statements be approved as presented.

Moved by: Councillor Dubois

Seconded by: Councillor Dubois

**Carried unanimously**

### 9.2 Foundation

**Motion:** Be it moved that as the Saskatoon Centennial Auditorium Foundation has been inactive during 2021, there are no financial statements to approve.

Moved by: Councillor Dubois

Seconded by: Councillor Dubois

**Carried unanimously**

## 10. APPOINTMENT OF AUDITORS

**Motion:** That KPMG be appointed as auditors for the Centennial Auditorium & Convention Centre Corporation and the Saskatoon Centennial Auditorium Foundation for the 2022 fiscal year.

Moved by: Councillor Dubois

Seconded by: Councillor Dubois

**Carried unanimously**

## 11. APPOINTMENT OF DIRECTORS

**Motion:** That the appointment of directors for the Centennial Auditorium & Convention Centre Corporation and the Saskatoon Centennial Auditorium Foundation for the upcoming year as presented by the City of Saskatoon be approved as follows:

Councillor Mairin Loewen	Trevor Maber
Councillor David Kirton	Trevor Batters
Evan Sharp	Ross Johnson
Sarah Alford	Rachael Kenny
Brian Bentley	Elanne Krainyk
Jocelyne Kost	Fraiba Jalal
	Jordan Hamel

Moved by: Councillor Dubois

Seconded by: Councillor Dubois

**Carried unanimously**

## 12. CONFIRMATION OF PROCEEDINGS

**Motion:** That all bylaws, contracts, acts, and proceedings of the Board of Directors of the Centennial Auditorium & Convention Centre Corporation and the Saskatoon Centennial Auditorium Foundation enacted, made, done, or taken since the last Annual Meeting of the members be approved, ratified, and confirmed.

Moved by: Councillor Dubois  
Seconded by: Councillor Dubois  
**Carried unanimously**

**13. ADJOURNMENT**

**Motion:** That the meeting be adjourned at 12:34pm.

Moved by: Councillor Bev Dubois  
**Carried unanimously**

**Approval of the minutes:** \_\_\_\_\_ **Date:** \_\_\_\_\_



THIS IS YOUR PLACE

## **AGENDA**

### **ANNUAL GENERAL MEETING OF THE MEMBERSHIP**

**THE CENTENNIAL AUDITORIUM & CONVENTION CENTRE CORPORATION, &  
THE SASKATOON CENTENNIAL AUDITORIUM FOUNDATION (inactive)**

Thursday, April 27, 2023, at 12:00 pm  
TCU Place – Centennial Hall B

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1. Call to order
2. Notice of meeting
3. Confirmation of agenda
4. Approval of April 28, 2022, AGM minutes
5. CEO's report - Corporation
6. President's report – Corporation
7. Treasurer's report – Corporation
8. President's and Treasurer's reports – Foundation (inactive)
9. Approval of Audited Financial Statements
  - 9.1. Corporation – 2022 Audited Financial Statements
  - 9.2. Foundation – Inactive (no statements)
10. Appointment of auditors
11. Appointment of directors
12. Confirmation of proceedings
13. Adjournment



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Notice of Annual General Meetings - The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc.**

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

That the City of Saskatoon, being a member of both The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc., appoint Mayor Charlie Clark, or in his absence, Councillor Bev Dubois or Councillor Sarina Gersher of the City of Saskatoon, in the Province of Saskatchewan, as its proxy to vote for it on its behalf at the Annual General Meetings of the members of The Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc. to be held on the 25th day of April 2023, or at any adjournment or adjournments thereof.

#### **History**

The Standing Policy Committee on Finance, at its meeting held on March 8, 2023, considered a notice of Annual General Meeting from the Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc. regarding the above.

#### **Attachment**

March 1, 2030, correspondence from the Saskatoon Gallery and Conservatory Corporation and The Art Gallery of Saskatchewan Inc.

# rRemai mModern

March 1, 2023

To: His Worship the Mayor and City Council  
c/o Office of the City Clerk  
Doug Matheson – Chair  
Debra Pozega Osburn – Vice Chair  
Roy Anderson  
Kathryn Bankowski  
Jeff Burgess  
Councillor Bev Dubois  
Candice Grant  
Councillor Mairin Loewen  
Veronique Loewen  
Clint Neufeld  
Shoshanna Paul  
Sultan Ali Sadat  
Councillor Sarina Gersher  
Cheryl Thorson  
Rheana Worme  
Aileen Burns, Co-Executive Director & CEO  
Johan Lundh, Co-Executive Director & CEO  
BDO Canada LLP, Auditors

From: Yvonne Brooks, Executive Assistant

## **NOTICE OF ANNUAL GENERAL MEETING** **THE SASKATOON GALLERY AND CONSERVATORY CORPORATION**

The Annual General Meeting of the Member of The Saskatoon Gallery and Conservatory Corporation will take place on **Tuesday, April 25, 2023 at 5:00 PM**. The meeting will be held in the 4<sup>th</sup> Floor Conference Room at Remail Modern.

The agenda for the meeting is attached.

Please confirm your attendance with me via email ([ybrooks@remainmodern.org](mailto:ybrooks@remainmodern.org)) or phone (306-975-8051).

Thank you,

Yvonne Brooks  
Executive Assistant



## **AGENDA**

**ANNUAL GENERAL MEETING OF THE MEMBERS  
THE SASKATOON GALLERY AND CONSERVATORY CORPORATION  
4<sup>th</sup> Floor Conference Room, Remail Modern, Saskatoon, SK  
Tuesday, April 25, 2023 at 5:00 PM**

- I. ROLL CALL
- II. APPOINTMENT TO BOARD OF DIRECTORS
- III. NOTICE OF WAIVER OF IRREGULARITIES
- IV. APPROVAL OF AGENDA
- V. APPROVAL OF MINUTES
  - a. Annual General Meeting – May 3, 2022
- VI. INSTRUMENT OF PROXY
- VII. WAIVER OF 2022 AUDIT
- VIII. APPOINTMENT OF AUDITORS
- IX. ADJOURNMENT

### **III. NOTICE OF WAIVER OF IRREGULARITIES**

The Chair advised the members that a Notice of Waiver of Irregularities was prepared for those members present, to be filed so as to form part of the minutes as follows:

The Saskatoon Gallery and Conservatory Corporation Notice of the Annual General Meeting of the Member held at Remai Modern, Saskatoon, SK, on Tuesday, April 25, 2023, commencing at 5:00 PM. The undersigned hereby acknowledges notice and waive any irregularities therein or with respect thereto and agree to be bound by the proceedings at the meeting and any adjournment thereof.

## **MINUTES**

**ANNUAL GENERAL MEETING OF THE MEMBER  
THE SASKATOON GALLERY AND CONSERVATORY CORPORATION  
4<sup>th</sup> Floor Conference Room, Remai Modern, Saskatoon, SK  
and via Zoom Conference Call, Saskatoon, SK  
Tuesday May 3, 2022 at 5:15 PM**

### **I. ROLL CALL**

Doug Matheson – Chair  
Councillor Sarina Gersher  
Councillor Mairin Loewen  
Aileen Burns, Co-Executive Director & CEO  
Johan Lundh, Co-Executive Director & CEO  
Nasha Spence, Director of Finance & Strategy  
Brenda McLean – Committee Assistant  
Dean Staff – PwC (p/t)

Roy Anderson  
Kathryn Bankowski  
Jeff Burgess  
Candice Grant  
Shoshanna Paul  
Debra Pozega Osburn  
Sultan Ali Sadat  
Cheryl Thorson

Regrets: Crystal Fafard

### **II. APPOINTMENT TO BOARD OF DIRECTORS**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the appointment of Councillor Sarina Gersher and the reappointment of Councillor Mairin Loewen to the Board of Directors for a term ending at the conclusion of the 2023 Annual General Meeting be approved;

AND THAT the appointment of Roy Anderson and Cheryl Thorson and that the reappointment of Jeffrey Burgess, Crystal Fafard, Candice Grant and Shoshanna Paul to the Board of Directors throughout a term expiring at the conclusion of the 2024 Annual General Meeting be approved.

CARRIED

### **III. NOTICE OF WAIVER OF IRREGULARITIES**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the Notice of Waiver of Irregularities be waived.

CARRIED

**IV. APPROVAL OF AGENDA**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the agenda be approved.

CARRIED

**V. APPROVAL OF MINUTES**

**a. Annual General Meeting – April 27, 2021**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the minutes of the meeting of the Annual General Meeting of The Saskatoon Gallery and Conservatory Corporation held April 27, 2021 be approved.

CARRIED

**VI. INSTRUMENT OF PROXY**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the instrument of Proxy was submitted on behalf of the City of Saskatoon and attached herein.

CARRIED

*Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,*

*THAT the meeting take a recess at 5:18 PM.*

CARRIED

*The meeting reconvened at 5:45 PM.*

**VII. WAIVER OF 2021 AUDIT**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the 2021 audit be waived.

CARRIED

**VIII. APPOINTMENT OF AUDITORS**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the auditors of the Saskatoon Gallery and Conservatory Corporation for the year 2023 be the firm of PricewaterhouseCoopers LLP, 600 – 128 4<sup>th</sup> Avenue South, Saskatoon, SK.

CARRIED

**IX. ADJOURNMENT**

Moved and seconded by Councillor Mairin Loewen,

THAT the meeting adjourn.

The meeting adjourned at 5:46 PM

# rRemai mModern

March 1, 2023

To: His Worship the Mayor and City Council  
c/o Office of the City Clerk  
Doug Matheson – Chair  
Debra Pozega Osburn – Vice Chair  
Roy Anderson  
Kathryn Bankowski  
Jeff Burgess  
Councillor Bev Dubois  
Candice Grant  
Councillor Mairin Loewen  
Veronique Loewen  
Shoshanna Paul  
Sultan Ali Sadat  
Councillor Sarina Gersher  
Clint Neufeld  
Cheryl Thorson  
Rheana Worme  
Aileen Burns, Co-Executive Director & CEO  
Johan Lundh, Co-Executive Director & CEO  
BDO Canada LLP, Auditors

From: Yvonne Brooks, Executive Assistant

## **NOTICE OF ANNUAL GENERAL MEETING** **The ART GALLERY OF SASKATCHEWAN INC.**

The Annual General Meeting of the Member of The Art Gallery of Saskatchewan Inc. will take place on **Tuesday, April 25, 2023 at approximately 5:30 PM** (following the adjournment of the Annual General Meeting of The Saskatoon Gallery and Conservatory Corporation). The Art Gallery of Saskatchewan Inc. meeting will be held in the 4<sup>th</sup> Floor Conference Room at Remail Modern.

The agenda for the meeting is attached.

Please confirm your attendance with me via email ([ybrooks@remainmodern.org](mailto:ybrooks@remainmodern.org)) or phone (306-975-8051).

Thank you,

Yvonne Brooks  
Executive Assistant

## **AGENDA**

**ANNUAL GENERAL MEETING OF THE MEMBER  
THE ART GALLERY OF SASKATCHEWAN INC.  
4<sup>th</sup> Floor Conference Room, Remai Modern, Saskatoon, SK  
Tuesday April 25, 2023 at 5:30 PM**

(Following the adjournment of the Annual General Meeting  
of The Saskatoon Gallery and Conservatory Corporation)

- I. ROLL CALL
- II. APPOINTMENT TO BOARD OF DIRECTORS
- III. NOTICE OF WAIVER OF IRREGULARITIES
- IV. APPROVAL OF AGENDA
- V. APPROVAL OF MINUTES
  - a. Annual General Meeting – May 3, 2022
- VI. INSTRUMENT OF PROXY
- VII. ANNUAL REPORTS
  - a. Review of Financial Statements by BDO Canada LLP
  - b. Approval of Financial Statements
- VIII. APPOINTMENT OF AUDITORS
- IX. ADJOURNMENT

### **III. NOTICE OF WAIVER OF IRREGULARITIES**

The Chair advised the members that a Notice of Waiver of Irregularities was prepared for those members present, to be filed so as to form part of the minutes as follows:

The Art Gallery of Saskatchewan Inc. Notice of the Annual General Meeting of the Member held at Remai Modern, Saskatoon, SK, on Tuesday, April 25, 2023 commencing at 5:30 PM. The undersigned hereby acknowledges notice and waive any irregularities therein or with respect thereto and agree to be bound by the proceedings at the meeting and any adjournment thereof.



## **MINUTES**

### **ANNUAL GENERAL MEETING OF THE MEMBER THE ART GALLERY OF SASKATCHEWAN INC.**

**4<sup>th</sup> Floor Conference Room, Remai Modern, Saskatoon, SK  
and via Zoom Conference Call, Saskatoon, SK  
Tuesday May 3, 2022 at 5:18 PM**

#### **I. ROLL CALL**

Doug Matheson – Chair  
Councillor Sarina Gersher  
Councillor Mairin Loewen  
Aileen Burns, Co-Executive Director & CEO  
Johan Lundh, Co-Executive Director & CEO  
Nasha Spence, Director of Finance & Strategy  
Brenda McLean – Committee Assistant  
Dean Staff – PwC (p/t)

Roy Anderson  
Kathryn Bankowski  
Jeff Burgess  
Candice Grant  
Shoshanna Paul  
Debra Pozega Osburn  
Sultan Ali Sadat  
Cheryl Thorson

Regrets: Crystal Fafard

#### **II. APPOINTMENT TO BOARD OF DIRECTORS**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the appointment of Councillor Sarina Gersher and the reappointment of Councillor Mairin Loewen to the Board of Directors for a term ending at the conclusion of the 2023 Annual General Meeting be approved;

AND THAT the appointment of Roy Anderson and Cheryl Thorson and that the reappointment of Jeffrey Burgess, Crystal Fafard, Candice Grant and Shoshanna Paul to the Board of Directors throughout a term expiring at the conclusion of the 2024 Annual General Meeting be approved.

CARRIED

#### **III. NOTICE OF WAIVER OF IRREGULARITIES**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the Notice of Waiver of Irregularities be waived.

CARRIED

**IV. APPROVAL OF AGENDA**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the agenda be approved.

CARRIED

**V. APPROVAL OF MINUTES**

**a. Annual General Meeting – April 27, 2021**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the minutes of the meeting of the Annual General Meeting of The Saskatoon Gallery and Conservatory Corporation held April 27, 2021 be approved.

CARRIED

**VI. INSTRUMENT OF PROXY**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the instrument of Proxy was submitted on behalf of the City of Saskatoon and attached herein

CARRIED

*Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,*

*THAT the meeting take a recess at 5:20 PM.*

CARRIED

*The meeting reconvened at 5:46 PM.*

**VII. ANNUAL REPORTS**

**a. Annual Report of the Treasurer**

- i. Review of PwC Audit Report and Financial Statements
- ii. Approval of Financial Statements

Dean Staff reviewed the audit report and financial statements.

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the financial statements for the Art Gallery of Saskatchewan Inc. as received and presented be approved.

CARRIED

**VIII. APPOINTMENT OF AUDITORS**

Moved by Councillor Mairin Loewen and seconded by Councillor Sarina Gersher,

THAT the auditors of the Art Gallery of Saskatchewan for the year 2023 be the firm of PricewaterhouseCoopers LLP, 600 – 128 4<sup>th</sup> Avenue South, Saskatoon, SK.

CARRIED

**IX. ADJOURMENT**

Moved and seconded by Councillor Mairin Loewen,

THAT the meeting adjourn.

The meeting adjourned at 5:48 PM



# GOVERNANCE AND PRIORITIES COMMITTEE

---

## Integrity Commissioner 2022 Annual Report

### **Recommendation of the Committee**

That the City Solicitor be directed to draft the appropriate bylaw amendments as per the 2022 annual report of the Integrity Commissioner.

### **History**

The Governance and Priorities Committee, at its meeting held on March 15, 2023, considered the 2022 Annual Report of the Office of the Integrity Commissioner for the City of Saskatoon regarding the above.

Integrity Commissioner Angela Kruk was in attendance to present her report and respond to questions of Committee.

### **Attachment**

2022 Annual Report of the Office of the Integrity Commissioner

**2022 ANNUAL REPORT**

**INTEGRITY COMMISSIONER**

**CITY OF SASKATOON**

*The Code of Ethical Conduct for Members of City  
Council Bylaw, 2019*

*January 1, 2022 - December 31, 2022*

**Angela Kruk**

## I. INTRODUCTION

This annual report covers the period of time from January 1, 2022 to December 31, 2022, summarizing the work undertaken by the Office of the Integrity Commissioner for the City of Saskatoon.

## II. MANDATE OF THE INTEGRITY COMMISSIONER

Every municipality in Saskatchewan is required to adopt a code of ethics to be applied to all members of Council.

The City of Saskatoon Code of Ethical Conduct for Members of Council, 2019 Bylaw No 9537(“Code”) was amended in December of 2022, but for the vast majority of the reporting period covered by this Annual Report, the prior version of the Code was used in the work undertaken by the Integrity Commissioner’s Office. All matters undertaken by the Office of the Integrity Commissioner in 2022 were pursuant to the version of the Code in existence prior to December 22, 2022 and all references to sections of the Code in this report will be made to such.

The Code requires the City to appoint an Integrity Commissioner to undertake the duties and responsibilities assigned to the office pursuant to the Code.

The duties and responsibilities of the Integrity Commissioner for the City of Saskatoon include:

- a) Provide advance rulings and recommendations to members on questions of compliance with the Code;
- b) Receive, assess and investigate written complaints under the Code;
- c) Report to Governance & Priorities Committee and Council on violations of the Code;
- d) Recommend sanctions or corrective actions where a violation has been found;
- e) Provide written content to Council members or for the City website, explaining the role of Integrity Commissioner or obligations under the Code;
- f) Upon request, provide training and educational sessions to members of Council;
- g) Provide advice and recommendations to Council on amendments to the Code;
- h) Publish an annual report on the work of the Integrity Commissioner;

Although the Code was amended on December 19, 2022 to apply to allegations that a member of Council has violated the conflict of interest obligations under *The Cities Act*, the Integrity Commissioner’s jurisdiction did not change. The Integrity Commissioner’s jurisdiction does not

include investigating allegations related to a conflict of interest by a member of Council, prior to or after the December 19, 2022 amendments to the Code.

I was appointed as Integrity Commissioner for the City of Saskatoon beginning January 1, 2022, so this will be the first annual report issued during my four year term.

The purpose of the Code is to outline basic ethical standards and values for members, guiding their behaviour as they are fulfilling their duties and responsibilities as elected officials.

There are seven ethical principles that form the bedrock for the Code:

1. Honesty
2. Objectivity
3. Respect
4. Transparency & accountability
5. Confidentiality
6. Leadership & the public interest
7. Responsibility

The Code expands upon each of these seven principles to form the ethical basis upon which members are expected to perform the duties of their office, recognizing that:

1. As public officials, the actions of each member of Council have an impact on the lives of residents and property owners in the City of Saskatoon;
2. Establishing a Code of Ethical Conduct for members of Council reflects the City's corporate values of courage, integrity, respect, safety and trust and the principles of transparency and accountability;
3. Members are expected to discharge their duties and responsibilities with a commitment to the highest of ethical standards;
4. The conduct of elected officials has an impact on the quality of public administration and on the governance, reputation and integrity of the City of Saskatoon; and
5. Ethics and integrity are at the core of public confidence in government and the political process, and members of Council are expected to perform their duties of public office and arrange their private affairs in a manner that promotes public confidence, avoids conflicts of interest, and avoids the improper use or the appearance of improper use of influence of their office.

### III. WORK OF THE INTEGRITY COMMISSIONER

#### 1. Advisory Function

If requested, the Integrity Commissioner may provide members of Council with oral or written advance rulings and recommendations, specific or general advice on questions of compliance with the Code, except on questions related to conflicts of interest arising under sections 114 - 119 of *The Cities Act*.

I received one request for an advance ruling from a member of Council that related to the gift and benefit section of the Code, specifically related to the exemption for tickets to events.

I received three requests for advice from members of Council on questions of compliance with the Code. One of these matters was related to a question of compliance with the gift and benefit section of the Code (tickets to events), one of them related to a conflict of interest and one of them related to conduct at Council and Committee meetings. One of these requests was for the benefit of the member making the request and the other two related to other members of Council.

#### 2. Education

I did not perform any education activities for Council in 2022.

#### 3. Code Amendments

In 2022, at the request of the Saskatoon Municipal Review Commission, I provided input into the review and potential amendment of the Code.

At the request of the City Solicitor's Office, I provided comments on proposed amendments to section 38(h) of the Code, which relates to the exemptions for tickets to events in the gift and benefit section of the Code.

#### 4. Complaints

I received no formal complaints in 2022. I received four inquiries or informal complaints.



Formal complaints are those that are submitted using the form prescribed under the Code and which must comply with section 87 of the Code in terms of the information that must be submitted with them.

Inquiries or informal complaints are essentially inquiries or concerns raised by a person which do not comply with section 87 of the Code and are not filed using the formal process. Informal complaints can be submitted as formal complaints at any time, if all of the information described in section 87 is complied with.

a. Inquiries

Of the four inquiries received in 2022, three came from members of the public and one came from an employee of the City.

Two of the inquiries related to matters that were not about a member of Council, over which I have no jurisdiction. One of them related to a parking issue and one of them related to police services.

Although the receipt of an inquiry does not require the Integrity Commissioner to conduct an assessment as to whether or not the inquiry will be investigated, as a matter of courtesy, I respond to every inquiry, typically describing the role of the Integrity Commissioner and redirecting them to a more appropriate person to contact, where possible.

Of the two inquiries that related to conduct of a member of Council, both were about the same member of Council, but involved unrelated incidents.

None of the inquiries turned into formal complaints.

b. Formal Complaints/Request for Investigation

As stated above, no formal complaints were received, but I will take this opportunity to briefly summarize the complaint process described in the Code.

Every formal complaint goes through an initial complaint classification process pursuant to section 88 of the Code. People are sometimes unhappy or disagree with the conduct of members of Council, but not all disagreements or differences of opinion relate to a member's obligations under the Code. The initial review process under section 88 is meant to identify complaints that are not related to ethical obligations under the Code and to redirect those matters more appropriately dealt with elsewhere.

In other words, not all formal complaints will be investigated.

If a complaint is not, on its face, a matter that relates to non-compliance with the Code, then the Integrity Commissioner will not investigate it.

If the complaint is, on its face, a matter related to non-compliance with the Code and there is not another forum, policy or process more appropriate to deal with it, then the complaint must be investigated by the Integrity Commissioner.

In situations where I decide not to investigate a formal complaint, I will provide brief reasons to the complainant.

Under the current process described in the Code, formal complaints that are not investigated, are not disclosed to the member of Council who was the subject of the complaint, but may be anonymized and included in an annual report.

The investigation process in the Code requires the Integrity Commissioner to issue a written report for all investigations that are concluded. The recipient of the written report will differ, depending on the conclusion of the investigation. Investigation reports that result in a finding of non-compliance with the Code, will be provided to the member of Council, complainant, Governance and Priorities Committee, Council and are released publicly. Investigation reports that result in a finding that there has been no violation of the Code are provided to the member of Council and the complainant only and are not released publicly.

## IV. RECOMMENDATIONS

### 1. Conduct at Council and Committee Meetings

Section 55.1(1) of *The Cities Act* requires a municipal Council to establish by way of bylaw, procedures to be followed in conducting business at Council meetings, including rules for the conduct of members of Council. This gives Council statutory authority over conduct at Council and Committee meetings.

The City of Saskatoon Procedure and Committees Bylaw, 2014 Bylaw 9170 (“Procedure Bylaw”) was developed for this purpose and governs conduct at Council and Committee meetings. The Procedure Bylaw provides authority to the Mayor/Deputy Mayor/presiding member to preserve order, maintain decorum and enforce the rules of Council at all Council and Committee meetings.

While the behaviour of members of Council at Council and Committee meetings is regulated by the Code, such is within the statutory responsibility of Council (acting primarily through the Mayor/Deputy Mayor or other chair). The chair of the meeting requires autonomy to preside over the order and decorum of the members at the meeting. If the Integrity Commissioner were to investigate a complaint related to the conduct of a member at a Council or Committee meeting, the investigation results have the potential to interfere with that autonomy and the statutory authority given to Council.

Absent specific authority from Council in the Code or a resolution of Council authorizing the Integrity Commissioner to become involved, the conduct and behaviour of members at Council and Committee meetings is part of the statutory rights and privileges of Council and as such, in my view is beyond the jurisdiction of the Integrity Commissioner.

I recognize that the Procedure Bylaw does not provide an avenue for addressing a complaint related to a member's conduct after the meeting has concluded, but it is up to Council to determine if that should be addressed by amendment to the Procedure Bylaw or alternatively, by amendment to the Code to provide explicit jurisdiction to the Integrity Commissioner.

As a result of the above, absent specific authority from Council, it is my opinion that it is outside the jurisdiction of the Integrity Commissioner to investigate complaints related to the conduct of a member of Council during a Council or Committee meeting.

I would encourage Council to amend the Code to authorize the Integrity Commissioner to review and investigate complaints related to conduct of members at Council and Committee meetings for two main reasons.

Firstly, misconduct at Council or Committee meetings may not always be immediately apparent to the chair of the meeting. There is currently no mechanism in the Procedure Bylaw to deal with the conduct of a member of Council after the meeting has concluded.

Secondly, accountability of members for conduct at Council meetings should not stop when the meeting ends. Even in situations where misconduct is apparent at a meeting and dealt with by the chair or another member stopping the misconduct, accountability means the member should be held responsible for the conduct under the Code. Additionally, there may be times where the issue can be more satisfactorily dealt with after the event by the Integrity Commissioner than immediately by the chair of the meeting.

## 2. Complaint Process

The Complaint process under the Code currently does not include a requirement for the Integrity Commissioner to provide a copy of a complaint to the respondent member of Council unless the complaint is being investigated.

I recommend that Council amend the Code to authorize the Integrity Commissioner to provide an anonymized copy of the complaint to the respondent member of Council when a complaint is dismissed at the intake stage, for two reasons.

Firstly, members should be made aware when a person has taken the time to submit a complaint about that member, even if a full investigation is not being undertaken. There is still a learning opportunity for members and possibly an opportunity to correct behaviour to prevent future complaints, even when no investigation is conducted.

Secondly, it could be useful for members to see how the Integrity Commissioner is interpreting and applying the intake process and the initial complaint classification process in the Code.

## V. CLOSING REMARKS

The Code describes the City's corporate values to include courage, integrity, respect, safety and trust and that the City also values the principles of accountability and transparency. Describing corporate values and living them are two very different matters.

Members of Council are held to a very high ethical standard. Those members who take this high ethical standard to heart, will typically never have to endure a Code of Ethics investigation. Those that do not, will inevitably find themselves on the receiving end of a complaint at some point. A dedication to the high ethical obligations demanded from members in the Code requires continued vigilance throughout a member's entire term on Council. I encourage all members of Council to continue to be vigilant and steadfast in their dedication to the highest of ethical standards.

I look forward to continuing to work with the great people of the City of Saskatoon.

All of which is respectfully submitted.

*Angela Krulik*

Integrity Commissioner  
February 28, 2023



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **2024 – 2035 Major Capital Project Prioritization**

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

That Option 1 be approved which includes the approval of the presented 2024-2035 Major Capital Prioritization List to be used in the development of a future funding plan.

#### **History**

The Governance and Priorities Committee, at its meeting held on March 15, 2023, considered a report from the Administration regarding the above.

#### **Attachment**

March 15, 2023 report of the Corporate Financial Services Division

# 2024 – 2035 Major Capital Project Prioritization

## ISSUE

The Administration has been working on a 2024 – 2035 Major Capital Prioritization process utilizing the guiding principles previously approved by the Governance and Priorities Committee (GPC). This report provides an update on that process and recommended 2024 – 2035 Major Capital Prioritization list.

## BACKGROUND

### History

At the July 18, 2022 GPC meeting when considering the [2024 - 2035 Major Capital Prioritization Process](#) report, Committee resolved:

“That the Administration be directed to develop and bring forward a 2024 – 2035 Capital Project Prioritization process based on the approach outlined in the July 18, 2022 report of the Chief Financial Officer.”

[Step 1 - Principles for the 2024 - 2035 Major Capital Prioritization Process](#) was presented to the GPC on September 19, 2022 where committee resolved:

- “1. That the guiding principles identified in the September 19, 2022 report of the Chief Financial Officer be approved;
2. In recognition of projects under the \$2M threshold that would be considered under the typical RCE prioritization process, that Administration includes an option for an additional RCE allocation from the 2024-2035 Major Capital Funding Plan in future steps/reporting’ and
3. That a Triple Bottom Line assessment for each project be incorporated as part of the prioritization process.”

### Step Two – Identification and Prioritization of Major Capital Projects

Since the approval of the Guiding Principles on September 19, 2022 the Administration has been moving forward on step two of the Major Capital Prioritization Process which included the identification and prioritization of 2024-2035 Major Capital Projects.

Identification of capital projects started with a kick-off meeting on September 23, 2022 to a variety of internal stakeholders including Directors and Projects Managers. This meeting focused on an overview of the ultimate vision, reporting and decisions that have been made regarding the 2024 – 2035 Major Capital Prioritization Process and next steps. Following this meeting a template was developed and provided to internal stakeholders to submit projects that fit the guiding principles approved by the Governance and Priorities Committee. To be considered in the process, all projects needed to be approved by the applicable General Manager, in total 68 projects were submitted as part of this prioritization process.

To prioritize these projects as objectively as possible the guiding principles approved by GPC were utilized with the following weighting:

1. 20% scoring for Maximizing Financial Resources;
2. 40% scoring for Strategic Plan Alignment;
3. 20% scoring for Risk Avoidance; and
4. 20% scoring for Triple Bottom Line Alignment.

A series of questions under each category were provided in the project submissions. The answers to these questions were then evaluated by an 8-person sub-committee with representation from across the organization to award points under each category and independently evaluate the information provided to ensure the benefits of each project or strategic alignment were not over or under stated by the submitter. A full listing of each of the 68 projects and associated information that was submitted can be found in Appendix 1.

The sub-committee scored each project individually; the individual scoring was then averaged against each other to arrive at the preliminary prioritization list. Minor adjustments were then made by the Sub-Committee and Executive Leadership Team to reflect previous decisions, prioritization processes and work underway.

### Triple Bottom Line Inclusion

As directed by the Governance and Priorities Committee at the September 19, 2022, meeting, a Triple Bottom Line analysis was added to the evaluation criteria. However, it should be noted a full triple bottom line analysis was not completed for each individual project at this point since they were at a varying level of maturity and a full triple bottom line analysis for each project would not be possible or comparable across projects.

Alternatively, a summarized Triple Bottom Line analysis was developed and utilized for each project to award points and prioritize projects that moved Triple Bottom Line Priorities the most. This process highlighted and prioritized projects that have the highest impact to Triple Bottom Line priorities. As previously outlined in the report, a projects' impact on Triple Bottom Line criteria was weighted at 20% of the overall scoring.

### 2024 – 2035 Major Capital Prioritized Projects

The result of the prioritization process undertaken by the Administration can be found in Appendix 2. As included in the appendix, prioritized results have been broken into five distinct categories:

1. Fire Services Priorities;
2. Sustainability Priorities;
3. Recreation & Culture Priorities;
4. Civic Infrastructure Priorities; and
5. Corporate Infrastructure Priorities

This categorization is an effective way to illustrate the competing priorities across the City. While the prioritization process was effective in developing a prioritization list there were some limitations of the tool in comparing projects that have significant impacts on achieving the City's Strategic Goals versus other categories are simply required to maintain existing service delivery. By placing these projects into 5 distinct categories it helps minimize the limitations of the tool and gives a clearer picture of the varying City priorities and will allow for flexibility in the development of the eventual funding plan.

## **OPTIONS**

### **Option 1 – Approve the Recommended List as Presented**

This option would be approving the Prioritization List as presented in Appendix 2 of this report. If approved, the Administration will utilize this prioritization list to build a draft 2024 – 2035 Funding Plan which will pull from each of the presented categories. Projects that are not identified at or near the top of each prioritization list would be unlikely to receive funding as part of the 2024 – 2035 Funding Plan unless alternative funding sources such as Federal or Provincial Government Programs were established beyond what is known today.

### **Option 2 – Adjust the Recommended List as Presented**

This option would include adjustments to the recommended prioritization list in Appendix 2. This option could include removing projects from the list, adjusting prioritization, or adding new projects that are not currently included on the list. Since the options to adjust the prioritization list are endless, the Administration would recommend a process whereby the list would be adjusted via motions from Committee like the Reserve for Capital Expenditures process during Budget Deliberations. Alternatively, if City Council wishes to significantly re-prioritize the list, the most effective approach would be to develop a scoring process where each member of City Council prioritized initiatives and the Administration would bring back a new prioritized list based on that scoring process.

## **RECOMMENDATION**

That Option 1 be approved which includes the approval of the presented 2024-2035 Major Capital Prioritization List to be used in the development of a future funding plan.

## **RATIONALE**

Although Administration is recommending the prioritized list it developed based on the criteria approved by GPC, it is expected that City Council could adjust the priorities. Appendix 2 provides a prioritized listing that is in line with the previously approved 2024 – 2035 Major Capital Prioritization Process guiding principles.

## **NEXT STEPS**

Pending approval of the prioritized listing of 2024 – 2035 Major Capital Projects, the administration will take this information back to build a 2024 - 2035 funding plan and varying options for Committee's future approval. This funding plan will use the prioritization list as a starting point; however, professional judgement will also be applied to determine the recommended funding amounts and timing. The 2024 – 2035 Major



Capital Funding Plan will be presented for approval to Committee prior to 2024 Budget Deliberations.

As previously reported, the prioritization process and funding plan will be continuously evolved between today and the end of the plan (2035). Final decisions on capital projects will still be made during the annual budget process, however, the prioritization list and eventual funding plan will provide a roadmap and direction to the Administration on how to build future budgets.

### **APPENDICES**

1. 2024-2035 Major Capital Project Details
2. 2024- 2035 Recommended Capital Priorities

### **REPORT APPROVAL**

Written by: Clae Hack, Chief Financial Officer  
Reviewed by: 2024-2035 Capital Prioritization Process Sub-Committee  
Approved by: Jeff Jorgenson, City Manager

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## **Fire Services Priorities**

### **Fire Station No. 10 & Engine for Northwest area known as Region A - North**

#### **Project Description**

Build a single engine fire station to service the northern west portion of the city previously reported as Region A – North. The project would include the selection and purchase of suitable land as well as the purchase of a fully equipped fire engine. The station would provide initial response to all or portions of Hampton Village, Kensington, Elk Point, Dundonald, Massey Place, Confederation Park, Westview, Mount Royal, and Hudson Bay Park.

#### **Total Capital Estimate**

5 million to 20 million.

#### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

#### **How does this Project Address Council Priorities?**

**Community Safety and Well-being:** The SFD provides response to all emergencies involving fire, prehospital emergency medical, water rescue, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances, for the safety of the public.

Emergency Response service, along with fire dispatch agreements, are also provided to surrounding communities. Extensive fire prevention, education, enforcement, and safety programs, such as fall prevention, lift assists, and needle pickups are also provided.

Community safety and well-being is the key service element provided by SFD. This project will enable SFD to provide this region service within the industry standard time objectives improving safety and well-being of citizens and responders.

**Environmental Sustainability:** Develop initiatives to improve energy conservation and efficiency in buildings, transportation, and land-use planning.

In 2021, SFD responded to 1065 calls for service in Region A – North. The Out-of-Range region consisting mainly of the North part District 2. Calls to this area all exceed the 240 second travel time. This project will provide travel times to calls within this region less than 240 seconds, thereby reducing fuel consumption. For many incidents, the travel time/distance will be reduced by 50% or more.

#### **How does this project address Core Services & Operational Priorities?**

**Equitable Services:**

This project will address inequitable service levels experienced in Region A – North.

**Quality of Life and Public Safety:**

As stated in the City of Saskatoon 2022 – 2025 Strategic Plan:

“Improve the Saskatoon Fire Department’s service level targets by regularly assessing the resources needed to ensure adequate and effective coverage as the city grows.”

“Continue to provide high-quality essential services and municipal programs that ensure quality of life and enable the public to safely engage in everyday life.”

### **How does this Project address Corporate Transformational Change?**

#### **Customer-centric Service Delivery:**

A customer-centric service culture that enables the City to reliably meet established levels of service and consistently achieve high-customer satisfaction across the organization.

In 2021, SFD responded to 1065 calls for service in Region A – North. The Out-of-Range region consisting mainly of the North part of District 2. These accounted for 43.5% of all our out-of-range calls for service in 2021.

This project will enable SFD to meet established levels of service consistently to people in this region.

#### **Efficiency & Effectiveness:**

The City invests in what matters to keep improving the organization — the right processes, systems, technology, and initiatives. This drives operational excellence and helps deliver established levels of service to the public.

This project will help deliver established levels of service to the public.

### **How does this project mitigate Corporate Risk?**

Building this fire station will help to ensure service levels can be met, reduce the risk of public or City Council dissatisfaction, while helping to reduce the risk to people, property, and environment.

### **What is the impact if this project is delayed?**

Calls for service that are beyond the 240 second travel time from our current fire stations are referred to as out-of-range calls.

SFD is experiencing out-of-range calls for service in many districts.

In 2021, SFD responded to 1065 calls for service in Region A – North. The Out-of-Range region consisting mainly of the North part of District 2. These accounted for 43.5% of all SFD out-of-range calls for service in 2021.

Delay of this project will ensure the region remains outside of the travel time service level objective. This will create increased risk for people and responders as the region will continue to see an increase of population and activities.

Fire growth and fire behavior are scientifically measurable, as are the expected outcomes associated with untreated cardiac arrest, and specific resource requirements to control fires and prevent deaths.

Important criteria in National Fire Protection Association (NFPA) 1710 are based on the Fire Propagation Curve, a universally accepted, empirically based measurement of how quickly a fire will reach the flashover stage and potential spread to surrounding buildings if left unaddressed. Established medical response times are based on well-established, empirically based measurements of the maximum amount of time that a patient in cardiac arrest can survive without intervention.

### **What is the impact if this project is not funded by 2035?**

Based on current data, SFD will respond to approximately 13,000 calls for service into region A – North between 2024 and 2035. Many of these calls will be immediately dangerous for the health and safety of the citizens involved. Extended response times increase the risk of negative outcomes to these events.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

**Safety:**

Improve the safety of people and/or their possessions.

This project would enable the SFD to provide the expected level of service in this region. The status quo is that all homes and businesses in Region A - North live outside the recommended travel time for initial arriving fire crews. This project will significantly improve SFD service level performance in this area. Improving safety of people, property, and environment.

**What are other Triple Bottom-Line Co-Benefits?**

**Reduce GHGs:**

This project will provide travel times to calls within this region of less than 240 seconds. For many incidents in this region, the travel time/distance will be reduced by 50% or more, thereby reducing fuel use.

**Health, Wellbeing, and Self-sufficiency:**

SFD paramedic/firefighters provide emergency medical care, rescues, fire protection, lift assists, hazardous materials response, carbon monoxide, and other investigations. SFD crews perform proactive wellness checks to support people to feel well and stay healthy. Unsafe housing is reported for follow-up and support. These services all lead to a higher quality of life for all.

**Civic Participation:**

SFD incorporates a variety of multi-use rooms within fire stations. SFD supports community organizations and community led efforts by providing use of these spaces.

**Efficient and effective asset management and use:**

Extended travel distances to calls for service increase the maintenance cost and frequency and shorten the expected life span of apparatus. This project will reduce apparatus travel distances to calls within this region, thereby decreasing vehicle maintenance cost and frequency. For many incidents, the travel distance will be reduced by 50% or more.

## **Fire Station No. 11 & Engine for Southwest area known as Region A – South**

### **Project Description**

Build a single engine fire station to service the southern west portion of the city previously reported as Region A – South. The project would include the selection and purchase of suitable land. The station will not require an apparatus purchase or new staff. Existing staff and an apparatus will be utilized. The station would provide first in response to all or portions of Montgomery Place, Southwest Industrial, Holiday Park, Meadowgreen, West Industrial, Pleasant Hill, King George, Fairhaven, Agpro Industrial, and CN Yards Management Area.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Community Safety and Well-being: SFD provides response to all emergencies involving fire, prehospital emergency medical, water rescue, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances, for the safety of the public.

Emergency Response service, along with fire dispatch agreements, are also provided to surrounding communities. Extensive fire prevention, education, enforcement, and safety programs, such as fall prevention, lift assists, and needle pickups are also provided. Community safety and well-being is the key service element provided by SFD. This project will enable SFD to provide this region service within the industry standard time objectives improving safety and well-being of citizens and responders.

Environmental Sustainability: Develop initiatives to improve energy conservation and efficiency in buildings, transportation and land use planning.

In 2021 SFD responded to 489 calls for service in Region A – South. The Out-of-Range region consisting mainly of the North part District 2. Calls to this area all exceed the 240 second travel time. This project will provide travel times to calls within this region less than 240 seconds, thereby reducing fuel consumption. For many incidents the travel time/distance will be reduced by 50% or more.

### **How does this project address Core Services & Operational Priorities?**

Equitable Services:

This project will address inequitable service levels experienced in Region A – South.

Quality of Life and Public Safety:

As stated in the City of Saskatoon 2022 – 2025 Strategic Plan:

“Improve the Saskatoon Fire Department’s service level targets by regularly assessing the resources needed to ensure adequate and effective coverage as the city grows.”

“Continue to provide high-quality essential services and municipal programs that ensure quality of life and enable the public to safely engage in everyday life.”

### **How does this Project address Corporate Transformational Change?**

Customer-centric Service Delivery:

A customer-centric service culture that enables the City to reliably meet established levels of

service and consistently achieve high customer satisfaction across the organization.

In 2021, SFD responded to 489 calls for service in Region A – South. The Out-of-Range region consisting mainly of the South part of District 2. These accounted for 20% of all our out-of-range calls for service in 2021.

This project will enable SFD to meet established levels of service consistently to people in this region.

#### **Efficiency & Effectiveness:**

The City invests in what matters to keep improving the organization — the right processes, systems, technology and initiatives. This drives operational excellence and helps deliver established levels of service to the public.

This project will help deliver established levels of service to the public.

#### **How does this project mitigate Corporate Risk?**

Building this fire station will help to ensure service levels can be met, reduce the risk of public or Council dissatisfaction, while helping to reduce the risk to people, property, and environment.

#### **What is the impact if this project is delayed?**

Calls for service that are beyond the 240 second travel time from our current fire stations are referred to as out-of-range calls.

SFD is experiencing out-of-range calls for service in many districts.

In 2021, SFD responded to 489 calls for service in Region A – South. The Out-of-Range region consisting mainly of the South part of District 2. These accounted for 20% of all SFD out-of-range calls for service in 2021.

Delay of this project will ensure the region remains outside of the travel time service level objective. This will create increased risk for people and responders.

The busiest areas in the city exist in District 1 and 2. These Districts account for about 50% of the call volume throughout the city. The boundary where the two districts meet is one of the busiest areas in the city in terms of call volume. Service levels are not being achieved in this area due to this high call volume and simultaneous calls for service. This station will provide response into this high workload area to help maintain service levels.

Fire growth and fire behavior are scientifically measurable, as are the expected outcomes associated with untreated cardiac arrest, and specific resource requirements to control fires and prevent deaths.

Important criteria in National Fire Protection Association (NFPA) 1710 are based on the Fire Propagation Curve, a universally accepted, empirically based measurement of how quickly a fire will reach the flashover stage and potential spread to surrounding buildings if left unaddressed. Established medical response times are based on well established, empirically based measurements of the maximum amount of time that a patient in cardiac arrest can survive without intervention.

#### **What is the impact if this project is not funded by 2035?**

Based on current data, SFD will respond to approximately 6000 calls for service into region A – South between 2024 and 2035. Many of these calls will be immediately dangerous for the health and safety of the citizens involved. Extended response times increase the risk of negative outcomes to these events.

#### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Safety:

Improve the safety of people and/or their possessions.



This project would enable the SFD to provide the expected level of service in this region. The status quo is that all homes and businesses in Region A - South live outside the recommended travel time for initial arriving fire crews. This project will significantly improve SFD service level performance in this area. Improving safety of people, property, and environment.

### **What are other Triple Bottom-Line Co-Benefits?**

#### **Reduce GHGs:**

This project will provide travel times to calls within this region less than 240 seconds. For many incidents in this region the travel time/distance will be reduced by 50% or more, thereby reducing fuel use.

#### **Health, Wellbeing, and Self-sufficiency:**

SFD paramedic/firefighters provide emergency medical care, rescues, fire protection, lift assists, hazardous materials response, carbon monoxide and other investigations. SFD crews perform proactive wellness checks to support people to feel well and stay healthy. Unsafe housing is reported for follow up and support. These services all lead to a higher quality of life for all.

#### **Civic Participation:**

SFD incorporates a variety of multi-use rooms within fire stations. SFD supports community organizations and community led efforts by providing use of these spaces.

#### **Efficient and effective asset management and use:**

Extended travel distances to calls for service increase the maintenance cost and frequency and shorten the expected life span of apparatus. This project will reduce apparatus travel distances to calls within this region thereby decreasing vehicle maintenance cost and frequency. For many incidents the travel distance will be reduced by 50% or more.

## **Regional Training Facility**

### **Project Description**

The SFD is focused on improving the quality of life in our community through public safety emergency response activities and risk prevention services.

A purpose-built training site has been recognized as a need by the SFD. Phase 1 site development focused on the development of live-fire training and the infrastructure to accomplish this.

Phase 2 is to create an all-season, indoor area where skills-training can occur year-round, unaffected by inclement weather. Part of phase 2 will include dedicated training engine, equipment, self-contained breathing apparatus, and tools.

The benefits of the project will enhance the safety of emergency responders across the province through training and skills development, as well as enhanced regional interoperability through standardized and integrated training evolutions.

An important component of this project is moving to a new hiring model that provides equal opportunity and eliminates barriers to employment by providing fire training in-house once someone is hired. This will create a model that sees SFD employee's diversity more reflective of the community served.

As well, there is an opportunity to consolidate other SFD project proposals with this location. The vision to collocate several services at this location will create efficiencies and provide potential for regional benefit.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

This project has qualified for funding as a part of Sustainability's Saskatoon Green Network Project for naturalization considerations specific to the water capture and biofiltration ponds. The project has been allocated \$1,000,000 for eligible costs. The Federal NIF grant will reimburse 60%. Grant funds are expected to be dispersed in 2023.

Maximize other sources of funding – partnerships and shared funding conversations have been initiated at the regional and provincial levels with both governments and private sector stakeholders. Federal grant money has also been secured for the biofiltration ponds and associated naturalization project. There is a high likelihood of outside funding for both capital contributions, as well as ongoing operating expenses.

### **How does this Project Address Council Priorities?**

REDI: SFD strives to represent the community in which we live and whom we serve. Completion of Phase 2 will facilitate wholesale changes to SFD recruitment and selection processes. Currently, applicants must acquire hiring prerequisites out of province. This facility and recent third-party certification agreements will allow SFD to reduce barriers to a more diverse applicant pool.

Economic Development: As the City prepares to grow to 500k citizens, it is believed that this facility will continue to develop into a world-class, public safety training institution like no other in

the province. As external training offerings grow, economic development spinoff will benefit local hotels and restaurants, as well as other facility servicing contracts.

**Community Safety and Well-being:** SFD provides response to all emergencies involving fire, prehospital emergency medical, water rescue, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances, for the safety of the public.

Emergency response service, along with fire dispatch agreements, are also provided to surrounding communities. Extensive fire prevention, education, enforcement, and safety programs, such as fall prevention, lift assists, and needle pickups are also provided. Community Safety and Well-being is the key service element provided by SFD.

Skills competence training is the fundamental starting point for all these services. This project will enable SFD to provide this region service within the industry standard time objectives improving safety and well-being of citizens and responders.

**Regional Planning:** This project has been a part of regular P4G discussion and endorsement. Partnerships and shared funding conversations have been initiated at the regional, and provincial levels with both governments and private sector stakeholders. Federal grant money has been secured for the biofiltration ponds and associated naturalization project. There is a high likelihood of outside funding for both capital contributions, as well as ongoing operating expenses.

**Environment sustainability:** Naturalized landscapes, water conservation, and diversion and reuse. Due to the scale of this project, several opportunities exist to integrate renewable energy option in the project and future site development.

#### **How does this project address Core Services & Operational Priorities?**

**Civic Asset:** The City is the owner of the existing property, and any future phases will be an enhancement to the corporate asset. Regional contribution provides long-term value to residents. Shared costing of this project is a benefit to the region and the province. This will include shared site development costs, as well as revenue generation or ongoing contribution to offset operating costs and future capital investments.

The key outcomes of this project will be:

- 1) To ensure City staff have adequate facilities and equipment necessary to deliver established levels of service; and
- 2) Ensure energy efficient design and environmentally conscious for long-term resilience to ensure the City is prepared to mitigate current and future contributions to climate change.

**Quality of Life:** The SFD works collaboratively with community partners to ensure the collective safety and wellbeing of the public and is focused on improving the safety of our community via our emergency response activities and proactive prevention services.

This project is at the core of ensuring a coordinated and collaborative approach for emergency response training. Training is the first step to ensure responders have the skills required to deliver the emergency services to the public.

#### **How does this Project address Corporate Transformational Change?**

**Efficiency and Effectiveness:** This initiative will drive operational excellence and will allow transformational change in processes to enhance workplace safety through skills development.

This will ultimately aid in the delivery of excellence in core public safety service to the established levels of service the public expects.

Completion of Phase 2 will create process efficiency in the SFD by bringing all its training to one location. The major benefit is that the creation of an indoor training area will extend the departments practical annual training calendar to year-round. This will result in efficiencies in staff time usage of both instructors and students by making more of the annual calendar available for skills enhancement. As well as allowing things like recruit onboarding, where skills learning is key, to occur as required throughout the year.

This infrastructure will have the potential for use by many internal departments engaged in safety-sensitive work. As well, other local industrial sectors have indicated interest in contributing into this project as it addresses a recognized facilities gap in the province of Saskatchewan.

**People and Culture:** The City is an inclusive, respectful, and collaborative workplace that fosters safety and high performance. Practical skills development in safety sensitive work builds team cohesion, this is supported by the corporate values of Trust, People Matter, and Safety in all we do. This project will enhance employee engagement by empowering teams to work together and strengthen our culture of safety and excellence.

Completion of Phase 2 will facilitate wholesale changes to SFD recruitment and selection processes and support the implementation of Council's REDI priority. This project will eliminate current barriers and allow SFD to hire, train, and certify candidates here as a part of their internal employment onboarding. This project will enhance SFD's commitment to represent the community in which we live and whom we serve.

#### **How does this project mitigate Corporate Risk?**

SFD is challenged to meet its training requirements and to ensure a competently trained workforce due to a current lack of purpose-built training infrastructure and the risks and challenges in learning in ad hoc, real-world environments. This has direct bearing on safety compliance. Currently, we assume some added risk learning skills in the real world. These limited options pose a risk to staff and potentially public safety and corporate reputation.

This project will include engineered training environments that ensure skills learning and development is conducted with limited risk. This infrastructure will allow for training evolution to be conducted in risk-controlled environments with built-in safety mechanisms. Evolutions conducted in these environments are easily repeatable so skills can be critiqued for accuracy and the evolution can be repeated for consistent learning results.

The outcome is reduced risk through enhanced worker skill and safety. It is expected this will have an impact on public safety and decrease potential of any negative impacts to corporate reputation.

#### **What is the impact if this project is delayed?**

Deferral from funding this project will impact SFD's Reconciliation, Equity, Diversity, and Inclusion (REDI) hiring goals. In the interest of broadening the candidate pool with more diverse, local candidates, SFD would like to move away from requiring that candidates come from a certified fire college. Tuition fees and decreased proximity to socio-cultural support systems are barriers for some candidates.

This project will eliminate these barriers and allow SFD to hire, train, and certify candidates here as a part of their employment onboarding.

Without funding, status quo reliance on 3rd party colleges for candidate preparation would remain. SFD has no direct influence on college entry; therefore, REDI initiatives would not be able to strategically be initiated.

Revenue potential would be eliminated due to lack of key infrastructure amenities at current locations. Phase 1 was designed to meet internal use needs.

Some elements required for worker safety, such as decontamination shower facilities and change rooms would not be realized. SFD staff return to their station after training and decontaminate there. This is not an OHS best practice and such facilities on site are needed for delivery of firefighter training to external partners, stakeholders, and customers.

SFD is currently challenged to meet training requirements and to ensure a competently trained workforce. This has direct bearing on safety compliance, which poses a risk to staff safety, public safety, and corporate reputation.

Current facility is at capacity and barely able to meet current internal need. Training areas are distributed across various locations, meaning lost time in a training day travelling between sites.

#### **What is the impact if this project is not funded by 2035?**

If this project is not funded by 2035, other REDI hiring strategies will need to develop more aligned with the current 3rd party certification qualifications model.

Revenue generation from this project is contingent on the having a comprehensive and completed facility infrastructure to conduct several unique training areas that would be developed in this project phase. Deferring funding would likely negate any potential external shared contributions that are currently being discussed.

#### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Safety, or resiliency of essential services – This project will be a transformational change to training for responders in the Saskatoon area with potential to cross several safety sensitive sectors. This infrastructure will allow for training evolution to be conducted in risk-controlled environments with built-in safety mechanisms. Evolutions conducted in these environments are easily repeatable so skills can be critiqued for accuracy and the evolution can be repeated for consistent learning results. Repetition builds familiarity and skill muscle-memory. This type of skills development allows individuals to complete sequential tasks in high-stress environments without having to stop and think about how a task is to be performed. This decreases cognitive fatigue in high-stress situations aiding in worker resilience and the resilience of the team when effectively carried out across the work group.

#### **What are other Triple Bottom-Line Co-Benefits?**

Conserve Energy: Due to the size of site, this project lends itself to the incorporation of onsite, renewable energy production. The project will support energy reducing design and operations practices. These elements will be considered in finalized project design planning.

Conserve Water: This project has qualified for funding as a part of Sustainability's Saskatoon Green Network Project for naturalization considerations specific to the water capture and biofiltration ponds. Water used for fire suppression training evolutions will come from onsite

ponds. Water capture of all site precipitation, along with grey water will be collected in a pond system that will use natural settlement and biofiltration before being recirculated for reuse. Onsite storm water retention is also a design element.

Naturalized landscapes will be designed to eliminate irrigation needs.

REDI: In alignment with Council's REDI priority and The Saskatchewan Human Rights Commission's employment equity guidelines, SFD strives to have representation of equity seeking groups across its organization. Firefighting is an occupation where diversity groups are currently underrepresented. At the SFD, this is partially due to current hiring practice. These practices are directly related to our current lack of training infrastructure and its impact on our ability to certify new candidates locally.

This project will impact SFD's REDI hiring goals. In the interest of broadening the candidate pool with more diverse, local candidates, SFD would like to move away from requiring that candidates come certified from a fire college. Tuition fees and decreased proximity to socio-cultural support systems are barriers for some candidates.

This project will eliminate these barriers and allow SFD to hire, train, and certify candidates here as a part of their employment onboarding.

Without funding, status quo reliance on 3rd party colleges for candidate preparation would remain. SFD has no direct influence on college entry and so REDI initiatives would not be able to strategically be initiated.

## **Fire Station No. 6 Renovation**

### **Project Description**

Station No. 6 at 3309 Taylor Street East has been identified as the optimum location to deploy one of SFD's two frontline aerial apparatus from. A significant renovation is required to Station No. 6 to provide adequate apparatus bay areas as necessary. Renovations will also be required in the office areas, washrooms, and other activity areas in the station to accommodate the response crew that will be working in the facility.

Modifications will include the Integration of proper occupational hygiene components to minimize firefighter contamination and long-term health effects.

Accessibility features will be integrated for visitors and staff. Upgraded locker rooms, washrooms, and break out areas will be designed to achieve an inclusive gender-neutral facility.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Reconciliation, Equity, Diversity, & Inclusion:

Upgraded locker rooms, washrooms, and break out areas will be designed to achieve an inclusive gender-neutral facility which will support equal opportunity for all staff.

Community Safety and Well-being:

The Saskatoon Fire Department (SFD) provides response to all emergencies involving fire, prehospital emergency medical, water rescue, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances, for the safety of the public.

Emergency Response service, along with fire dispatch agreements, are also provided to surrounding communities. Extensive fire prevention, education, enforcement, and safety programs, such as fall prevention, lift assists, and needle pickups are also provided. Community safety and well-being is the key service element provided by SFD. This project will enable SFD to provide this region service within the industry standard time objectives improving safety and well-being of citizens and responders.

### **How does this project address Core Services & Operational Priorities?**

Equitable Services:

This project will address inequitable service levels experienced in numerous districts across the east of the City.

Quality of Life and Public Safety:

As stated in the City of Saskatoon 2022 – 2025 Strategic Plan:

“Improve the Saskatoon Fire Department’s service level targets by regularly assessing the resources needed to ensure adequate and effective coverage as the city grows.”

“Continue to provide high-quality essential services and municipal programs that ensure quality of life and enable the public to safely engage in everyday life.”

### **How does this Project address Corporate Transformational Change?**

Customer-centric Service Delivery:

A customer-centric service culture that enables the City to reliably meet established levels of service and consistently achieve high customer satisfaction across the organization.

This project will enable SFD to meet established levels of service consistently.

**Efficiency & Effectiveness:**

The City invests in what matters to keep improving the organization — the right processes, systems, technology and initiatives. This drives operational excellence and helps deliver established levels of service to the public. This project will help deliver established levels of service to the public.

**How does this project mitigate Corporate Risk?**

Renovating this fire station to optimize ladder deployment will help ensure service levels can be met, reduce the risk of public or council dissatisfaction, while helping to reduce the risk to people, property, and environment.

**What is the impact if this project is delayed?**

The aerial ladder will remain at its current position of Station No. 8. Data analysis has indicated that this location creates increased areas in the city outside the service level objectives. Delay of this project will increase the number of incidents with reduced levels of service, thereby increasing the risk of negative outcomes and lower the level of safety in the community.

**What is the impact if this project is not funded by 2035?**

Extended delay will inhibit SFD's ability to reach optimum deployment across the eastern side of the city. Aerial ladder location is one element of a full deployment model. Delaying the ladder relocation to number 8 inhibits SFD ability to create optimal deployment across the entire east side of the city.

This would also delay the optimum deployment for other associated services, such as Rescue units, Wildland fire apparatus, and Decontamination units.

Extended delays increase the risk of negative outcomes by inhibiting the capability to provide a total effective response force within the NFPA Standard recommended time frame.

Station No. 6 was built in 1977. The facility requires renovations. The delay beyond 2035 will increase energy inefficiency costs, higher renovation costs and repairs. Improvements to occupational hygiene will be further delayed.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

**Safety:**

Improve the safety of people and/or their possessions.

This project will significantly improve SFD service level performance in this area. Improving safety of people, property, and the environment.

**What are other Triple Bottom-Line Co-Benefits?**

**Efficient and effective asset management and use:**

Aerial ladder apparatus are one element within an initial full alarm assignment to structure fires and other alarms. The apparatus and crew complete time sensitive critical fireground tasks as part of the total effective response force. It is very beneficial to locate the apparatus in the center of its response zone to provide efficient, effective, and equitable service to the entire area.

**Conserve energy or reduce GHGs**

Energy conservation will be maximized through efficient building design and components.

Optimizing the location for the aerial ladder will reduce the average travel distance to incidents thereby reducing fuel consumption.



## **SFD Maintenance and Mechanical Building**

### **Project Description**

Design and construction of a new maintenance and mechanical building.

This project requests six apparatus and fleet service bays with ceiling height available to service ladder trucks, maintenance technician workspaces, and a secure inventory and parts area.

In 2019, the Land Branch purchased land for the SFD at 1935 1st Ave. North. The land purchased was to accommodate a new maintenance and mechanics building and to relocate Fire Station No. 4. The relocation to 1st Ave. is a viable option.

However, a new opportunity is available with the existing-purchased land for the SFD Regional Training Facility. The relocation of the maintenance and mechanical building to the Training Facility supports a multiuse function of the site and supports potential regional partnerships without additional land purchase.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

REDI:

SFD maintenance and mechanical will create an increased capacity for partnerships to maintain and service fire apparatus similar to the current relationship with Whitecap Dakota First Nations.

Economic Development:

Relocation of the maintenance and mechanical building away from downtown creates the opportunity for valuable real estate to be available for infill opportunities.

Community Safety and Well-being:

Maintenance and mechanical's role is to support all SFD areas: Emergency Operations, Community Risk Reduction, Community Relations, Emergency Management Organization, Central Dispatch, and Staff Development and Safety. A larger facility is a critical component to improving efficiency and effective response to emergency situations.

Regional Planning:

The Regional Training Facility is working with municipalities of Corman Park, Martensville, and Warman.

The maintenance and repairs of apparatus and firefighting equipment are a potential extension to this current partnership.

Potential agreements for maintenance and service courses and workshops for regional volunteer departments.

Downtown Development:

Relocation of the Maintenance and Mechanical Shop enables utilizing the existing site for downtown planning strategies (Imagine Idylwyld, DEED).

### **How does this project address Core Services & Operational Priorities?**

Civic Assets - Key Actions

- Create a long-term plan for safe, adequate administrative and operational facilities to enable City staff to deliver established service levels as Saskatoon grows.

To support the outward facing divisions of the SFD, an adequate operational facility is a vital component to address current workload relating to the incident increase.

- Enhance the City's Fusion Enterprise Asset Management (EAM) processes to improve predictive maintenance, operational efficiency, asset reliability, and overall decision-making for civic assets.

The effectiveness of EAM can only be realized once the SFD is able to fully implement all EAM roles. The facility is a significant part of the overall solution to update working conditions and incorporate the use of EAM into the daily work routine.

#### Quality of Life and Public Safety – Key Actions

- Improve the SFD's service level targets by regularly assessing the resources needed to ensure adequate and effective coverage as the City grows.

SFD Logistics is responsible for ensuring that all areas can respond with properly functioning vehicles, equipment, and Personal Protective Equipment (PPE). The five-year trend of increasing incidents has significantly increased the frequency of repairs and service maintenance intervals. The lack of building space is limiting the ability to achieve maintenance service levels.

- Continue to provide high-quality essential services and municipal programs that ensure the quality of life and enable the public to safely engage in everyday life.

The current building's lack of appropriate space (2 bays) inhibits high-quality essential services and contributes to notable lost time away from hands-on maintenance and repair activities. Lost time occurs as technicians must transition away from hands-on work to move apparatus out of the shop and store at a remote fire station.

### **How does this Project address Corporate Transformational Change?**

#### Efficiency and Effectiveness

A secure inventory and parts area and a dedicated shipping and receiving bay will align SFD with Supply Chain Management (SCM) best practices. These are important improvements recognized by the City's Supply Chain Operations working group that is currently supporting SFD Logistics.

### **How does this project mitigate Corporate Risk?**

The lack of space, coupled with the remarkable rise in incidents, translates into longer wait times between required service intervals, leading to a potential increase in the number of repairs. The current situation decreases the reliability of frontline apparatus and equipment to meet the emergency needs of the residents. A larger facility, with updated equipment, is an important step to help mitigate these risks.

### **What is the impact if this project is delayed?**

Delays or defers to building a new facility will seriously impact the logistics' ability to maintain apparatus and equipment. The Maintenance Facility's limited space is a contributing factor that inhibits the technicians' ability to keep pace. This, coupled with the five-year trend of increased incidents, has significantly accelerated the frequency of service maintenance intervals and the number of repairs to apparatus and firefighting equipment is rising, resulting from more use.

A safety impact is the increased likelihood of a breakdown during emergency operations, creating a life-safety risk for firefighters and the citizens involved.

**What is the impact if this project is not funded by 2035?**

Delaying until 2035 is a significant risk due to the difficulty of maintaining assets resulting from an ongoing rise of incidents.

Preventive maintenance intervals will not be met, increasing the likelihood of apparatus and equipment failures, major repairs with significant apparatus downtime, and forfeiting warranty agreements by failing to meet service intervals.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Logistics is critical to ensuring SFD maintains the ability to provide essential services to the community. A new facility addresses the current challenges of maintaining service levels. The rising number of incidents and the increased frequency of service maintenance and repairs have shown that the current facility is no longer effective.

A new facility allows for modern equipment, dedicated workspaces, a secure location for inventory and parts, and additional hoists to enable the Maintenance/Mechanical workforce to efficiently and effectively complete essential tasks to support all areas of SFD.

**What are other Triple Bottom-Line Co-Benefits?**

Conserve energy or reduce GHGs:

- Supports building design that reduces energy and GHGs

As the SFD prepares for the future and the planned expansion of the City populous, it is necessary to align with the City's Climate Priorities. Preparation involves implementing green initiatives during the building phase rather than costly renovations to retrofit existing infrastructure to align with climate strategies.

Efforts will be concentrated on creating a flexible design to allow future ecofriendly technology to be easily implemented in the new facility

Efficient and Effective Asset Management:

- Avoid the development of stranded assets
- Ensure assets are multi-use, or provide value beyond their primary use
- Ensure connectivity to existing or planned infrastructure, services, and assets

Relocation to the Regional Training Facility enables multi-use assets and expands potential opportunities through regional partnerships. The relocation also vacates valuable real estate within the downtown.

## **Fire Station No.1 SFD Headquarters**

### **Project Description**

Relocate Saskatoon Fire Department (SFD) Headquarters/Station No. 1 from 125 Idylwyld Drive South to a new location. The project would include the selection and purchase of suitable land. The station will not require an apparatus purchase or new staff. Existing staff and an apparatus will be utilized. The station would provide first in response to all or portions of Downtown, Riversdale, Central Industrial, City Park, Nutana, King George, Caswell Hill, Pleasant Hill, Westmount, Mount Royal, Hudson Bay Park, Mayfair, Holiday Park, and Gordie Howe Management Area.

SFD Administrative Headquarters and SFD Community Risk Reduction Department will be co-located in the facility. Co-location partnerships have been explored with a variety of community organizations. There is strong interest from community groups, not for profit groups, and private developers to co-locate with this project.

### **Total Capital Estimate**

20 million to 50 million.

### **Overview of potential non-city funding sources**

The Federal Rapid Housing Initiative has different streams that can support co-location in future fire stations. The opportunity to explore the Community-Based Tenant Initiative program that fund projects to raise awareness of tenant issues, and to support the implementation of new and improved tenant engagement practices.

### **How does this Project Address Council Priorities?**

Reconciliation, Equity, Diversity, & Inclusion:

Modern building standards within the facility will include upgraded locker rooms, washrooms, and break out areas designed to achieve an inclusive gender-neutral facility which will support equal opportunity for all staff. The project would focus on accessibility for all.

Community Safety and Well-being:

The Saskatoon Fire Department (SFD) provides response to all emergencies involving fire, prehospital emergency medical, water rescue, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances, for the safety of the public.

Emergency Response service, along with fire dispatch agreements, are also provided to surrounding communities. Extensive fire prevention, education, enforcement, and safety programs, such as fall prevention, lift assists, and needle pickups are also provided.

Community safety and well-being is the key service element provided by SFD. This project will enable SFD to provide this region service within the industry standard time objectives improving safety and well-being of citizens and responders.

Engagement on Infill & Growth:

Incorporates innovative ways to align neighbourhood desires with city-building goals by minimizing the footprint as well as providing an opportunity to collocate with a variety of housing initiatives.

Downtown Development:

This project will allow for the repurpose a high value 1.49 acre (0.604 hectare) property to complement the rejuvenation of the downtown through it's close proximity to the Downtown Entertainment & Event District as well as in coordination with Imagine Idylwyld.

Enables the new Station No. 1 site to minimize footprint in the core downtown through efficient design principals.

Reduces the impact to residents and vehicles of fire apparatus movement on a major arterial route. Apparatus exiting and returning to Station No.1 often creates traffic congestion and delays.

### **How does this project address Core Services & Operational Priorities?**

#### **Civic Assets:**

This project supports a long-term plan for safe, adequate administrative and operational facilities to enable SFD to deliver established levels of service as Saskatoon grows.

#### **Equitable Services:**

This project will address inequitable service levels experienced in Districts 1 and 2.

#### **Quality of Life and Public Safety:**

As stated in the City of Saskatoon 2022 – 2025 Strategic Plan:

“Improve the Saskatoon Fire Department’s service level targets by regularly assessing the resources needed to ensure adequate and effective coverage as the city grows.”

“Continue to provide high-quality essential services and municipal programs that ensure quality of life and enable the public to safely engage in everyday life.”

This project is required to maintain service levels as described to ensure safety and quality of life.

### **How does this Project address Corporate Transformational Change?**

#### **Customer-centric Service Delivery:**

A customer-centric service culture that enables the City to reliably meet established levels of service and consistently achieve high customer satisfaction across the organization.

This project will enable SFD to meet established levels of service consistently to people in this region.

#### **Efficiency & Effectiveness:**

The City invests in what matters to keep improving the organization — the right processes, systems, technology and initiatives. This drives operational excellence and helps deliver established levels of service to the public.

This project will help deliver established levels of service to the public.

### **How does this project mitigate Corporate Risk?**

Building this fire station will help to ensure service levels can be met, reduce the risk of public or council dissatisfaction, while helping to reduce the risk to people, property, and environment.

### **What is the impact if this project is delayed?**

Maintenance costs for Station No.1, built in 1964, have continued to impact reserve funds.

Delay of potential redevelopment of current site will mean SFD Headquarters/Station No. 1 will remain overcrowded. Physical space for apparatus, people, equipment will continue to negatively affect operational capacities and safety.

SFD Headquarters and Station No. 1 will remain with limited accessibility design for the benefit of all people regardless of age or abilities. Occupational hygiene improvements will be delayed.

### **What is the impact if this project is not funded by 2035?**

Building age will be more than 70 years old. The expected associated maintenance and repairs would be significant. This would create a shortage of space for Administration, Community Risk Reduction, and operational staff. A substantial renovation, including required building standards compliance costs would be required to maintain operational needs.

Occupational hygiene improvements to the busiest fire station in the city would be further delayed.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Health, Well-being, & Self-sufficiency:

Strongly supports and improves the traditional standalone model for fire stations. A co-location has many different opportunities where community-based organizations and affordable housing could occupy the floors above the downtown headquarters. This model would support the health and well-being of residents with programming provided by SFD staff.

Assisting people to feel well and leading to a higher quality of life for all.

**What are other Triple Bottom-Line Co-Benefits?**

Reconciliation, Equity, Diversity, & Inclusion:

Modern building standards within the facility will include upgraded locker rooms, washrooms, and break out areas designed to achieve an inclusive gender-neutral facility which will support equal opportunity for all staff.

The project would focus on accessibility for all.

Civic Participation:

SFD incorporates a variety of multi-use rooms within fire stations. SFD supports community organizations and community led efforts by providing use of these spaces.

Innovation, quality workplace, or skill training:

Innovative co-location with community-based organizations, affordable housing, and not for profits will provide services in house. Bringing the services to the residents will create a hub for advanced skill development. One example is housing for older adults with services within coordinated with SFD proactive education programs. This will create an inclusive building that is focused on supporting community.

Support financial and human resources:

The co-location model will provide options for the type of ownership to best suit the City of Saskatoon. Full ownership with leased space above the facility, shared ownership with condominium structure, or other. Revenue generation will occur and an increased tax base on a fire station site that traditionally does not see property tax revenue generated.

Efficient and effective asset management and use:

Ensure assets are multi-use or provide value beyond their primary use. Co-locating with a community organization would be a premiere example of asset multi-use providing value beyond the primary use.

## **Fire Station No. 12 – Northwest Area of District One**

### **Project Description**

Build a single engine fire station to service the northwestern west portion of District One. The project would include the selection and purchase of suitable land. The station will not require an apparatus purchase or new staff. Existing staff and an apparatus will be utilized. The station's first due response zone would include all or portions of Westmount, Mount Royal, Pleasant Hill, Caswell Hill, Hudson Bay Park, and Mayfair.

Colocation opportunities with community housing organizations will be explored.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

The Federal Rapid Housing Initiative has different streams that can support co-location in future fire stations. The opportunity to explore the Community-Based Tenant Initiative program that fund projects to raise awareness of tenant issues, and to support the implementation of new and improved tenant engagement practices.

### **How does this Project Address Council Priorities?**

Reconciliation, Equity, Diversity, & Inclusion:

Modern building standards within the facility will include upgraded locker rooms, washrooms, and break out areas designed to achieve an inclusive gender-neutral facility which will support equal opportunity for all staff. The project would focus on accessibility for all. Also, the co-location model would support equitable housing for residents in need of affordable housing.

Community Safety and Well-being:

The Saskatoon Fire Department (SFD) provides response to all emergencies involving fire, prehospital emergency medical, water rescue, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances, for the safety of the public.

Emergency Response service, along with fire dispatch agreements, are also provided to surrounding communities. Extensive fire prevention, education, enforcement, and safety programs, such as fall prevention, lift assists, and needle pickups are also provided.

Community safety and well-being is the key service element provided by SFD. This project will enable SFD to provide this region service within the industry standard time objectives improving safety and well-being of citizens and responders.

Engagement on Infill & Growth:

Incorporates innovative ways to align neighbourhood desires with city-building goals by minimizing the footprint as well as providing an opportunity to collocate with a variety of housing initiatives. Based on neighbourhood demographics the co-location model would be determined by the need for services to support residents.

Downtown Development:

Related to the relocation of Station No. 1 at 125 Idylwyld Drive South, this project facilitates the redevelopment/repurpose of 125 Idylwyld Drive.

This station project will enable the reduced footprint of the new Station No. 1 site in the core downtown area while improving service levels.

Distributing the resources in District One lessens the impact of the rail line bisecting the district and delaying emergency response to one of the busiest areas of the city.

### **How does this project address Core Services & Operational Priorities?**

#### **Civic Assets:**

This project supports a long-term plan for safe operational facilities to enable SFD to deliver established levels of service as Saskatoon grows. A whole community approach with co-location model strengthens the civic asset. A multi-dimensional site provides added value through reputational, financial, and supportive model.

#### **Equitable Services:**

This project will address inequitable service levels experienced in Districts 1 and 2.

#### **Quality of Life and Public Safety:**

As stated in the City of Saskatoon 2022 – 2025 Strategic Plan:

“Improve the Saskatoon Fire Department’s service level targets by regularly assessing the resources needed to ensure adequate and effective coverage as the city grows.”

“Continue to provide high-quality essential services and municipal programs that ensure quality of life and enable the public to safely engage in everyday life.”

This project is required to maintain service levels as described to ensure safety and quality of life.

### **How does this Project address Corporate Transformational Change?**

#### **Customer-centric Service Delivery:**

A customer-centric service culture that enables the City to reliably meet established levels of service and consistently achieve high customer satisfaction across the organization.

This project will enable SFD to meet established levels of service consistently to people in this region.

#### **Efficiency & Effectiveness:**

The City invests in what matters to keep improving the organization — the right processes, systems, technology, and initiatives. This drives operational excellence and helps deliver established levels of service to the public.

This project will help deliver established levels of service to the public.

### **How does this project mitigate Corporate Risk?**

Building this fire station will help to ensure service levels can be met, reduce the risk of public or council dissatisfaction, while helping to reduce the risk to people, property, and environment.

### **What is the impact if this project is delayed?**

The provision of effective fire and emergency services is reliant on the proper combination of distribution and concentration of resources. The SFD’s deployment strategy, based on continuous data analysis, identifies the improvements and changes needed in deployment priorities. This is used as a basis to align with community risk and strategic and master planning. Immediate priorities have been identified, for station location and apparatus deployment, and updated to include additional resource requirements to maintain current emergency service levels.

The SFD has identified the busiest areas in the City exist in District 1 and 2. The boundary where these two districts meet is one of the busiest areas in the City in terms of call volume. District 1 accounts for about 33% of total call volume throughout the City. SFD must also evaluate geographic distribution and depth, or concentration of resources deployed based on time parameters. Deployment models often require a concentration of resources to maintain service level objectives in high workload areas with multiple simultaneous alarms. GIS Mapping based on posted road speeds has shown SFD should be meeting response times. However, SFD is not meeting service level objectives in District 1 due to several factors.



The current deployment of resources providing response coverage to the central area of Saskatoon is from a single facility – Station No. 1. While the quantity of resources is adequate, the analysis of data indicates redistribution of those resources would improve service level performance in some of the busiest areas and minimize the impact of the geographical restrictions for response. An example of this is the CP railway that bisects the response district.

SFD continues to see an increase of calls for service yearly. Total calls per year are at the highest levels ever. Yearly totals have increased an average of 12 % per year in 2019, 2020, & 2021. Currently 2022 is on a record pace with 9.68% increase over last year.

Delay to restore service levels in the busiest area of the city will increase the number of incidents with reduced service. This will increase the risk of negative outcomes and reduce the level of safety in the community.

#### **What is the impact if this project is not funded by 2035?**

Extended delays continue to increase the risk of negative outcomes and further reduces the level of safety in the community.

#### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Safety:

Improve the safety of people and/or their possessions.

This project will significantly improve SFD service level performance in this area. Improving safety of people, property, and the environment because of the geographic restriction bisecting several neighbourhoods (rail line). Also, this location supports a creative co-location model that will transform the community in shared spaces.

#### **What are other Triple Bottom-Line Co-Benefits?**

Reduce GHG's:

This project will provide travel times to calls within this region less than 240 seconds. For many incidents in this region the travel time/distance will be reduced by 50% or more, thereby reducing fuel use.

Health, Wellbeing, and Self-sufficiency:

SFD paramedic/firefighters provide emergency medical care, rescues, fire protection, lift assists, hazardous materials response, carbon monoxide and other investigations. SFD crews perform proactive wellness checks to assist people feel well and stay healthy. These crews ensure unsafe housing is reported for follow up and support. These services all lead to a higher quality of life for all.

Civic Participation:

SFD incorporates a variety of multi-use rooms within fire stations. SFD supports community organizations and community led efforts by providing use of these spaces.

Innovation, quality workplace, or skill training:

Innovative co-location with community-based organizations, affordable housing, and not for profits will provide services in house. Bringing the services to the residents will create a hub for advanced skill development. One example is housing for older adults with services within coordinated with SFD proactive education programs. This will create an inclusive building that is focused on supporting community.

Support financial resources:

The co-location model will provide options for the type of ownership to best suit the City of Saskatoon. Full ownership with leased space above the facility, shared ownership with condominium structure, or other. Revenue generation will occur and an increased tax base on a fire station site that traditionally does not see property tax revenue generated.

## **Fire Station No. 14 & Engine for eastern area known as Region D**

### **Project Description**

Build a single engine fire station to service the eastern portion of the city previously reported as Region D. The project would include the selection and purchase of suitable land, as well as the purchase of a fully equipped fire engine. The station would provide initial response to all or portions of Brighton, Holmwood Business Park, Holmwood Suburban Centers #1 & #2, and neighbourhood develop areas 2, 3, & 4 as listed in the Holmwood Sector Plan.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Community Safety and Well-being: The SFD provides response to all emergencies involving fire, prehospital emergency medical, water rescue, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances, for the safety of the public.

Emergency Response service, along with fire dispatch agreements, are also provided to surrounding communities. Extensive fire prevention, education, enforcement, and safety programs, such as fall prevention, lift assists, and needle pickups are also provided.

Community safety and well-being is the key service element provided by SFD. This project will enable SFD to provide this region service within the industry standard time objectives improving safety and well-being of citizens and responders.

Environmental Sustainability: Develop initiatives to improve energy conservation and efficiency in buildings, transportation and land use planning.

In 2021, SFD responded to 106 calls for service in Region D, the Out-of-Range region east of District Nine in the eastern part of the city. There have been 107 calls for service to date this year. Calls to this area all exceed the 240 second travel time and will increase every year. This project will provide travel times to calls within this region less than 240 seconds, thereby reducing fuel consumption. For many incidents the travel time/distance will be reduced by 50% or more.

### **How does this project address Core Services & Operational Priorities?**

Equitable Services:

This project will address inequitable service levels experienced in Region D.

Quality of Life and Public Safety:

As stated in the City of Saskatoon 2022 – 2025 Strategic Plan:

“Improve the Saskatoon Fire Department’s service level targets by regularly assessing the resources needed to ensure adequate and effective coverage as the city grows.”

“Continue to provide high-quality essential services and municipal programs that ensure quality of life and enable the public to safely engage in everyday life.”

This project is required to maintain service levels as described to ensure safety and quality of life.

### **How does this Project address Corporate Transformational Change?**

#### **Customer-centric Service Delivery:**

A customer-centric service culture that enables the City to reliably meet established levels of service and consistently achieve high customer satisfaction across the organization.

In 2021, SFD responded to 106 calls for service in Region D, the Out-of-Range region east of District Nine.

This project will enable SFD to meet established levels of service consistently to people in this region.

#### **Efficiency & Effectiveness:**

The City invests in what matters to keep improving the organization — the right processes, systems, technology, and initiatives. This drives operational excellence and helps deliver established levels of service to the public.

This project will help deliver established levels of service to the public.

### **How does this project mitigate Corporate Risk?**

Building this fire station will help to ensure service levels can be met, reduce the risk of public or council dissatisfaction, while helping to reduce the risk to people and property.

### **What is the impact if this project is delayed?**

Calls for service that are beyond the 240 second travel time from our current fire stations are referred to as out-of-range calls.

SFD is experiencing out-of-range calls for service in many districts.

In 2021 SFD responded to 106 calls for service in Region D, the Out-of-Range region consisting mainly of Brighton and proposed Holmwood Sector. SFD has responded to 107 calls in the region this year.

This region is experiencing rapid development. The population of Brighton is expected to reach approximately 15,000 people. The two suburban center areas and the two neighborhood areas that will be adjacent to Brighton have projected populations of another 28,000 people. Delay of this project will ensure the region remains outside of the travel time service level objective. This will create increased risk for people and responders as the region will continue to see this increase of population and activities.

Fire growth and fire behavior are scientifically measurable, as are the expected outcomes associated with untreated cardiac arrest, and specific resource requirements to control fires and prevent deaths.

Important criteria in National Fire Protection Association (NFPA) 1710 are based on the Fire Propagation Curve, a universally accepted, empirically based measurement of how quickly a fire will reach the flashover stage and potential spread to surrounding buildings if left unaddressed. Established medical response times are based on well established, empirically based measurements of the maximum amount of time that a patient in cardiac arrest can survive without intervention.

### **What is the impact if this project is not funded by 2035?**

SFD will see a significant increase in the out-of-range calls for service in Region D between 2024 and 2035. Many of these calls will be immediately dangerous for the health and safety of the citizens involved. Extended response times increase the risk of negative outcomes to these events.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

**Safety:**

Improve the safety of people and/or their possessions.

This project would enable the SFD to provide the expected level of service in this region. The status quo is that all homes and businesses in Region D live outside the recommended travel time for initial arriving fire crews. This project will significantly improve SFD service level performance in this area. Improving safety of people, property, and Environment.

**What are other Triple Bottom-Line Co-Benefits?**

**Reduce GHG's:**

This project will provide travel times to calls within this region less than 240 seconds. For many incidents in this region the travel time/distance will be reduced by 50% or more, thereby reducing fuel use.

**Health, Wellbeing, and Self-sufficiency:**

SFD paramedic/firefighters provide emergency medical care, rescues, fire protection, lift assists, hazardous materials response, carbon monoxide and other investigations. SFD crews perform proactive wellness checks to support people to feel well and stay healthy. Unsafe housing is reported for follow up and support. These services all lead to a higher quality of life for all.

**Civic Participation:**

SFD incorporates a variety of multi-use rooms within fire stations. SFD supports community organizations and community led efforts by providing use of these spaces.

**Efficient and effective asset management and use:**

Extended travel distances to calls for service increase the maintenance cost and frequency and shorten the expected life span of apparatus. This project will reduce apparatus travel distances to calls within this region thereby decreasing vehicle maintenance cost and frequency. For many incidents the travel distance will be reduced by 50% or more.

## **Fire Station No. 13 & Engine for eastern area known as Region C**

### **Project Description**

Build a single engine fire station to service the eastern portion of the city previously reported as Region C. The project would include the selection and purchase of suitable land as well as the purchase of a fully equipped fire engine. The station would provide initial response to all or portions of Aspen Ridge, Evergreen, and neighborhood 3 as listed in the University Heights Sector Plan.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

**Community Safety and Well-being:** The Saskatoon Fire Department (SFD) provides response to all emergencies involving fire, prehospital emergency medical, water rescue, entrapment of persons, and unplanned releases of regulated or hazardous materials and substances, for the safety of the public.

Emergency Response service, along with fire dispatch agreements, are also provided to surrounding communities. Extensive fire prevention, education, enforcement, and safety programs, such as fall prevention, lift assists, and needle pickups are also provided.

Community safety and well-being is the key service element provided by SFD. This project will enable SFD to provide this region service within the industry standard time objectives improving safety and well-being of citizens and responders.

**Environmental Sustainability:** Develop initiatives to improve energy conservation and efficiency in buildings, transportation and land use planning.

In 2021 SFD responded to 247 calls for service in Region C, the Out-of-Range region northeast of District Nine in the eastern part of the city. There have been 239 calls for service to date this year. Calls to this area all exceed the 240 second travel time and will increase every year. This project will provide travel times to calls within this region less than 240 seconds, thereby reducing fuel consumption. For many incidents the travel time/distance will be reduced by 50% or more.

### **How does this project address Core Services & Operational Priorities?**

**Equitable Services:**

This project will address inequitable service levels experienced in Region C.

**Quality of Life and Public Safety:**

As stated in the City of Saskatoon 2022 – 2025 Strategic Plan:

“Improve the Saskatoon Fire Department’s service level targets by regularly assessing the resources needed to ensure adequate and effective coverage as the city grows.”

“Continue to provide high-quality essential services and municipal programs that ensure quality of life and enable the public to safely engage in everyday life.”

This project is required to maintain service levels as described to ensure safety and quality of life.

### **How does this Project address Corporate Transformational Change?**

#### **Customer-centric Service Delivery:**

A customer-centric service culture that enables the City to reliably meet established levels of service and consistently achieve high customer satisfaction across the organization.

In 2021 SFD responded to 247 calls for service in Region C, the Out-of-Range region northeast of District Nine.

This project will enable SFD to meet established levels of service consistently to people in this region.

#### **Efficiency & Effectiveness:**

The City invests in what matters to keep improving the organization — the right processes, systems, technology and initiatives. This drives operational excellence and helps deliver established levels of service to the public. This project will help deliver established levels of service to the public.

### **How does this project mitigate Corporate Risk?**

Building this fire station will help to ensure service levels can be met, reduce the risk of public or Council dissatisfaction, while helping to reduce the risk to people, property, and environment

### **What is the impact if this project is delayed?**

Calls for service that are beyond the 240 second travel time from our current fire stations are referred to as out-of-range calls.

SFD is experiencing out-of-range calls for service in many districts.

In 2021 SFD, responded to 247 calls for service in Region C, the Out-of-Range region consisting mainly of Aspen Ridge and northeast portions of Evergreen. SFD has responded to 239 calls in the region this year.

This region is experiencing rapid development. The population of Aspen Ridge is expected to reach approximately 10,000 people. The proposed UH3 University Heights neighborhood, Mixed-use core and District Village Commercial areas that will be adjacent to the Northeast Swale, have projected populations of another 17,500 people. Delay of this project will ensure the region remains outside of the travel time service level objective. This will create increased risk for people and responders as the region will continue to see this increase of population and activities.

Fire growth and fire behavior are scientifically measurable, as are the expected outcomes associated with untreated cardiac arrest, and specific resource requirements to control fires and prevent deaths.

Important criteria in National Fire Protection Association (NFPA) 1710 are based on the Fire Propagation Curve, a universally accepted, empirically based measurement of how quickly a fire will reach the flashover stage and potential spread to surrounding buildings if left unaddressed. Established medical response times are based on well established, empirically based measurements of the maximum amount of time that a patient in cardiac arrest can survive without intervention.

### **What is the impact if this project is not funded by 2035?**

SFD will see a significant increase in the out-of-range calls for service in Region C between 2024 and 2035. Many of these calls will be immediately dangerous for the health and safety of the citizens involved. Extended response times increase the risk of negative outcomes to these events.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

**Safety:**

Improve the safety of people and/or their possessions.

This project would enable the SFD to provide the expected level of service in this region. The status quo is that all homes and businesses in Region C live outside the recommended travel time for initial arriving fire crews. This project will significantly improve SFD service level performance in this area. Improving safety of people, property, and environment.

**What are other Triple Bottom-Line Co-Benefits?**

**Reduce GHGs:**

This project will provide travel times to calls within this region less than 240 seconds. For many incidents in this region the travel time/distance will be reduced by 50% or more, thereby reducing fuel use.

**Health, Wellbeing, and Self-sufficiency:**

SFD paramedic/firefighters provide emergency medical care, rescues, fire protection, lift assists, hazardous materials response, carbon monoxide and other investigations. SFD crews perform proactive wellness checks to support people to feel well and stay healthy. Unsafe housing is reported for follow up and support. These services all lead to a higher quality of life for all.

**Civic Participation:**

SFD incorporates a variety of multi-use rooms within fire stations. SFD supports community organizations and community led efforts by providing use of these spaces.

**Efficient and effective asset management and use:**

Extended travel distances to calls for service increase the maintenance cost and frequency and shorten the expected life span of apparatus. This project will reduce apparatus travel distances to calls within this region thereby decreasing vehicle maintenance cost and frequency. For many incidents the travel distance will be reduced by 50% or more.

## **Increase Apparatus Reserve to Purchase of Electric Fire Engines**

### **Project Description**

This project provides funding for two electric apparatus as diesel-powered units are scheduled for replacement. There are eight fire apparatus scheduled to be replaced between 2024 to 2028.

The increased funding is required to complete a pilot within the Fire Apparatus Reserve. In addition to the differential cost between the diesel and electric apparatus, the project includes the projected cost of purchasing and installing charging stations with appropriate infrastructure into the required facilities.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

1. The Green Municipal fund offers, Regular loans and grants: Receive a low-interest loan of up to \$5 million and a grant worth up to 15% of the loan; cover up to 80% of your eligible costs. High-ranking project loans and grants: These qualify for a low-interest loan of up to \$10 million and a grant worth up to 15% of the loan; cover up to 80% of your eligible costs.

- Purchasing properly sized municipal vehicles for various uses (e.g., fleet optimization)
- Alternative fueling infrastructure for vehicles providing municipal services (e.g., fast charging stations)

All classes of vehicle are eligible for this funding. It applies to your fleet (i.e, all municipally owned vehicles such as police cruisers and fire trucks) and private vehicles that deliver municipal services (e.g., waste management or leased vehicles).

2. Transport Canada offers, Incentives of \$100,000 per battery electric vehicle (BEV) and \$50,000 per Plug-in hybrid electric vehicle (PHEV). Firetruck manufacturers presently eligible for these incentives are, Rosenbauer (BEV), and Pierce (PHEV).

### **How does this Project Address Council Priorities?**

Replacement electric apparatus will provide a significant reduction of GHG emissions compared to the diesel-powered unit, up to 24% over the asset lifespan.

### **How does this project address Core Services & Operational Priorities?**

Civic assets:

Replacement of diesel-powered with electric apparatus ensures energy efficiency and long-term resilience while supporting reduced ongoing operating costs.

Quality of Life and Public Safety:

A reliable electric fire fleet will ensure service levels are met while reducing GHG emissions.

### **How does this Project address Corporate Transformational Change?**

Investing in alternative energy high-performing fleet will help SFD be efficient in delivering service to the community while protecting the environment.

### **How does this project mitigate Corporate Risk?**

This project will reduce the risk of public or council dissatisfaction relating to the failure to achieve GHG reduction targets.



**What is the impact if this project is delayed?**

Starting in 2024, SFD would continue to purchase diesel powered apparatus as the fleet is replaced until additional funding is realized for the capital apparatus reserve fund to facilitate the transition to electric vehicles.

Every replacement apparatus purchased with a diesel engine will lengthen the timeline to convert SFD's fleet to electric. Currently the replacement cycle for a single apparatus is 18 years.

**What is the impact if this project is not funded by 2035?**

SFD would continue to purchase diesel apparatus. The ability to purchase electric apparatus is not achievable until successful budget increases provide enough capital reserve funding. Complete conversion to electric power will not be achieved until 2053 or later based on the replacement schedule for the SFD fleet.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Currently, fire response models worldwide consist of predominantly fossil-fuel powered vehicles. Transitioning to electric powered apparatus is a significant paradigm shift away from the traditional SFD response approach to emergency situations.

This project is an important step towards reducing SFD's fossil fuel consumption and aligning with City Council priorities to conserve energy and reduce GHG's.

**What are other Triple Bottom-Line Co-Benefits?**

**Healthy Ecosystems or Reduced Pollutants**

Electric fire apparatus reduce GHG emissions compared to diesel-powered units. The reduction of GHG's reduces the SFD's contribution to global climate change. Also, diesel exhaust particulates are known pollutants, affecting the environment and poses health-risks to humans.

**Support Climate Adaptions**

- Community or corporate adaptation to climate change activities

Transitioning to electric fire trucks is a significant change to the SFD response model. To support corporate climate adaptations, the SFD is initiating this project with the understanding that external funding and corporate alignment with partners like Sustainability is vital.

Implementation of this project requires support to build a resilient project that achieves ecofriendly outcomes, reduces climate change risks, and nurtures partnerships to share knowledge to "proactively address the effects of climate change." The Strategic Goal of Environmental Leadership

**Support Financial resources**

"Incremental expenditures in buildings, vehicles, and other energy related equipment and infrastructure increase costs in the short-term but result in long-term savings." City of Saskatoon - Low Emissions Community Plan (LEC Plan)

The operational cost savings are apparatus maintenance cost savings of approximately 24% over the life cycle of the asset. Fuel saving costs less the increased electrical consumption costs.

# **Sustainability Priorities**

## **Zero Emissions Transit Fund**

### **Project Description**

The ZETF Federal Fund allows for funding to increase the amount of Zero Emission Buses (ZEBs) in a municipality's fleet. This fund allows for buses and infrastructure investment. This capital project ask is for the City's portion, \$18 million, of the total ZETF ask of \$36 million.

### **Total Capital Estimate**

20 million to 50 million.

### **Overview of potential non-city funding sources**

This project has applied for and will receive Zero Emission transit funding of approximately \$18 million.

### **How does this Project Address Council Priorities?**

Investing in transit ensures equal access to spontaneous, dependable, and safe transportation for all citizens of Saskatoon regardless of where they live and what their income is. Investing in transit will support the Downtown development and encourage citizens and visitors to Saskatoon to make use of a robust transit system to gain access to the proposed downtown amenities. Investment in ZEV will encourage the reduction of GHG for the City of Saskatoon as a whole. Supporting Transit will allow for improved transportation for all citizens and visitors of Saskatoon allowing them better and more reliable service to all corners of our city.

### **How does this project address Core Services & Operational Priorities?**

Investing in Transit means Saskatoon will have updated and more reliable buses on the road. This ensures that disruptions to service are reduced, providing more reliable service to our customers. Investing in Transit ensures an excellent customer experience for citizens of all ages, demographics, and abilities when travelling on a Saskatoon Transit Bus.

### **How does this Project address Corporate Transformational Change?**

Updated and more reliable buses leads to more consistent and reliable service for the citizens of Saskatoon. This improved service keeping in mind the end user will mean a more satisfied customer base and this will also attract more riders as the use of the bus becomes more convenient than the use of a private vehicle. The move to ZEV will increase the fuel efficiency of the vehicles reducing GHG emissions.

### **How does this project mitigate Corporate Risk?**

Maintaining a consistent, regular injection of new rolling stock reduces the chance of service disruptions as newer buses require less repair and are more dependable.

### **What is the impact if this project is delayed?**

The ability for the City of Saskatoon to take advantage of the ZETF funding may be lost. This would result in the City of Saskatoon needing to absorb all of the costs related to the ZEV purchase and infrastructure investments. Saskatoon Transit would be at risk of not meeting the GHG reduction goals that have been set departmentally and corporately by City of Saskatoon. In addition, to improve the average age of Saskatoon's fleet, there needs to be an injection of new rolling stock. Failure to do so will continue to put the overall service of Saskatoon Transit at risk.

**What is the impact if this project is not funded by 2035?**

Saskatoon transit will continue to be at risk of providing essential services to the citizens of Saskatoon.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The reduction in greenhouse gases is significantly improved. Based on the pilot program that was implemented and measured by SRC, it is estimated that noise will be reduced by 5 decibels on an electric bus compared to a diesel and the reduction in CO2 equivalent is 45 tonnes annually.

**What are other Triple Bottom-Line Co-Benefits?**

Reconciliation, Equity, Diversity, and Inclusion; (removed)

Safety, or resiliency of essential services;

## **Civic Water Conservation**

### **Project Description**

Civic Water Conservation Program, identified as a priority in the Water Conservation Strategy, involves improving the water efficiency in facilities and operations. Two thirds of the City's own water use is used outdoors in the summer, the majority for irrigation. Initiatives involve:

- maximizing water efficiencies in parks and green spaces.
- transitioning irrigated areas to naturalized areas.
- using non-potable water sources (such as raw water, storm water, roof water and reused water) to maintain green infrastructure.
- maximizing water efficiencies in spray pads and paddling pools.
- maximizing efficiencies of facilities and operations.
- using AML data to manage and track water use.
- integrating water conservation into planning, land use, and urban form policies, standards, and plans.
- continuing existing education and grant programs.

\*This work compliments the Naturalization and Low Impact Development project which is focused on increasing naturalization beyond the irrigated areas that are the focus of this project.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

\$800,000 Natural Infrastructure Fund grant in 2024. Will continue to look for other funding opportunities to accelerate Civic Water Conservation implementation.

### **How does this Project Address Council Priorities?**

Civic Water Conservation supports the following key actions:

- Recreation, Culture and Leisure:
  - o Develop asset management plans for key recreation infrastructure and equipment and incorporate green infrastructure and natural assets into existing asset management plans for parks.
  - o Develop more resilient design standards for parks to respond to higher density neighbourhoods, increased park usage and climate change.
- Environmental Sustainability:
  - o Implement climate actions in the Low Emissions Community Plan and the Corporate Adaptation Strategy within proposed timeframes.
  - o Implement innovative and efficient water conservation practices and programs for indoor and outdoor uses.
  - o Develop proactive policies, strategies and practices to ensure the environment is protected from damage and, where possible, ecosystems are enhanced.

### **How does this project address Core Services & Operational Priorities?**

Civic Water Conservation supports the following key outcomes:

- Civic Assets:
  - o Saskatoon's built and natural assets are managed in a manner that maximizes benefits, manages risk to an acceptable level, and provides established levels of service throughout the full lifecycle.
  - o Civic assets are energy efficient and designed for long-term resilience, ensuring the City is prepared to mitigate current and future contributions to climate change. Investment in water

conservation aligns with intent of energy efficiency and is required to support GHG emissions goals and provide great climate resilience.

### **How does this Project address Corporate Transformational Change?**

Civic Water Conservation supports the following key outcomes:

- Efficiency and Effectiveness:
  - o Increased operational efficiency and effectiveness has resulted in greater savings and organizational success.

### **How does this project mitigate Corporate Risk?**

The Low Emissions Community Plan identifies that a third of municipal GHG emissions come from pumping and treating water and without implementing the water conservation strategy, we risk not meeting our local and global commitments to reduce GHG emissions. Water conservation helps reduce GHG emissions and energy used to pump and treat water.

The Climate Projections and Possible Impacts Report identifies that increased demand on the water and wastewater utility and delivery system due to warmer weather has a high risk to impact operations. It also identifies a high risk from increased stress on plants and the urban forest and a moderate risk of loss of plant and urban wildlife diversity due to heat stress, water availability reductions and habitat losses.

The Water Treatment Plan Long Term Capital Strategy identifies a risk that capacity expansion will be required sooner if water reduction measures are not implemented.

Water conservation can help prepare for less predictable precipitation, less dependable water flows and more frequent droughts that we expect to face in the future.

### **What is the impact if this project is delayed?**

Savings from efficiency improvements will not be realized and water conservation targets will not be met. The Low Emissions Community (LEC) Plan identifies targets for water conservation which are a 5% overall reduction by 2026, a 20% outdoor and 30% indoor reduction by 2050.

### **What is the impact if this project is not funded by 2035?**

Savings from efficiency improvements will not be realized and water conservation targets will not be met. The targets for water conservation are a 5% overall reduction by 2026, a 20% outdoor and 30% indoor reduction by 2050. The baseline year is 2016. The Water Treatment Plan Long Term Capital Strategy identifies a risk that capacity expansion will be required sooner if water conservation measures are not implemented.

### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Implementing the suite of Civic Water Conservation initiatives listed above will significantly reduce civic water use. The impacts will be sustained long-term and address numerous risks. This work involves piloting and subsequently implementing new ideas and approaches that will transform civic operations and practices.

### **What are other Triple Bottom-Line Co-Benefits?**

- Conserve energy or reduce GHGs
  - o A third of the City's own emissions come from pumping and treating water. Water conservation is a key way to reduce these emissions.
- Healthy Ecosystems or reduced pollutants.
  - o Water conservation helps protect and enhance green spaces that are at risk from climate change.
- Support Climate Adaptation.
  - o Water conservation is a key way to increase resiliency of the water treatment and distribution

system, and the green infrastructure network.

- Safety, or resiliency of essential services.

- o Water conservation will help prevent essential service disruptions to the water system and reduce the need to implement water use restrictions.

- Efficient and effective asset management and use.

- o Water conservation helps defer the need to prematurely replace or expand water system infrastructure arising from capacity limitations.

## **Green Networks - Natural Areas Program**

### **Project Description**

The purpose of the Green Network - Natural Areas Program is to protect, restore, and manage significant natural areas in the City's green network.

While natural areas in Saskatoon connect residents to nature and provide other important services, many sites are degraded and unmanaged. Restoring high priority natural areas and bringing these sites under formal stewardship will maximize ecosystem services and help to realize the full benefits of these spaces.

The first phase of this work, Natural Areas Management – Pilots and Policy, proceeded in 2022-2023 with the development of a natural area policy framework, and the completion of pilot natural area management plans at 2 priority sites. This major capital ask is for the continuation of this work through the roll-out of management and restoration work at additional natural areas. Policy and process development that supports this work will occur concurrently. Opportunities to implement recommendations from an upcoming Traditional Land Use and Knowledge Assessment will also be explored.

The Natural Areas Program will align with and support concurrent initiatives such as Meewasin's feasibility study for a National Urban Park, Wanuskewin's bid for UNESCO designation, and the creation of a ceremonial space in Saskatoon.

### **Total Capital Estimate**

50 million to 150 million.

### **Overview of potential non-city funding sources**

Funding for early site enhancements may be available through the Natural Infrastructure Fund – Large Project Stream. This is anticipated to bring an additional \$700,000 to the current project budget.

The Federal Government has made various commitments to protecting nature and biodiversity and has demonstrated this through recent funding opportunities such as Nature Smart Climate Solutions, Natural Infrastructure Funding, 2 Billion Trees, and investments in protected areas. We anticipate the Natural Areas Program will be eligible for additional external funding in future. Linkages to future climate adaptation funding (e.g., FCM funding) are also expected.

### **How does this Project Address Council Priorities?**

Reconciliation, Equity, Diversity, and Inclusion:

- The Natural Areas Program supports the City's reconciliation goals including the United Nations Declaration on the Rights of Indigenous Peoples, and particularly Articles 11, 12, and 13. Progressing towards these Articles will be supported by a Traditional Knowledge Specialist and the delivery of a natural area's education program.
- This project will work towards the key action in the strategic plan to "Create spaces where all community members feel safe and welcomed to ensure cultural identities and living experiences are reflected in the community." For example, the natural areas education program will support Indigenous student involvement in natural areas.

Regional Planning:

- This program will advance the opportunity to connect the P4G Green Network Study Area with the City's Green Network. This supports the Green Infrastructure Strategy Action 5.2: Work with regional partners to coordinate Green Network development and management in urban areas that intersect with the region.

#### Environmental Sustainability:

This program will implement actions in the Green Infrastructure Strategy and Green Pathways within their proposed timeframes. Specific initiatives addressed are:

- Action 1.1: Protect prioritized natural areas through policies and processes
- Action 1.2: Manage and restore natural areas through Natural Area Management Plans.
- Action 1.3: Create partnerships to support Indigenous land management.
- Action 1.4: Integrated natural assets into the City's asset management system.

Through the development and implementation of a policy framework, proactive policies, strategies, and practices will ensure that environmental quality is protected from damage and where possible, ecosystems are enhanced.

#### **How does this project address Core Services & Operational Priorities?**

Civic assets: This program directly contributes to the Strategic Plan outcome that "Saskatoon's built and natural assets are managed in a manner that maximizes benefits, manages risk to an acceptable level, and provides established levels of service throughout the full lifecycle."

Specifically, this program will adopt, maintain and fund asset management plans for key civic assets to support established levels of service. The development of asset management plans for natural areas, which will be developed through a climate adaptation lens.

Quality of life: This program directly contributes to the Strategic Plan outcome of "Welcoming and inclusive public infrastructure, spaces and natural assets that bring people together."

Specifically, the program will improve the public's access to nature and natural spaces, which is shown to improve quality of life including mental and physical health and well-being.

#### **How does this Project address Corporate Transformational Change?**

Efficiency and Effectiveness: This program contributes directly to the Strategic Plan Outcome "Our ability to proactively respond to opportunities and challenges, while managing risk and organizational change, is enhanced." Specifically, the restoration of natural assets will proactively alleviate risks that may result from climate change such as the urban heat island effect and overland flooding.

People and Culture: This program directly contributes to the Strategic Plan Outcome "the City is an inclusive, respectful, and collaborative workplace that fosters safety and high-performance". Specifically, a natural areas education program will support youth employment, skills building, and training opportunities.

#### **How does this project mitigate Corporate Risk?**

##### Operational Risks:

-Natural assets provide many benefits that are not always apparent until they are degraded or destroyed. "Avoided Cost" is a method of valuing natural assets by calculating the damages that would occur if the natural assets were lost. For example, wetlands play an important role in preventing overland flooding. If this service is lost through wetland removal, it can lead to significant "downstream" costs such as flood damage to other infrastructure and assets. The consistent protection and management of natural assets will help to reduce these hidden costs to other civic infrastructure.

-Natural assets that are currently unmanaged are degrading or contaminated, which can provide a risk to both the community and ecosystems. For example, several natural assets currently have illegal dumping occurring. Increasing management to these sites through operational planning will help ensure these risks are reduced or eliminated.

##### Safety and Public Perception Risks:

-Public feedback is consistently strongly in favor of managing natural assets and other green



infrastructure to the level that other infrastructure is managed.

-Many citizens are already informally using undesignated natural assets. There is an opportunity to increase customer satisfaction by formalizing these site uses. At the same time, there is a public safety risk if these sites remain unmanaged.

Risks to the City's Reputation:

-There is a risk that citizen's overall confidence in the City may be reduced as a result of leaving natural areas unmanaged, or not being transparent about the City's protection and management processes related to natural areas.

### **What is the impact if this project is delayed?**

Missed Opportunities:

-This work aligns with upcoming external opportunities such as the feasibility study for a National Urban Park. The Natural Areas Program is the best mechanism that the City has to understand the implications of an urban park from the City's perspective and act on any resulting recommendations.

-The opportunity to create a clear policy and process for natural areas management, after the initial investment in a policy framework in 2022-2023, would be missed if funding does not continue. This would likely lead to increase public complaints, and natural areas continuing to be addressed "off the side of desk", which is not a sustainable approach. Related to this, if the work does not continue, there is a risk of staff turnover, since expertise has been developed in this area to support this ongoing work.

### **What is the impact if this project is not funded by 2035?**

In addition to the risks described above, by 2035 many natural areas may be permanently destroyed or damaged. The impact of the loss of these ecosystem services is not quantified but expected to be significant.

### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The project represents a substantial change to the way the City approaches natural areas. Over 2,000 hectares of natural area within City limits are currently unprotected and unmanaged, which, in addition to posing a significant risk to the ecosystem services these sites provide, also represents a lost opportunity for the City to capitalize on these services. This program will reduce these risks and advance the opportunity by:

-Establishing a clear path forward for the restoration of natural areas in the City, allowing full realization of the ecosystem services they provide.

-Establishing clear policy and process for natural areas from screenings to protection mechanisms.

-Determining sustainable service levels by taking a natural asset approach, to determine an appropriate balance between the City's investment and the delivery of ecosystem services.

-Establishing a partnership with Meewasin, and particularly regarding the National Urban Park feasibility study, and other landowners in the management of natural areas

### **What are other Triple Bottom-Line Co-Benefits?**

Conserve water or improve water quality:

Wetlands, often considered the "kidneys of the earth" are a type of natural area that will be restored through this program. One report estimates the approximate value of wastewater treatment of wetlands at \$15,893/ha/year. Several additional studies show that wetlands can reduce nitrogen and phosphorus loading in the water flowing through them on average by 58-67%. Urban wetlands can play a critical role in mitigating non-point source pollution and treating dust and pollutants such as heavy metals from storm water runoff.

Support climate adaptation:

The Natural Areas Program will play an important role in the City's Climate Adaptation Plan including through carbon sequestration and increased climate resilience.

-Carbon Sequestration: Saskatoon's Low Emissions Community Plan highlights the role of natural areas in capturing and storing carbon, including in wetlands, grasslands, and forests/shrublands. The Natural Capital Asset Valuation study estimates that: wetlands sequester 5.31 tonnes of carbon per hectare per year, grasslands sequester 4.1 tonnes of carbon per hectare per year, and forests and shrublands sequester 2.77 tonnes of carbon per hectare per year.

-Climate Resilience: The Natural Capital Asset Valuation study estimates that wetlands provide \$926/ha/year in the moderation of extreme events. 4 Other communities are also noting the benefits of wetlands, especially under changing climate scenarios. For example, a recent study of 6 Canadian cities by the Municipal Natural Assets Initiative found the value of natural assets such as wetlands grows under extreme rainfall or intensified development scenarios. The City of Nanaimo found that a 55-hectare wetland delivered substantial flood attenuation services such that its replacement with constructed wetlands would cost almost \$4.7 million, a value which would increase between \$6.5 and \$8.2 million under climate change scenarios.<sup>6</sup> Conserving and restoring wetlands within the urban landscape helps to cool cities by absorbing heat and reflecting solar radiation; a service valued at \$1,168/ha/year.

Reconciliation, Equity, Diversity, and Inclusion:

Embedding REDI into the Natural Areas Program will occur primarily through the following considerations:

-Partnerships and capacity building: The Indigenous Technical Advisory Group (ITAG) and the Indigenous Initiatives Department have provided feedback on how to embed anti-racism and decolonization into the project from the start through a partnership and capacity building approach.

-Equitable and inclusive engagement: In addition to partnerships, our engagement approach will be guided by Indigenous Elders, Knowledge Keepers, and community members with living experiences of systemic barriers. Our Engagement Strategy will incorporate the guiding principles of the City's Public Engagement Policy to ensure that impacted community members have an opportunity to provide feedback early in the process. Project management tools such as the City's Equity Toolkit and Triple Bottom Line analysis can further guide these considerations.

Health, well-being and self-sufficiency:

Access to nature is shown to have a significant impact on community well-being including mental and physical health.

Efficient and effective asset management and use:

One of the transformative elements of this project is the use of an asset management framework to apply to natural areas.

## **Fleet Replacement with Electric Vehicles**

### **Project Description**

Fleet Services has compiled its anticipated replacement schedule for vehicles that would be eligible for an electric vehicle (EV) switch by 2034, including construction equipment, garbage trucks, heavy trucks, light units, roadway maintenance, tandem, and others. This Capital Project Submission would provide Fleet with sufficient funds to purchase EVs and install their charging stations to replace 528 internal combustion engine vehicles at end-of-life. Based on the replacement schedule, and assuming each vehicle will need a charging station port installed, the total capital project request for the electrification of 528 vehicles is \$27.8M - \$30.1M.

### **Total Capital Estimate**

20 million to 50 million.

### **Overview of potential non-city funding sources**

The City of Saskatoon has been approved for a grant in the amount of up to \$85,500 through the Green Municipal Fund (GMF) for the following project: "The City of Saskatoon's Community Electric Vehicle Adoption Strategy-Feasibility Study".

The City has applied for funding through the Natural Resources Canada's (NRCan) Zero Emission Vehicle Infrastructure Program (ZEVIP). ZEVIP will fund the installation of charging stations for various location types, including public places, on-street parking, workplaces, and light-duty vehicle fleets. The grant funding can cover 50% of project costs up to \$5,000 per charger/connector.

### **How does this Project Address Council Priorities?**

**Economic Development:** an increase from 4 fleet EVs right now, to 528 vehicles by 2034, is a significant increase to the amount of EVs that are sold in Saskatoon and will strengthen the enabling environment in Saskatoon to encourage entrepreneurs, businesses, and educational institutions to pursue new opportunities in the electric vehicle supply, repairs, and maintenance market to the region.

**Environmental Sustainability:** the switch to electric vehicles implements climate action 17 in the Low Emissions Community Plan, which can result in a 30-56% reduction of emissions from the replacements, given the current grid emissions intensity. As the grid's renewable energy sources increase, the emission reductions will also increase.

**Transportation:** This project directly works towards increasing the number of zero emission vehicles in the civic fleet.

### **How does this project address Core Services & Operational Priorities?**

**Civic Assets:** the switch to EVs would be done systematically when vehicles reach their end-of-life, so that the City optimizes the management and maintenance of these assets. The City would also be improving its facility infrastructure through the installation of EV charging stations for all facilities that host Fleet vehicles.

**Procurement and Project Management:** The electric vehicles will be procured through sustainable procurement methodology and will include indigenous participation and the Triple Bottom Line Policy within the evaluation criteria. The procurement and replacement schedule will be managed using the City's PMI standards and best practices for proper reporting and closure of the project.

Quality of Life: the switch to EVs for Fleet provides high-quality essential services through quieter, efficient and innovative vehicles with no tailpipe emissions improving the community's air and sound quality.

**How does this Project address Corporate Transformational Change?**

Customer-centric Service Delivery: EVs are significantly quieter than internal combustion engines, with no tailpipe emissions, which will reduce noise and air quality disturbances where these vehicles may be needed (e.g. regular garbage collections), enabling the City to consistently deliver exceptional, accessible and equitable services.

Efficiency and Effectiveness: This project will feed into the development of an overarching EV Adoption Strategy and will align with internal Asset Management Plans.

**How does this project mitigate Corporate Risk?**

It assists with the mitigation of climate risks by reducing emissions.

**What is the impact if this project is delayed?**

The City would miss opportunities to replace internal combustion engine vehicles with electric vehicles, with the risk of having to wait until the new replacements' end-of-life to switch, and an inability to progress the Low Emissions Community (LEC) Plan's action 17: Electrify the Municipal Fleet over the near term, with the target of 100% of the fleet is electrified by 2030. The City will not be perceived as a leader in the switch to EVs. Maintenance savings will not be realized.

**What is the impact if this project is not funded by 2035?**

LEC targets will not be met, and there will be less reductions in greenhouse gas emissions, with potentially larger impacts to the climate if delayed beyond 2035. The City will not be perceived as a leader in the switch to EVs. Maintenance savings will not be realized.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The switch to electric vehicles substantively improves upon current practices or norms and can result in a 30-56% reduction of emissions from the replacements, given the current grid emissions intensity. As the grid's renewable energy sources increase, the emission reductions will also increase. It will affect all fleet vehicle users in the corporation, require new infrastructure (charging stations), and reduce reliance on gas and diesel.

If the entire fleet is switched to electric by 2030, then the City will reduce a cumulative 77,000 tonnes CO<sub>2</sub>e by 2050.

**What are other Triple Bottom-Line Co-Benefits?**

Waste reduction and diversion: With the electrification of vehicles, vehicle maintenance is reduced, which subsequently reduces the waste associated with it. For example, without the need for oil or oil changes, there is a reduction in used oil waste. With battery regeneration through braking, brake pads last longer and do not need to be replaced as often. The reduction in waste will also reduce any leachate that may contaminate surrounding ecosystems.

Support climate adaptation: in addition to reducing the effects of climate change through reducing emissions, the electrification of Fleet vehicles also provides the City with portable energy storage (i.e. the vehicle's large batteries) in climate-related power outages.

Innovation, quality workplace, or skill training: the city will increase its driver employee's quality of life through the switch to EVs, as they are more efficient, quieter, and have no tailpipe

emissions, when compared to internal combustion engines.

Improving affordability for users: As Fleet operations become more electrified, there is an anticipated return on the initial upfront investment which in turn could be returned to residents through reduced utility costs, property taxes, or an increase/improvement to municipal services available.

Supporting the local economy: an increase from 4 fleet EVs right now, to 528 vehicles by 2034, is a significant increase to the amount of EVs that are sold in Saskatoon and may encourage growth in the supply market to the region. This growth may also encourage local business development for electric vehicle repairs and maintenance.

## **Recovery Park Complete Master Plan & Recycling Depot Improvements**

### **Project Description**

This project will complete Recovery Park and develop recycling markets to move the facility and its operations to being in line with the fully envisioned master plan of becoming a one-stop facility. Part of this project includes assessing and modeling the depot-based diversion needs of the City once Recovery Park is operational. Based on current best practices from other jurisdictions, this is expected to result in at least one additional staffed depot on the eastside of the City that accepts more items for diversion and the closure of unstaffed depots.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

The City's HHW service is for funding from the provincial household hazardous waste stewardship program. It is expected to offset some capital and operating costs, but not completely.

Recycling Depots may be eligible for some level of funding from the updated provincial Multi-Material Recycling Program. Further information is expected in late 2022 or 2023.

The current Recovery Park scope has received ICIP.

### **How does this Project Address Council Priorities?**

Economic Development – waste diversion stimulates the local economy through local processing of materials. New recycling markets could be developed or enhanced through policy.

Regional Planning – HHW depot funded through Product Care would be intended for regional use and the provincial government is looking to support regional waste initiatives.

Environmental Sustainability – Implementation of Solid Waste Reduction and Diversion Plan actions; protection of soil and water quality.

### **How does this project address Core Services & Operational Priorities?**

Civic assets – The infrastructure and operations at recovery park are intended to maximize the use of the existing landfill site ensuring longevity of this important municipal asset.

Equitable and accessible services – The intention of Recovery Park to be a “one-stop” facility that functions to provide clear, easy, efficient, flexible, and cost-effective waste diversion and landfill transfer, as part of the Saskatoon Regional Waste Management Centre.

### **How does this Project address Corporate Transformational Change?**

Customer-centric Service Deliver - The intention of Recovery Park to be a “one-stop” facility that functions to provide clear, easy, efficient, flexible, and cost-effective waste diversion and landfill transfer, as part of the Saskatoon Regional Waste Management Centre. The recycling depot review will consider access to these waste diversion services for all Saskatoon residents.

### **How does this project mitigate Corporate Risk?**

EL-1 The City's waste and recycling services may not be meeting customer service delivery and environmental stewardship expectations.

**What is the impact if this project is delayed?**

The Household Hazardous Waste program will either operate as events or at a temporary footprint at Recovery Park.

Progress on recycling depots and new waste diversion opportunities will stop and Recovery Park may not reach its full potential of increasing the City's diversion rate by 19%.

**What is the impact if this project is not funded by 2035?**

Landfilled or improperly disposed (sanitary sewer) HHW can be a hazardous to people and the environment, which is more likely with event-based service levels.

Diversion rates may stagnate if Recovery Park is unable to complete the master plan once current capacity has been reached.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The Recovery Park Master Plan has a potential to divert 19% (26,000 tonnes) diversion rate impact above business as usual.

**What are other Triple Bottom-Line Co-Benefits?**

Healthy ecosystems or reduced pollutants – HHW expanded level of service is expected to capture and properly dispose of/recycling materials.

Reconciliation, equity, diversity and inclusion – expansion of diversion services could create more opportunities for social enterprises offering diversion services.

Supporting the local economy – local economic development through local diversion services, working with SREDA to develop recycling markets.

Efficient and effective asset management and use – maximize the use of Recovery Park facility to its full vision.

## **Solar PB on Municipal Building Rooftops**

### **Project Description**

This project includes the installation of approximately 16 MW of solar PV on existing municipal building rooftops (new buildings are not included as this should be scoped into the new build). This project will also look for opportunities to install renewable energy storage with the rooftop installation, targeting 1.6MW.

### **Total Capital Estimate**

20 million to 50 million.

### **Overview of potential non-city funding sources**

The City applied for Low Carbon Economy Funding for 40% of the costs of the first 10 buildings, however was unsuccessful. Potential exists for future funding opportunities to become available but are unknown at this time.

### **How does this Project Address Council Priorities?**

Economic Development: 16 MW of solar power and 1.6MW of battery storage is a significant increase to current installations within Saskatoon and will strengthen the enabling environment in Saskatoon to encourage entrepreneurs, businesses, and educational institutions to pursue new opportunities in solar PV supply and installation.

Downtown Development: Many of the selected buildings will be in the downtown core, which will create a sense of pride in our efforts towards sustainability and draw residents into the downtown area. Installing solar downtown would show a long-term commitment to the vitalization and use of the area by the City and would improve livability in the region.

Environmental Sustainability: The generation of solar energy significantly progresses climate action 29 in the Low Emissions Community Plan will offset the City's electricity consumption that is currently sourced by carbon-intensive technologies.

### **How does this project address Core Services & Operational Priorities?**

Civic Assets: Solar PVs are valuable assets that have a return-on-investment. Building rooftops are pre-existing Civic Assets that could have increased benefits through the installation of solar PV systems. These installations incorporate improvements that support Triple Bottom Line considerations, equity principles and climate change mitigation and adaptation strategies.

Equitable and Accessible Services: Many residents may wish to generate their own renewable energy, but do not have the capacity or ability. Through municipal rooftop solar, the City is able to lead by example and ensure that the services that are provided at these buildings for its residents are (at minimum) partially powered by renewable energy.

Procurement and Project Management: The solar pv systems, batteries, and installations will be procured through sustainable procurement methodology and will include indigenous participation and the Triple Bottom Line Policy within the evaluation criteria. The procurement and installation schedule will be managed using the City's PMI standards and best practices for proper reporting and closure of the project.

Quality of Life: a reduction in GHGs will lead to an overall improvement of air quality and a potential sense of community pride in our climate action, creating an enabling environment where everyone can enjoy the benefits of the City's improved civic facilities.

### **How does this Project address Corporate Transformational Change?**

Efficiency and Effectiveness: For optimized return-on-investment, rooftop solar PV systems would be right-sized for the building's electricity consumption needs. Rooftop replacement



schedules will also be incorporated into timing considerations, and will align with internal Asset Management Plans

**How does this project mitigate Corporate Risk?**

This project mitigates EL-3, "the City may fail to identify and pursue corporate CO2 reduction initiatives" by reducing GHG emissions from energy.

**What is the impact if this project is delayed?**

The Low Emissions Community (LEC) Plan identifies Actions 29: Install solar PV on municipal buildings, with the target of installing 24MW of solar capacity by 2026 on municipal buildings. This project already delays the target completion by over 9 years, which significantly impacts the emission reduction savings for the near future. The City will not be perceived as a leader in the switch to Renewable Energy, and municipal buildings will have less climate resiliency.

**What is the impact if this project is not funded by 2035?**

LEC targets will not be met by 2050, and there will significantly less reductions in greenhouse gas emissions, with potentially larger impacts if delayed beyond 2035. The City will not be perceived as a leader in the switch to Renewable Energy, and municipal buildings will have less climate resiliency.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Procuring the targeted annual MWh of renewable energy would significantly displace the City's electricity consumption needs. This displacement would start at 15% in 2024 to up to 50% in 2034, reducing our dependence on a grid that's currently primarily powered by carbon-intense sources, such as coal and natural gas. If the project gets back on track of the Pathway to a Low Emissions Community, a total 3,782,160 tonnes CO2e would be reduced by 2034. If the LEC target of 1600 MW of electricity is purchased by 2050 is met, a cumulative 54,119,000 tonnes CO2e would be reduced by 2050.

**What are other Triple Bottom-Line Co-Benefits?**

Support climate adaptation: Improves building resiliency by generating energy, especially with battery storage included.

Innovation, quality workplace, or skill training: The increase demand for renewable energy generation will increase the demand for skills training in renewable energy technology. Through increased support of this sector, innovation may be enabled as well.

Improving affordability for users: through the bulk purchasing of large-scale renewable energy generation, the City can offer electricity with less emissions to its residents at the most effective price.

Supporting the local economy: The purchase of renewable energy at this scale would be a significant increase to current regional generation, and will enable the growth of regional renewable energy suppliers and installers

## **Deep Retrofits**

### **Project Description**

The Capital Project submission is an extension of the current Deep Retrofit project to provide capital funding that will allow the implementation of deep retrofits for City of Saskatoon Civic buildings. Feasibility studies and planning was funded in the 2022-2023 budget and work is currently underway and will be completed in the next two years.

A Deep Energy Retrofit can be defined as “a whole-building analysis and construction process that aims at achieving on-site energy use minimization in a building by 50% or more compared to the baseline energy use.”

Note: This project, as proposed below, will NOT meet the LEC targets and applies a slower implementation than identified milestone targets in LEC.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

While specific funding programs are unknown, it is expected that any future federal funding opportunities will require the project to show GHG emissions savings to align with the Government of Canada goals. Without planning and available municipal funding, these funding opportunities may be lost. Recent funding opportunities from Natural Resources Canada and Infrastructure Canada have been grants between 40-80%.

The formal program for the federal Greenhouse Gas Pollution Pricing Act that will distribute 10% of the collected carbon charges is called the Climate Action Incentive Fund (CAIF). The amount is intended to be set aside and allocated to the MUSH (municipalities, universities, schools and hospitals) building sector. To date, and through CAIF, Canada has only returned the proceeds to schools in Saskatchewan by way of an application based for energy retrofits. Nothing has been returned for municipalities. It is expected that a program for municipalities would operate in a similar manner to the schools and be a merit-based application. Deep Energy Retrofits align with current GOC goals and so may be eligible for future funding programs and opportunities.

### **How does this Project Address Council Priorities?**

Deep Retrofits supports Environmental Sustainability:

- a. Implement climate actions in the Low Emissions Community Plan and the Corporate Adaptation Strategy within proposed timeframes.
- b. Develop initiatives to improve energy conservation and efficiency in buildings, transportation and land use planning.

Energy and water efficiency upgrades reduce emissions from Civic buildings and help the City achieve its LEC plan goals, the project is to accomplish long-term energy conservation and efficiency within buildings.

### **How does this project address Core Services & Operational Priorities?**

Deep Retrofits advances Civic Assets:

- a. Develop, adopt, maintain and fund asset management plans for key civic infrastructure - The development of asset management plans is linked to deep energy retrofits since many typical asset renewals can have large energy implications. Asset renewal is also the key opportunity for advancing deep retrofits during existing and planned upgrades or projects.
- b. Civic assets are energy efficient and designed for long-term resilience, ensuring the City is

prepared to mitigate current and future contributions to climate change.” Investment in Civic buildings is required to support GHG emissions goals and provide great climate resilience.

### **How does this Project address Corporate Transformational Change?**

Deep Retrofits supports Efficiency and Effectiveness:

o Increased operational efficiency and effectiveness has resulted in greater savings and organizational success. - This project provides a dedicated actions towards improving energy efficiency within Civic Buildings.

### **How does this project mitigate Corporate Risk?**

There are financial risks since it is expected that any future federal funding opportunities will require the project to show GHG emissions savings to align with the Government of Canada goals. Without planning and available municipal funding, these funding opportunities maybe lost. Recent funding opportunities have been grants between 40-80%.

Not proceeding with implementation of deep energy retrofits, the City will also likely see energy costs and the resultant operating costs increasing. Market volatility may result in difficulty in preparing operating budget projections for longer terms. Without planning and capital funding for Deep Energy Retrofits, the understanding of the broader scope of work, creating long-term operating projections for Business as Usual versus the energy-improved building stock and looking at a long-term financial plan to carry out this work cannot occur.

Deep Energy Retrofits first work toward energy efficiency, and then eventually toward electrification of the building systems including heating. Without a comprehensive plan for this work, there is a risk that it will not be appropriately and adequately coordinated with the utility providers. Further understanding of site scale renewable energy applications as well as grid impacts from heat-pump and electric vehicle charging at these sites would factor into the long-term retrofit planning and coordination – and this cannot occur without the project proceeding. There is risk that ad hoc energy retrofits would not adequately consider the broader implications for the operational costs, impacts to the electrical grid, and utility revenue.

There is an operational risk of asset deterioration of this project does not proceed. Deep Energy Retrofit planning looks to improve performance of the City’s existing building stock, and better align performance expectations of existing buildings and new buildings. Without carrying out deep energy retrofits, long term operational impacts are likely to occur if, increasingly, operational costs are spent on energy and utilities instead of maintenance and programming. Deterioration of assets could occur. Conversely, as demonstrated with the Energy Performance Contract, other non-energy maintenance and replacements may be more efficiently accelerated in tandem with energy retrofits.

Deep Energy Retrofit planning will also prompt consideration for a building’s resiliency and its potential community role in substantial weather events, as these events become more likely and potentially more extreme. In addition to other structural and site qualities, highly efficient buildings that require very little or no grid energy may be reconsidered as community hubs for emergency events.

Without the creation of a Civic Deep Energy Retrofit program, the City risks losing an opportunity to lead by example and contribute to the development of local trades and construction knowledge of this work in the institutional sector.

The Low Emissions Community Plan identifies that 40% of municipal GHG emissions come from buildings and without deep retrofits, we risk not meeting our local and global commitments to reduce GHG emissions. Deep Retrofits reduce GHG emissions related to energy and water used within Civic Facilities. The City has committed to greenhouse gas reduction targets and

the actions in the LEC Plan. This initiative is an important component to meeting these goals and negative public/media attention will likely result if actions aren't taken as planned.

**What is the impact if this project is delayed?**

The Low Emissions Community (LEC) Plan identifies Action 2: Perform Deep Energy Retrofits on municipal buildings, with a target of 60% of buildings upgraded by 2031. This project, as currently defined, will NOT meet the LEC targets and applies a slower implementation than identified targets in LEC. Any funding delays will push back even further meeting the 2031 LEC targets.

The portfolio feasibility study to be completed by mid-2024 will provide additional information that can inform schedules and targets to meet 2050 goals and define progress towards 2031 goals. The slower approach is practical and designed to allow time for the proper studies and planning to align with existing asset management work. It is critical to have access to additional capital funding for this work to proceed when other maintenance and renovation work is planned. While the 2031 LEC milestone targets for Action #2 may not be realized the project does advance towards the 2050 goals.

**What is the impact if this project is not funded by 2035?**

Energy use from Civic Buildings represents 40% of the City of Saskatoon corporate greenhouse gas (GHG) emissions. The Low Emissions Community Plan (LEC Plan) includes Action #2 that is directly related to performing deep energy retrofits on municipal buildings. Deferring the program will result in delays to meeting targets as planned in the LEC Plan. This project, as currently defined, will NOT meet the 2031 LEC targets and applies a slower implementation schedule. Any funding delays will push back even further meeting the 2031 LEC targets.

Dedicated funding for deep retrofits will allow synergies and alignment with other facility asset management projects during this time. Opportunities for deeper retrofits are lost if funding is not available during other scheduled renovation work.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The implementation of a Deep Retrofit program would be transformative. It is an ambitious target to reduce energy use by 30-50% which goes beyond typical "low-hanging" or "standard" energy efficiency projects. This is the next level of extensive investment and upgrades.

**What are other Triple Bottom-Line Co-Benefits?**

Conserve Water – Deep Retrofits will also include planning for water upgrades. Capital for water upgrades is included in the Civic Water Conservation project.

Support climate adaptation – The project is expected to support the planning and implementation of the action items outlined in the Low Emissions Community (LEC) plan related to the improvement of energy efficiency at City buildings:

- o LEC Action #2: Perform deep energy retrofits on municipal buildings.
- o LEC Action #3: Upgrade plugged appliances and energy conservation behaviors in municipal buildings.
- o LEC Action #5: Retrofit municipal heating and cooling systems with ground source or air source heat pumps.

Safety, or resiliency of essential services & Efficient and effective asset management and use  
The project supports reliable and efficient buildings, which are the basis of service delivery.

Support financial and human resources – By managing the City's energy use and investing in deep energy upgrades, the project can bring significant financial benefits to the City including

utility cost savings, carbon charge avoidance, and reduced O&M expenses. Reduce operating costs may manifest as lower future budget increases.

## **Home Energy Loan Program Expansion**

### **Project Description**

This Capital Project submission is for extension of the current Home Energy Loan Program (HELP) to provide over 7,000 additional low interest loans to single family property owners for energy and water efficiency or renewable energy retrofits, starting in 2024 with those already on the waitlist. Rebates and education initiatives are not included in this project and are captured in a separate worksheet. Current HELP funding was made available through a capital allocation, an internal loan, and an FCM grant/loan (totaling \$9,833,200 in loans, \$250,000 capital, \$3,666,600 grant) and provided approximately 328 loans of \$30,000 each. All loan funding is already allocated through the existing program so additional funds are needed to continue the program.

### **Total Capital Estimate**

over 150 million.

### **Overview of potential non-city funding sources**

HELP currently has grant and loan funding from Federation of Canadian Municipalities. There may be future opportunities through FCM or the federal government for community energy financing.

### **How does this Project Address Council Priorities?**

This project encourages investment in the local economy through hiring of local contractors, tradespeople, energy advisors and the purchase of supplies and materials from local businesses which progresses the Economic Development Goal.

Energy/water efficiency and renewable energy home upgrades reduce emissions from residential households and help the City achieve its LEC plan goals, responding directly to the Environmental Sustainability Goal and the outcome of “Greenhouse gases are reduced in a way that maximizes co-benefits and doesn’t leave anyone behind”. This project could reduce emissions by 21,200 over the next 10 years.

### **How does this project address Core Services & Operational Priorities?**

Equitable and Accessible Services – The project progresses the outcome of “enhanced equity and accessibility of services meeting the needs of a diverse public”. HELP was designed with an equity lens to reduce barriers and increase access. For example, admin fees are waived for income qualified households.

Quality of Life – this project helps achieve the outcome “municipal programs, infrastructure, and essential services meet established levels of service and support a high-quality of life”. HELP improves the quality of homes, increasing resiliency to climate change by improving heating/cooling systems and efficiency, and can improve comfort by reducing drafts. It reduces costs for residents by reducing energy and water bills. In some instances, loans are used to remove asbestos during their energy upgrade which improves health and safety.

### **How does this Project address Corporate Transformational Change?**

Customer-centric Service Delivery – this project helps achieve the outcomes of customer-centric service delivery by ensuring knowledgeable staff is available to support each applicant through the online process. There is also a website with factsheets and infographics for residents to learn about product specifications, air sealing, property liens, net zero renovations, and more.

### **How does this project mitigate Corporate Risk?**

Mitigates (EL-2) "The City's community education and awareness initiatives regarding carbon footprint may not be affecting change in people's attitudes and behaviors" by enabling residents to reduce their GHG's.

Mitigates (SG-4) "The City may not be prepared for the effects of climate change" by improving resilience to extreme heat through improved air conditioning systems and better insulating homes and helps prepare households for increasing energy/water prices.

### **What is the impact if this project is delayed?**

Energy use from single-family homes represents 26% of Saskatoon's total greenhouse gas (GHG) emissions. The Low Emissions Community Plan (LEC Plan) includes 5 actions (10, 14, 25, 26, & 32) related to energy/water efficiency and renewable energy generation required to reduce emissions from this sector and meet GHG reduction targets. Deferring the program will result in delays to meeting targets as planned in the LEC Plan. There are 175 residents currently on the waitlist for HELP, deferring will mean they must continue waiting to complete retrofits if they cannot find other financing. Further, momentum and awareness for home energy retrofits will be lost and more efforts could be needed in the future to re-establish and communicate the benefits of this program to residents.

### **What is the impact if this project is not funded by 2035?**

LEC actions and GHG reduction targets outlined in the previous question will likely not be met and an innovative service offering for residents will not be sustained. Homes in the community will still use excess energy and emissions which costs residents money and comfort, likely resulting in community dissatisfaction.

### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The implementation of the original rebate package through HELP was transformative. It is a new innovative service that did not previously exist for residents. This program is an incremental improvement with long-term, sustained funding that will benefit many additional households.

### **What are other Triple Bottom-Line Co-Benefits?**

- Water conservation rebates like low flow toilets and fixtures or irrigation systems can be included.
- Homes that are air tight with less drafts and leakage are more resilient to extreme cold and heat and will require less usage of electricity for AC for example during peak periods, homes with a solar PV system provide clean power to the grid that, through grid modernization and/or battery storage, could help SL&P with demand loads.
- Renovated homes for energy, water, and renewables are healthier, more comfortable, and more affordable through a reduction in utility bills for the occupants.
- A rebate offering incentivizes skills and job growth in energy audits, a variety of skilled trades, and the renewable energy industry. Demand for more efficient products will grow in the market and more supplies will be ordered through local businesses to keep up with the demand. A sustained long term rebate program encourages a variety of sectors to hire more people, train them in energy renovations and residents are investing substantial dollars into the local economy through this program.

## **Green Network - Naturalization and Low Impact Development (LID)**

### **Project Description**

The purpose of the Naturalization and Low Impact Development Program is to enhance sites through naturalization and "grey-green" storm water infrastructure. Establishing a naturalization and LID approach for the City would not only meet the City's climate adaptation priorities, but also support biodiversity, increase the quantity and quality of greenspace, improve water quality, and reduce risks such as flooding and heat island effect.

Enhancements could include: tree planting and addition of green space, green roofs, permeable pavement, structural soil cells, naturalized drainage ways, rainwater harvesting, bioswales, etc. Naturalization and LID infrastructure could be considered in areas such as: parks; rights-of-way (i.e. medians, boulevards, berms, buffer strips); the river valley; corridors; Business Improvement Districts; the downtown entertainment district; City facilities/buildings; roadways; underutilized spaces (i.e. vacant lots, brownfields); and private lots.

This major capital ask is to:

- Identify opportunities to support naturalization and LID through City-led projects.
- Create standards, policies, guidelines, and procedures to support naturalization and LID.
- Provide funding to support multiple City departments to integrate naturalization and LID.
- Develop new incentives and/or improve existing incentives for the ICI sector and residents to encourage lot-level improvements.

### **Total Capital Estimate**

20 million to 50 million.

### **Overview of potential non-city funding sources**

Federal funding (pending approval) will support several projects that have a focus on naturalization and/or low impact development; however, no additional/future funding has been awarded.

It is likely that future external funding opportunities will be available to support this type of work. However, a source of City capital is required in order to leverage external grant dollars.

Gaps in existing funding include:

- The Green Pathways Implementation Plan currently has no capital funding allocated to implement the initiatives outlined in the Plan. While operating dollars for the Green Network Program will begin in 2023 (pending approval at the next budget deliberations), this operating is only enough to cover one project manager.
- The Parks Department has identified a number of sites that could be naturalized but has not received funding for this work.
- The Parks Department's naturalized park program currently has no funding for capital improvements/enhancements.
- Existing Parks Capital P.00901 is for Municipal Reserve (MR) space only and does not cover naturalized areas or other sites. P.00901 is tied directly to the Parks Asset Management Plan, which does not yet identify green infrastructure, naturalization, or LID as assets; therefore, the existing P.00901 funding source does not cover this type of work.
- The Streetscape Reserve Fund currently supports Urban Design's operations and capital, but it is insufficient to fund current and planned works. The reserve is funded by parking meter revenue, which has not kept up to UD's needs.
- Some City projects budget for naturalization and/or LID, but it's inconsistent and risks being dropped due to lack of funding/mandate.
- The existing Storm Water Credit for the ICI sector is not robust enough to effectively incentivize



lot-level LID improvements. Additional incentives (or re-examination of the existing credit) will be required to encourage LID improvements on private lots.

### **How does this Project Address Council Priorities?**

Reconciliation, Equity, Diversity, and Inclusion:

The City of Saskatoon's Green Infrastructure Strategy established a baseline of the current state of green space access in terms of availability, quality, accessibility, safety, and inclusion. Multiple gaps were identified, which this project will help to support.

Economic Development:

- The project will generate economic activity through contracts and by supporting procurement of materials, supplies, and services.
- This project may also generate other economic co-benefits through tourism. For example, bringing additional sites into the green network that are not currently publicly accessible and enhancing the overall quality of sites is expected to generate additional tourism.
- The project supports the City's existing and future assets. The 2020 Natural Capital Asset Valuation estimated that all natural assets in the green network (river, wetlands, grassland, and forest/shrubland) conservatively provide at least \$48 million per year. The 2020 Urban Forestry Management Plan estimated that in 2019 the value of public trees (excluding shelterbelts and afforestation areas) was more than \$530 million.

Engagement on infill and growth:

Designing an interconnected green network is part of a broader strategy to encourage appropriate densification and infill, create walkable communities, and mitigate the urban heat island effect through adequate green spaces.

Much of the City's built-up areas have a high percentage of hard surface and grey infrastructure, which not only compromises the quality and functioning of existing green infrastructure but also makes it challenging to incorporate new green infrastructure. As such, these areas are now prone to increased storm water runoff, reduced infiltration, flooding, the urban heat island effect, and lower amounts of and/or quality of green space. Applying Low Impact Development in these locations (e.g. bioswales, rain gardens, green roofs, rain water harvesting, tree wells, etc.) would reduce the amount of surface water runoff and peak volumes, improve water quality through soil filtration and phytoremediation, and maintain natural hydrologic processes on site.

Recreation, Culture and Leisure:

Green space is increasingly being recognized as having a strong influence on mental, physical, spiritual, and emotional well-being. One study shows that parks and green spaces provide \$5,266/ha/year in recreation, mental, and physical health services. Not only that, but research from other municipalities indicates:

- Improved well-being such as happiness and life satisfaction because of improved environmental quality and opportunities for social interaction;
- Improved physical health and subsequent reduced physiological impacts such as stress because of recreation opportunities;
- Improved mental and spiritual health because of increased nature access.

Downtown Development:

As a highly built-up area, there are opportunities to better incorporate low impact development into Saskatoon's downtown – e.g. in the Business Improvement Districts and downtown entertainment district, and through corridor planning and urban design initiatives.

The Business Improvement Districts support the City's street tree planting program in Saskatoon, and there may be opportunities to develop an enhanced service level for urban forestry in Business Improvement Districts, as identified in Pathway to a Sustainable Urban Forest (Action 3.3).

Environmental Sustainability:

This project addresses multiple Environmental Sustainability priorities of Council:

1. Green Pathways.
2. Official Community Plan.
3. Low Impact Development: Design Guide for Saskatoon.

### **How does this project address Core Services & Operational Priorities?**

Green space is increasingly being recognized as having a strong influence on mental, physical, spiritual, and emotional well-being. However, not everyone in Saskatoon has the same access to nature. This project supports improving equitable access to green space in the city.

In terms of availability:

- o 18 neighbourhoods were shown to have less than 2 hectares of green space per thousand people, even though the City's Official Community Plan identifies 4 hectares per thousand people as a desirable standard.
- o There are insufficient community garden spaces to meet demand.
- o Several neighbourhoods have an underrepresentation of trees. For example, Saskatoon has a canopy cover goal for the urban forest of 15-20% canopy cover by 2060. However, canopy is currently distributed unevenly across neighbourhoods, ranging from 2% coverage to 39%.

From a quality perspective:

- o 36% of parks are rated in poor or very poor condition.
- o Many green spaces are serving more residents than they were designed for, which leads to over-use of these sites.

In terms of distance:

- o 18% of residents live farther than a five-minute walk to a green space.
- o Safe and accessible access points to and through green spaces are not always present.

In terms of safety and inclusion:

Some people report feeling unsafe and unwelcome in many green spaces, in particular, Indigenous and racialized communities. As such, there are opportunities to identify and support diversity, inclusion, and reconciliation in how Saskatoon designs and manages its green spaces.

### **How does this Project address Corporate Transformational Change?**

Efficiency and Effectiveness:

Developing standards, policies, guidelines, and/or procedures to support naturalization and LID for the City will allow departments and project leads to apply a consistent approach to this work and will reduce the existing "run around" to figure out how to achieve these City priorities.

### **How does this project mitigate Corporate Risk?**

The City is facing challenges in its current work because it does not have clear standards, policies, guidelines, and/or procedures to support naturalization, LID, and wetland / storm pond restoration. As such, this project will:

- Address funding gaps.
- Improve consistency and coordination between Departments.
- Enable Project Managers to clearly and effectively define project scope and requirements (for staff and/or contractors).
- Enable the City to meet external funding requirements/criteria (for existing and future funding opportunities).
- Improve efficiency in project planning because project leads will know how to appropriately apply naturalization and LID to their projects.
- Improve coordination.

- Reduce the likelihood of naturalization and/or LID being dropped due to lack of funding/mandate.

#### **What is the impact if this project is delayed?**

The City is facing challenges in its current work because it does not have clear standards, policies, and/or procedures to support naturalization, LID, and wetland / storm pond restoration. This has become apparent with the projects that are receiving federal funding for natural infrastructure, as there is no current, clear approach for project managers to follow in project planning, design, and establishment of contracts. The risks of delaying funding for this project include: inconsistency between Departments and contractors; inability to meet external funding requirements/criteria (for existing and future funding opportunities); additional time spent by project leads to learn how to appropriately apply naturalization and LID to their projects; and lack of a coordinated City approach.

Delaying this project may also reduce opportunities to take advantage of existing work that is already underway by the City. For example, there may be opportunities to better support naturalization and LID in the City's corridor planning project, downtown entertainment district, and/or outdoor festival site; however, without adequate resourcing, the City may experience lost opportunities to integrate naturalization and LID into this work.

#### **What is the impact if this project is not funded by 2035?**

Multiple initiatives in the Green Pathways Implementation Plan will not be achieved.

#### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Healthy ecosystems or reduced pollutants:

In ecosystem service terms, this project supports many tangible benefits including improved water quality, storm water management and flood protection, carbon sequestration, biodiversity, habitat, soil formation, and cultural services such as education, community building, and recreation.

Developing standards, policies, guidelines, and/or procedures to support naturalization and LID for the City will improve current practices and norms by providing a clear direction and mandate for this work.

Providing resources to Departments to install naturalization and LID will enable projects to meet existing and future standards, policies, guidelines, and/or procedures. The amount of funding being sought through this capital project supports first steps for the City to lead by example; however, because this type of infrastructure can be very costly (especially engineered, "grey-green" low impact development improvements), a substantial increase in funding would be required to have a transformational impact. After early work is completed over the next 10 years, there may be an opportunity to seek additional funding to move the City from "Improves" to "Transforms."

#### **What are other Triple Bottom-Line Co-Benefits?**

Conserve water or improve water quality:

Low impact development features and systems decrease the quantity of water runoff, lower peak runoff volumes and flow rates, and improve runoff water quality. LID seeks to improve and maintain natural hydrologic processes on site: absorption, infiltration, evaporation, evapotranspiration, filtration through soils, pollutant uptake by select vegetation, and biodegradation of pollutants by soil microbes.

Naturalized stormwater systems are living ecosystems that incorporate natural biological processes designed to improve watershed health. They provide better water quality and

increased carbon sequestration and decreased greenhouse gas emissions.

Support climate adaptation:

Municipal climate adaptation planning encourages nature-based adaptation whenever possible, such as naturalized storm ponds and park spaces. Naturalization and LID can support carbon sequestration, reduce risks of flooding through storm water management, and reduce urban heat island effect.

Reconciliation, Equity, Diversity, and Inclusion:

This project could support efforts to address inequitable access to Saskatoon's Green Network, as well as work with partners to create spaces that are welcoming and inclusive.

Recreation, or civic participation:

Naturalization and LID projects can enhance recreational opportunities, tourism, and placemaking.

## **Integrated Civic Energy Management Program (ICEMP)**

### **Project Description**

The purpose of the Integrated Civic Energy Management Program is to develop a roadmap of actions that will help conserve energy at City buildings and embed energy efficiency best practices into building operations. This integrated approach aims to enable the City's energy management and sustainability goals, foster a culture of energy conservation and continuous improvement, and leverage best practices and technology. The project will develop and implement best practices in energy data management, energy projects, policies and procedures, employee education and training program, and facility recommissioning. It will include equipment improvement-based solutions, but also incorporates organization, technical, and behavioral aspects of energy use.

The City Administration has been developing energy management projects and programs since 2008. This project plans for the next 10-years to build on existing processes and incorporate more technology and reporting for energy data-informed decision making. New energy efficiency projects are planned along with an education, training and management systems to integrate the new technology with maintenance and operations. The human element is also key with training and education for employees and staff.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

The capital funding could provide an opportunity to pursue additional funding from Federation of Canadian Municipalities' Green Municipal Fund – Community Buildings Retrofit – Community building monitoring and analysis grant for up to 80% of eligible costs for the feasibility study (up to \$25,000).

### **How does this Project Address Council Priorities?**

The ICEMP supports Environmental Sustainability:

- a. Implement climate actions in the Low Emissions Community Plan and the Corporate Adaptation Strategy within proposed timeframes.
- b. Implement innovative and efficient water conservation practices and programs for indoor and outdoor uses.
- c. Develop proactive policies, strategies and practices to ensure the environment is protected from damage and, where possible, ecosystems are enhanced.

Existing civic buildings account for approximately 40% of the City's greenhouse gas (GHG) emissions, through lighting, heating, air conditioning, ventilation, and plug loads. Achieving energy efficiency and emissions reductions targets in buildings is becoming increasingly more important not only to improve their operational and environmental performance but also to avoid exposure to fluctuating energy costs and rising cost of carbon pollution. Continuous commitment to further improve energy conservation and efficiency can help the City advance its Environmental Sustainability goals, save energy, reduce operational costs, reduce GHG emissions, and demonstrate social responsibility.

### **How does this project address Core Services & Operational Priorities?**

The ICEMP advances Civic Assets:

- a. Saskatoon's built and natural assets are managed in a manner that maximizes benefits, manages risk to an acceptable level, and provides established levels of service throughout the full lifecycle.

b. Civic assets are energy efficient and designed for long-term resilience, ensuring the City is prepared to mitigate current and future contributions to climate change. Investment in water conservation aligns with intent of energy efficiency and is required to support GHG emissions goals and provide great climate resilience.

The project supports reliable and efficient buildings, which are the basis of service delivery. One of the project goals is to embed energy efficiency best practices into existing building operations to improve operational efficiency. An effective O&M program that incorporates energy efficiency is critical to maintaining equipment performance, ensuring reliability and safety, sustaining energy savings, and increasing productivity and customer satisfaction. Proper O&M improves asset resiliency and prevents unplanned building closures and service disruptions due to unexpected equipment failure.

#### **How does this Project address Corporate Transformational Change?**

ICEMP supports Efficiency and Effectiveness:

- o Increased operational efficiency and effectiveness has resulted in greater savings and organizational success.

The project will allow the City to make meaningful changes in the way it manages energy by adopting best practices that will improve the City's energy and emissions performance. It will enable the City to meet its energy and sustainability goals, foster a culture of energy conservation and continuous improvement, and leverage best practices and technologies.

#### **How does this project mitigate Corporate Risk?**

There are financial risks of not proceeding with implementation of ICEMP as the City will likely see energy costs and the resultant operating costs increasing. Market volatility may result in difficulty in preparing operating budget projections for longer terms. The introduction of a carbon charge on utilities also increases risk and costs. Plans to reduce consumption reduce risks associated with these rate increases.

The Low Emissions Community Plan identifies that 40% of municipal GHG emissions come from buildings and without a dedicated and integrated energy management program, we risk not meeting our local and global commitments to reduce GHG emissions. Energy Management reduces, manages and maintains GHG emissions related to energy and water used within Civic Facilities. The City has committed to greenhouse gas reduction targets and the actions in the LEC Plan. This initiative is an important component to meeting these goals and negative public/media attention may result if actions aren't taken as planned.

#### **What is the impact if this project is delayed?**

ICEMP project delay will lead to deferred financial, social and environmental benefits to the City.

The cost of waiting may pose the following risks:

- o Increased difficulty in achieving the corporate GHG emission reduction goals.
- o Increased operational costs due to higher energy costs and carbon charge, which may manifest as higher future budget increases.
- o Inability to sustain savings from prior energy efficiency investments.
- o Decreased reliability of operations and lower equipment efficiency.
- o Lower capacity to apply for external funding for energy efficiency projects.
- o Decreased public confidence in the City's ability to modernize its facilities and demonstrate Corporate Leadership in Sustainability.

#### **What is the impact if this project is not funded by 2035?**

Carbon charges and utility costs are expected to increase dramatically by 2035, inaction to provide resources to improve energy management will have higher impacts if not implemented by 2035.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

ICEMP will determine future steps for a phased implementation of a comprehensive energy management program at the City of Saskatoon.

Major Components of the Integrated Civic Energy Management Program are expected to be:

1. Energy Information System – to identify where energy is used, how much it costs and communicate this information to operations staff and stakeholders.
2. Energy Projects – to improve equipment efficiency and ensure reliability and safety.
3. Education and Training – to increase staff engagement and support, improve competency and awareness in energy efficiency.
4. Facility Recommissioning – to sustain energy savings from projects and initiatives and support continuous improvement.

**What are other Triple Bottom-Line Co-Benefits?**

Conserve Water - The ICEMP program will also include data collection, reporting for water through the Energy Information System for consistency with all utility tracking and management. Education and Training on water related topics is also expected.

Support climate adaptation – The project is expected to support the planning and implementation of the action items outlined in the Low Emissions Community (LEC) plan related to the improvement of energy efficiency at City buildings:

- o LEC Action #2: Perform deep energy retrofits on municipal buildings.
- o LEC Action #3: Upgrade plugged appliances and energy conservation behaviors in municipal buildings.
- o LEC Action #5: Retrofit municipal heating and cooling systems with ground source or air source heat pumps.

Safety, or resiliency of essential services & Efficient and effective asset management and use  
The project supports reliable and efficient buildings, which are the basis of service delivery. One of the project goals is to embed energy efficiency best practices into existing operations to improve operational efficiency. An effective O&M program that incorporates energy efficiency is critical to maintaining equipment performance, ensuring reliability and safety, sustaining energy savings, and increasing productivity and customer satisfaction. Proper O&M also prevents unplanned building closures and service disruptions due to unexpected equipment failure.

Innovation, quality workplace, or skill training – The project will develop an education and training program to engage staff, increase knowledge and awareness about energy use, and motivate them to support energy efficiency initiatives at work. The project aims to engage with all employees including senior management, engineering, technical and supervisory staff, and building operations, and develop a customized education and training plan depending on their role.

Support financial and human resources – By managing the City's energy use and investing in cost-effective measures, the project can bring significant financial benefits to the City including utility cost savings, carbon charge avoidance, and reduced O&M expenses. Reduce operating costs may manifest as lower future budget increases.

## **Multi-Unit Organics Program**

### **Project Description**

This project will implement the multi-unit residential organics program. The final cost will depend on the program design, which is currently underway. For this request, the estimated budget assumes a City-delivered program similar to how multi-unit garbage is collected.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

This would be a good candidate for the FCM Green Municipal Funding – pilot stream. There may be additional federal funding available because this is an action in the Low Emissions Community Plan and will mitigate GHG emissions.

### **How does this Project Address Council Priorities?**

This project directly responds to “Implement actions in the Solid Waste Reduction and Diversion Plan within proposed timeframes to achieve 70% diversion from the Saskatoon Landfill” which is identified as a Key Action in the 2022-2025 Strategic Plan.

The multi-unit residential organics program is a key action in the Solid Waste Reduction and Diversion Plan and is anticipated to have the following environmental benefits:

- Diversion: 600 (0.5%) - 900 (1%) tonnes per year.
- GHG reduction: 431 - 980 tonnes CO<sub>2</sub>e per year.

This project provides equitable waste collection services to the multi-unit sector, while addressing some of the specific safety and waste diversion issues of the sector.

### **How does this project address Core Services & Operational Priorities?**

Delivering a multi-unit organics program will ensure that all Saskatoon residents have access to an organic's diversion service at their household. This builds on public engagement findings to continually improve service offerings in the community.

### **How does this Project address Corporate Transformational Change?**

The project will continue to use data informed decision making, including public engagement results, statistically representative surveys, and waste characterization studies to design and deliver customer-centric services.

The project will use best practices and controls to achieve responsible financial stewardship and accurate, transparent reporting.

### **How does this project mitigate Corporate Risk?**

The following has been an identified corporate risk for the last few years and is addressed by this project:

EL-1 The City's waste and recycling services may not be meeting customer service delivery and environmental stewardship expectations.

### **What is the impact if this project is delayed?**

This project has already been deferred since 2018, when engagement was completed. Capital funding is being spent starting in Q4 2022 to design the program, re-fresh engagement results and prepare a pilot project. Starts and stops on this project are likely to result in a need to duplicate work.



**What is the impact if this project is not funded by 2035?**

Multi-unit organics waste will continue to be landfilled and residents who have expressed a high level of support for this program will be unsatisfied. Landfilling multi-unit organics is estimated to create 431 - 980 tonnes CO<sub>2</sub>e per year.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

This project improves the following TBL initiative included in the guide:

- Divert waste from landfills through prevention, reduction, reuse, exchange, sharing, repurposing, recycling, and/or composting initiatives.

This program delivers a small but important contribution to the City's overall waste diversion target of 70%.

**What are other Triple Bottom-Line Co-Benefits?**

Conserve energy or reduce GHGs - Reduces greenhouse gas emissions emitted by landfilling organic waste

Safety, or resiliency of essential services – ensures all households have access to an organic waste diversion service.

## **Solid Waste Reduction & Diversion Plan Implementation**

### **Project Description**

This project focuses on the medium and long-term actions in the SWR&DP. It includes the capital funds for the development and implementation of special/bulky waste program, construction and demolition waste regulation/program, public space and event waste reduction, disposal ban at the Saskatoon landfill, share/reuse/repair program, textile and apparel reduction/recycling, and single use item reduction program.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

The SWRDP has two potential funding sources, but the future of these is uncertain.

MMSW funds are provided through a provincially regulated paper and packaging stewardship program that is in the process of being updated. This may impact the available of funds or restrict the use of the funds to the recycling program only.

The Waste Minimization Reserve (as recently updated) now funds SWRDP implementation. It will receive excess funds from the Waste Stabilization Reserve; however, it will take some time to build these reserves and consistent excess may likely result in utility rate adjustments.

This project is a strong candidate for receiving the Federation of Canadian Municipalities Green Municipal Fund grants for feasibility and pilots, which could offset the fund required by the City.

### **How does this Project Address Council Priorities?**

This project directly responds to “Implement actions in the Solid Waste Reduction and Diversion Plan within proposed timeframes to achieve 70% diversion from the Saskatoon Landfill” which is identified as a Key Action in the 2022-2025 Strategic Plan.

This project plans to work with SREDA on circular economy opportunities, which have been identified as an economic development opportunity. It also addresses community safety and well-being through reduced illegal dumping and littering.

### **How does this project address Core Services & Operational Priorities?**

The Solid Waste Reduction and Diversion Plan is being implemented using the Triple Bottom Line, Equity toolkit, and public engagement. This supports the key actions of a “robust engagement strategy that connects with the community and is reflective of the community’s diverse needs and expectations with respect to civic services” and “Build on public engagement findings to continually improve service offerings in the community.”

Some of the initiatives in the project will also address ongoing waste enforcement and safety issues, such as illegal dumping, charity bins, and litter. These will contribute to “Community safety and well-being are enhanced by the City’s approach to property maintenance and overall bylaw compliance.”

### **How does this Project address Corporate Transformational Change?**

The project will continue to use data informed decision making, including public engagement results, statistically representative surveys, and waste characterization studies to design and deliver customer-centric services.

The project will use best practices and controls to achieve responsible financial stewardship and accurate, transparent reporting.

### **How does this project mitigate Corporate Risk?**

The following has been an identified corporate risk for the last few years and is addressed by this project:

EL-1 The City's waste and recycling services may not be meeting customer service delivery and environmental stewardship expectations.

### **What is the impact if this project is delayed?**

Delaying the project will stop progress on the City's Waste Reduction and Diversion Plan.

Some components of this project are designed to complement planned or existing programs or services. For example:

- The special/bulky waste program will help reduce illegal dumping and help residents right-size their carts with the introduction of the new garbage utility.
- The construction demolition waste regulation/program has been timed to be initiated after Recovery Park opens and the disposal ban at the landfill to help maximize the diversion at the new facility and infrastructure.
- Other actions like public space/event waste reduction, textiles reduction/recycling, and single use item reduction have had high public demand.

### **What is the impact if this project is not funded by 2035?**

The SWRDP provides a series of actions that combined get the City of Saskatoon within reach of its 70% waste diversion target and sets the stage for meeting the Low Emissions Community Plan targets for waste reduction and diversion by 2050. Delaying or deferring funding for the project will delay the City reaching its targets.

### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

This project substantially improves all TBL waste reduction initiative that were included in the guide:

- Divert waste from landfills through prevention, reduction, reuse, exchange, sharing, repurposing, recycling, and/or composting initiatives.
- Use deconstruction techniques and/or adaptive re-use of materials (instead of demolition).
- Reduce litter and the improper disposal and/or dumping of waste materials.
- Address household waste, construction and demolition waste, ICI waste, festival and event waste, public space waste.

The project also marks a shift toward reduction and reuse of waste instead of the current focus on recycling/composting, which will be a cultural shift.

The initiatives are expected to benefit all residents and much of the Industrial, Commercial and Institutional sector.

### **What are other Triple Bottom-Line Co-Benefits?**

Conserve energy or reduce GHGs - Reduce or sequester greenhouse gas emissions, as outlined in the Low Emission Community Plan.

Safety, or resiliency of essential services - Improve the safety of people and/or their possessions through reduced illegal dumping and safe disposal or diversion of materials.

Recreation, or civic participation - Maintain an attractive city, year-round through a reduction of illegal dumping and litter, Support volunteering and/or increase volunteer opportunities through community-based programs and services, Support community organizations and community-led efforts through building partnerships with non-governmental organizations.

Innovation, quality workplace, or skills training - Provide incentives for businesses to transition

to sustainable ways of operating through waste diversion and transitioning to a circular economy.

Improving affordability for users - Provide value to citizens at a reasonable cost through programs design using the equity toolkit, Maintain affordable civic services and programs, especially for low-and moderate-income households.

## **Electric Vehicle Chargers at Civic Facilities**

### **Project Description**

This project is to encourage the adoption of EVs through the installation of EV Charging stations at public facilities, starting with recreational facilities and libraries, and progressing to civic operating facilities for employee parking as required. Assuming that by 2035, over 35% of new vehicles purchased are EVs, and 1 public port is required to support 20-40 EVs, and that the City will lead the installation of one third of the publicly available ports, this project would include the purchase and install of 606 EV stations across the community over the next 10 years.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

Administration has applied for funding for 29 charging stations from NRCAN. Additional funding opportunities for charging stations are expected.

### **How does this Project Address Council Priorities?**

Economic Development: 606 public EV stations is a significant increase to what is currently available and will strengthen the enabling environment in Saskatoon to encourage entrepreneurs, businesses, and educational institutions to pursue new opportunities in the electric vehicle & station supply, repairs, and maintenance market to the region.

Recreation, culture and leisure: all civic libraries, recreation and leisure centers, are anticipated to include charging stations by the end of this project, which will reduce barriers, improve access and increase participation in recreation facilities and programs.

Downtown Development: all downtown civic service centers are anticipated to include charging stations by the end of this project, which could be a part of the implementation of a Downtown parking authority to optimize parking options and availability.

Environmental Sustainability: the switch to electric vehicles implements climate action 22 in the Low Emissions Community Plan, which can result in a 30-56% reduction of emissions from the replacements, given the current grid emissions intensity. As the grid's renewable energy sources increase, the emission reductions will also increase.

Transportation: this project adopts industry benchmarks for reliability and efficiency by aligning with NRCan's recommended public EV stations ratio per personal EVs on the road, which will improve upon its residents' personal vehicle transportation through supporting their switch to electric vehicles.

### **How does this project address Core Services & Operational Priorities?**

Civic Assets: The City would also be improving its facility infrastructure through the installation of EV charging stations for all civic facilities, which incorporates improvements that support Triple Bottom Line considerations, equity principles and climate change mitigation and adaptation strategies.

Equitable and Accessible Services: the increase in availability of public EV stations at civic facilities enables residents who may not own their home and/or may not have the ability to install a private charging station in their home to purchase an EV.

Procurement and Project Management: The electric vehicle charging stations will be procured through sustainable procurement methodology and will include indigenous participation and the Triple Bottom Line Policy within the evaluation criteria. The procurement and replacement

schedule will be managed using the City's PMI standards and best practices for proper reporting and closure of the project.

Quality of Life: Installing EV stations at public civic centers will create an enabling environment where everyone can enjoy the benefits of the City's civic facilities, including EV drivers without access to personal charging.

#### **How does this Project address Corporate Transformational Change?**

Customer-centric Service Delivery: Residents will have the opportunity to "top up" their EVs as they attend Civic facilities, reducing the need to drive to additional location or returning home to charge, enabling the City to consistently deliver exceptional, accessible and equitable services. Efficiency and Effectiveness: This project will feed into the development of an overarching EV Adoption Strategy and will align with internal Asset Management Plans.

#### **How does this project mitigate Corporate Risk?**

Mitigates (EL-2) "the City's community education and awareness initiatives regarding carbon footprint may not be affecting change in people's attitudes and behaviors" by enabling residents to reduce their GHG's.

#### **What is the impact if this project is delayed?**

Not investing in EV charging stations for the public could hinder the adoption of EVs by residents. As well, the City's reputation could be damaged as it would not be showing leadership in this area. This may slow progress toward meeting Low Emissions Community (LEC) Plan's action 22: Electrify personal vehicles through incentive programs, education, and automotive dealer partnerships, with the targets: of 30% of all new vehicle sales are electric by 2030, 90% by 2050.

#### **What is the impact if this project is not funded by 2035?**

The LEC 22 targets will likely not be met, and there will be less reductions in greenhouse gas emissions, with potentially larger impacts to the climate if delayed beyond 2035. The City will not be perceived as a leader in the switch to EVs.

#### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The switch to electric vehicles substantively improves upon current practises or norms and can result in a 30-56% reduction of emissions from the replacements, given the current grid emissions intensity. As the grid's renewable energy sources increase, the emission reductions will also increase.

If 30% of all new personal vehicle sales are electric by 2030, and 90% by 2050, a cumulative 2,756,000 tonnes CO<sub>2</sub>e will be reduced.

#### **What are other Triple Bottom-Line Co-Benefits?**

Support climate adaptation: in addition to reducing the effects of climate change through reducing emissions, the electrification of personal vehicles provides the community with portable energy storage (i.e. the vehicle's large batteries) in climate-related power outages.

Health, wellbeing, and self-sufficiency: the increase in availability of public EV stations at civic facilities enables residents who may not own their home and/or may not have the ability to install a private charging station in their home to purchase an EV. A switch to EVs will also improve air quality through reducing tailpipe emissions.

Recreation, or civic participation: all civic recreation and leisure centers are anticipated to include charging stations by the end of this project. Residents will have the opportunity to "top

up” their EVs as they attend Civic facilities, reducing the need to drive to additional location or returning home to charge.

Innovation, quality workplace, or skill training: the encouragement of EVs may encourage local skill training related to their repair and maintenance. An increase in public stations may also improve the workplace quality of employees with EVs.

Supporting the local economy: 606 public EV stations is a significant increase to what is currently available and may encourage growth in the supply and installation market to the region.

## **Climate Innovation Fund**

### **Project Description**

This capital submission is for establishment of a fund and third-party organization to administer that fund, based on The Atmospheric Fund (TAF) in Toronto and now available in numerous Canadian cities through the Low Carbon Cities (LC3) initiative. Climate Innovation Funds provide funding for emissions-reducing community initiatives such as deep energy retrofits, renewable energy, and electric vehicle charging stations. The fund would likely have a revolving aspect, often called Impact Investing where organizations receive a loan that is paid back, as well as a grant aspect.

### **Total Capital Estimate**

20 million to 50 million.

### **Overview of potential non-city funding sources**

LC3 innovation funds were established through a \$183 million endowment from the Federal Government.

### **How does this Project Address Council Priorities?**

- Environmental Sustainability- the proposed project responds directly to the outcome of “Greenhouse gases are reduced in a way that maximizes co-benefits and doesn’t leave anyone behind” by facilitating energy retrofits, green transportation, and other GHG-reduction or climate adaptation projects.
- Economic Development- This project would enable the establishment or growth of a third-party organization to administer innovation funds. Further, the funds would be invested into the community spurring new, sustainability-focused, business.

### **How does this project address Core Services & Operational Priorities?**

Equitable and Accessible Services – The project progresses the outcome of “enhanced equity and accessibility of services meeting the needs of a diverse public” by investing in community actions that will benefit the public through improved buildings that are less expensive to heat/cool and more resilient to climate change, diversification of energy and more access to electric vehicle infrastructure.

Quality of life – benefits from investments into higher-quality buildings, electrification, climate adaptation, and other projects have many co-benefits such as improving health, increasing resiliency, and creating jobs that improve the quality of life for the citizens that use them.

### **How does this Project address Corporate Transformational Change?**

Customer-centric Service Delivery – this project would be established through a third-party that would be expected to uphold the outcomes of customer-centric service delivery by ensuring knowledgeable staff is available to support the community.

### **How does this project mitigate Corporate Risk?**

- Mitigates EL-2, “The City’s community education and awareness initiatives regarding carbon footprint may not be affecting change in people’s attitudes and behaviors” by enabling the community to reduce their GHG’s.
- Mitigates SG-4, “the City may not be prepared for the effects of climate change” by providing funding for building improvements to increase resiliency to climate change.



**What is the impact if this project is delayed?**

The innovation fund model is successfully being used in 7 Canadian cities to accelerate community climate action in a flexible and innovative way. Delaying the funding would result in slower community action.

**What is the impact if this project is not funded by 2035?**

The innovation fund model is successfully being used in 7 Canadian cities to accelerate community climate action in a flexible and innovative way. Not doing this project may reduce our ability to meet climate action targets, especially those that depend on community-led actions.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

An innovation fund administered by a third-party would be an innovative and transformative way for Saskatoon to introduce and scale-up local climate actions.

**What are other Triple Bottom-Line Co-Benefits?**

- Water conservation measures like low flow toilets are likely to be a component of deep energy retrofits.
- The fund will support Climate adaptation measures to improve the resiliency of buildings such as renewable energy and battery storage, low-energy use buildings, efficient heating/cooling, and storm-water management. Solar PV system provide clean power to the grid that, through grid modernization and/or battery storage, could help SL&P with demand loads.
- Health and well-being can be improved through improved air quality overall and inside renovated buildings.
- Building costs go down due to reduced energy/water use.
- This program encourages skill development and job growth in many areas of sustainable-building, renewable energy, and electrification trades

## **ICI (Industrial, Commercial, and Institutional) Energy & Water Efficiency with Loan Financing**

### **Project Description**

This Capital Project Submission is for Loan financing to support ICI Energy and Water Efficiency retrofits on 800 ICI buildings over the next 10 years. The targeted beneficiaries are businesses, multi-unit tenants/renters, large property owners, associations, schools, and other ICI stakeholders.

### **Total Capital Estimate**

50 million to 150 million.

### **Overview of potential non-city funding sources**

The Community Energy Financing Program through FCM only includes single-family households right now, but there may be ICI opportunities in the future.

### **How does this Project Address Council Priorities?**

Economic Development Goal - The project will generate job opportunities in the field of energy advising and auditing for buildings. Furthermore, by reducing the operation cost of the buildings, businesses can optimize their financial returns which could attract more investment in the city.

Environmental Sustainability - The proposed project helps the City achieve its LEC plan goals, responding directly to the Goal and the outcome of “Greenhouse gases are reduced in a way that maximizes co-benefits and doesn’t leave anyone behind”. It will reduce the GHG emissions from reducing use of energy in buildings that is generated from conventional fuels like coal and gas and will also reduce the burden on water resources by conserving water. This project through Incentivizing and later mandating ICI owners and operators to perform deep energy retrofits will contribute to an overall target of reducing 3.47 million tons of CO<sub>2</sub>e from 2020-2050. (Source- Action 11 under Phase 2 of the Low Emissions Community plan).

Smart City- Community buildings are an essential component of a smart city. This project will gather utility data like energy and water consumption in buildings which can be fed to smart analytics to generate intelligent solution for building operation and control.

### **How does this project address Core Services & Operational Priorities?**

Equitable and Accessible Services – The project aims to progress the outcome of “enhanced equity and accessibility of services meeting the needs of a diverse public”. The program targets multi-unit buildings which house a large proportion of Saskatoon’s low-income residents. Enabling landlords of multi-unit buildings, especially affordable housing providers, will reduce costs and comfort for those tenants.

Quality of Life - this project helps achieve the outcome “municipal programs, infrastructure, and essential services meet established levels of service and support a high-quality of life”. A reduction in GHGs will lead to an overall improvement of air quality across the province from less dependence on coal/natural gas. It will also improve the quality of life for multi-unit residents and building occupants as the retrofitted buildings will be more comfortable, more resilient to hot/cool days, have lower operating costs, and add to a general sense of community pride in our climate action.

**How does this Project address Corporate Transformational Change?**

Customer-centric Service Delivery – this project will achieve the outcomes of customer-centric service delivery by ensuring that the ICI sector is supported through the enabling and capacity activities planned.

**How does this project mitigate Corporate Risk?**

-Mitigates (EL-2) "The City's community education and awareness initiatives regarding carbon footprint may not be affecting change in people's attitudes and behaviors" by enabling the ICI sector to reduce their GHG's.

-Mitigates (SG-4) "The City may not be prepared for the effects of climate change" by improving resilience to extreme heat through improved air conditioning systems and better insulating buildings.

**What is the impact if this project is delayed?**

The Low Emission Community Plan (LEC Plan) projected that greenhouse gas (GHG) emissions from all ICI buildings will increase by 29% by 2050. To mitigate this, the LEC Plan identifies 5 actions for ICI energy and water improvements, including a target of making all community buildings net zero ready through envelope and mechanical system retrofits and renovations with 50% of existing buildings being 50% more energy efficient by 2030 and 90% by 2050. The delay or deferred in project for multiple years will delay the actions to meet these targets. Further, the enabling activities project is critical to the success of the overall ICI energy and water efficiency initiative as it will help building owners understand how and why to make energy upgrades and prepare them to uptake loan and rebate programs.

**What is the impact if this project is not funded by 2035?**

Research done on the project to date indicates that the sector lacks capacity, awareness, and experience which are intended to be enhanced through this proposed project. Energy efficiency retrofitting, especially in the ICI sector, is complex and expensive. Not providing rebates and other enabling activities will result in not completing LEC actions and missing GHG reduction targets.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Community buildings emitted 1.9 million tonnes CO<sub>2</sub>e in 2016. These are expected to increase by 28.7% by 2050. The ICI and multi-unit residential buildings are the largest contributors to GHGs of about 35%. The project is targeting to reduce GHG emission in 50% of the buildings which will be substantial and transformational.

**What are other Triple Bottom-Line Co-Benefits?**

- Water efficiency improvements can be included.
- Buildings will have improved heating and cooling systems to prepare for climate change.
- Renovated buildings for energy, water and renewables are healthier, more comfortable, and more affordable through a reduction in utility bills.
- Incentivizes skills and job growth in energy audits, a variety of skilled trades, and the renewable energy industry. Demand for more efficient products will grow in the market and more supplies will be ordered through local businesses to keep up with the demand. A sustained long term rebate program encourages a variety of sectors to hire more people, train them in energy renovations and businesses are investing substantial dollars into the local economy through this program.

## **Home Energy/Water Efficiency and Solar Panel Rebates**

### **Project Description**

This Capital Project Submission is for rebates for energy/water efficiency and solar panels on over 7,000 single-family homes once current funding through the Home Energy Loan Program (HELP) is used up. Rebates are expected to target high-impact/high-cost retrofits such as such as heat pumps, solar panels, and insulation as well as low-cost and easy-to-install items such as thermostats, water fixtures, and lightbulbs. Rebates can be targeted at those that need it the most using income-qualification tests and/or home age. The solar panel rebate program is expected to offset the impact of a reduction in the net metering rate that SaskPower introduced in 2019 and that Saskatoon Light & Power may also implement.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

Yes, it has other funding identified.

### **How does this Project Address Council Priorities?**

This project encourages investment in the local economy through hiring of local contractors, tradespeople, energy advisors and the purchase of supplies and materials from local businesses which progresses the Economic Development Goal.

Energy/water efficiency and renewable energy home upgrades reduce emissions from residential households and help the City achieve it's LEC plan goals, responding directly to the Environmental Sustainability Goal and the outcome of "Greenhouse gases are reduced in a way that maximizes co-benefits and doesn't leave anyone behind". This project could reduce emissions by 21,200 over the next 10 years.

### **How does this project address Core Services & Operational Priorities?**

Equitable and Accessible Services – Rebates can be targeted based on need by requiring income-qualification to be eligible to reduce the up-front cost of home upgrades and make them more accessible to low-income households. Providing a solar panel rebate will reduce the need to have unsustainable net metering rates, will align with what SaskPower customers receive, while still providing incentives for solar panel installations. Providing rebates for a high-quality specification of product ensures low-quality poorly efficient equipment is used less in the local market.

Quality of Life – Once the high-cost retrofits (i.e. solar panels, heat pumps for efficient heating/cooling, or furnace replacements) are installed they can make homes more comfortable and reduce utility bills. The program improves the quality of individuals homes and can improve comfort by reducing drafts in a home. It also improves quality of life by reducing their utility costs depending on the type of upgrades performed.

### **How does this Project address Corporate Transformational Change?**

Customer-centric Service Delivery – customer service for the program will be developed for the targeted customer-base using similar principles as HELP, ensuring knowledgeable staff are available to support each applicant through the process in addition to online resources for self-service.

### **How does this project mitigate Corporate Risk?**

-Mitigates (EL-2) The City's community education and awareness initiatives regarding carbon footprint may not be affecting change in people's attitudes and behaviors by enabling residents to reduce their GHG's.

-Mitigates (SG-4) The City may not be prepared for the effects of climate change by improving resilience to extreme heat through improved air conditioning systems and better insulating homes and helps prepare households for increasing energy/water prices.

**What is the impact if this project is delayed?**

Deferring the program will result in delays to meeting targets for 5 actions (0, 14, 25, 26, & 32) in the LEC Plan. Households will miss out on energy savings.

**What is the impact if this project is not funded by 2035?**

LEC actions and GHG reduction targets will likely not be met and an innovative service offering for residents will not be sustained. Homes in the community will still use excess energy and emissions which costs residents money and comfort, likely resulting in community dissatisfaction.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The implementation of the original rebate package through HELP was transformative. It is a new innovative service that did not previously exist for residents. This program is an incremental improvement with long-term, sustained funding that will benefit many additional households.

**What are other Triple Bottom-Line Co-Benefits?**

- Water conservation rebates like low flow toilets and fixtures or irrigation systems can be included.
- Homes that are air tight with less drafts and leakage are more resilient to extreme cold and heat and will require less usage of electricity for AC for example during peak periods, homes with a solar PV system provide clean power to the grid that, through grid modernization and/or battery storage, could help SL&P with demand loads.
- Renovated homes for energy, water, and renewables are healthier, more comfortable, and more affordable through a reduction in utility bills for the occupants.
- A rebate offering incentivizes skills and job growth in energy audits, a variety of skilled trades, and the renewable energy industry. Demand for more efficient products will grow in the market and more supplies will be ordered through local businesses to keep up with the demand. A sustained long term rebate program encourages a variety of sectors to hire more people, train them in energy renovations and residents are investing substantial dollars into the local economy through this program.

## **Industrial, Commercial, and Institutional (ICI) Energy and Water Efficiency Rebates & Enabling Activities**

### **Project Description**

This Capital Project submission is for rebates and enabling activities to facilitate the ICI sector to support ICI energy/water efficiency and renewable energy initiatives for up to 1000 ICI buildings. The targeted beneficiaries are businesses, multi-unit tenants/renters, large property owners, associations, schools, and other ICI stakeholders. Enabling activities include benchmarking, disclosure and labeling, building energy audits, decision-making tools, and capacity building and networking activities.

### **Total Capital Estimate**

50 million to 150 million.

### **Overview of potential non-city funding sources**

The Community Energy Financing Program through FCM only includes single-family households right now, but there may be ICI opportunities in the future.

### **How does this Project Address Council Priorities?**

Economic Development Goal - The project will generate job opportunities in the field of energy advising and auditing for buildings. Furthermore, by reducing the operation cost of the buildings, businesses can optimize their financial returns which could attract more investment in the city.

Environmental Sustainability - The proposed project helps the City achieve it's LEC plan goals, responding directly to the Goal and the outcome of "Greenhouse gases are reduced in a way that maximizes co-benefits and doesn't leave anyone behind". It will reduce the GHG emissions from reducing use of energy in buildings that is generated from conventional fuels like coal and gas and will also reduce the burden on water resources by conserving water. This project through Incentivizing and later mandating ICI owners and operators to perform deep energy retrofits will contribute to an overall target of reducing 3.47 million tons of CO<sub>2</sub>e from 2020-2050. (Source- Action 11 under Phase 2 of the Low Emissions Community plan).

Smart City- Community buildings are an essential component of a smart city. This project will gather utility data like energy and water consumption in buildings which can be fed to smart analytics to generate intelligent solution for building operation and control.

### **How does this project address Core Services & Operational Priorities?**

Equitable and Accessible Services – The project aims to progress the outcome of "enhanced equity and accessibility of services meeting the needs of a diverse public". The program targets multi-unit buildings which house a large proportion of Saskatoon's low-income residents. Enabling landlords of multi-unit buildings, especially affordable housing providers, will reduce costs and comfort for those tenants.

Quality of Life - this project helps achieve the outcome "municipal programs, infrastructure, and essential services meet established levels of service and support a high-quality of life". A reduction in GHGs will lead to an overall improvement of air quality across the province from less dependence on coal/natural gas. It will also improve the quality of life for multi-unit residents and building occupants as the retrofitted buildings will be more comfortable, more resilient to hot/cool days, have lower operating costs, and add to a general sense of community pride in our climate action.

### **How does this Project address Corporate Transformational Change?**

Customer-centric Service Delivery – this project will achieve the outcomes of customer-centric service delivery by ensuring that the ICI sector is supported through the enabling and capacity activities planned.

### **How does this project mitigate Corporate Risk?**

- Mitigates (EL-2) "the City's community education and awareness initiatives regarding carbon footprint may not be affecting change in people's attitudes and behaviors" by enabling the ICI sector to reduce their GHG's.
- Mitigates (SG-4) "the City may not be prepared for the effects of climate change" by improving resilience to extreme heat through improved air conditioning systems and better insulating buildings.

### **What is the impact if this project is delayed?**

The Low Emission Community Plan (LEC Plan) projected that greenhouse gas (GHG) emissions from all ICI buildings will increase by 29% by 2050. To mitigate this, the LEC Plan identifies 5 actions for ICI energy and water improvements, including a target of making all community buildings net zero ready through envelope and mechanical system retrofits and renovations with 50% of existing buildings being 50% more energy efficient by 2030 and 90% by 2050. The delay or deferred in project for multiple years will delay the actions to meet these targets. Further, the enabling activities project is critical to the success of the overall ICI energy and water efficiency initiative as it will help building owners understand how and why to make energy upgrades and prepare them to uptake loan and rebate programs.

### **What is the impact if this project is not funded by 2035?**

Research done on the project to date indicates that the sector lacks capacity, awareness, and experience which are intended to be enhanced through this proposed project. Energy efficiency retrofitting, especially in the ICI sector, is complex and expensive.

### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The project is targeting, with the ICI loan program, approximately 50% of buildings in Saskatoon. ICI and multi-unit residential buildings account for 35% of Saskatoon's GHG emissions. In 2016, this was 1.9 million tonnes CO<sub>2</sub>e, expected to increase by 28.7% by 2050, if action is not taken. This project could reduce CO<sub>2</sub>e by 3.47 million tonnes.

### **What are other Triple Bottom-Line Co-Benefits?**

- Water efficiency improvements can be included.
- Buildings will have improved heating and cooling systems to prepare for climate change.
- Renovated buildings for energy, water and renewables are healthier, more comfortable, and more affordable through a reduction in utility bills.
- Incentivizes skills and job growth in energy audits, a variety of skilled trades, and the renewable energy industry. Demand for more efficient products will grow in the market and more supplies will be ordered through local businesses to keep up with the demand. A sustained long term rebate program encourages a variety of sectors to hire more people, train them in energy renovations and businesses are investing substantial dollars into the local economy through this program.

## **District Energy Pilot**

### **Project Description**

This Project would include completing a feasibility study for District Energy (DE) for civic buildings, building on a previous feasibility study conducted for north downtown, followed by a Pilot of DE (location TBD) that would have the potential for further expansion. DE can be an efficient way to produce and distribute thermal energy to clusters of buildings. When built with the possibility of expansion and flexible fuel use, DE systems can change with energy demand and evolved energy technologies. Ideal buildings for District Energy would be large with a high load, very close together, and with the ability to commit to a 20-year contract for heating. Given these criteria, many civic buildings, especially in the downtown core, could be a potential fit.

### **Total Capital Estimate**

50 million to 150 million.

### **Overview of potential non-city funding sources**

The Federation of Canadian Municipality's Green Municipal Fund has grant funding for feasibility studies for using recovered or renewable energy (up to \$175,000). Other funding opportunities will be investigated through feasibility study.

### **How does this Project Address Council Priorities?**

Economic Development: a DE system would demonstrate the potential expansion of its use within the region and strengthen the enabling environment in Saskatoon to encourage entrepreneurs, businesses, and educational institutions to pursue new opportunities within this field of work.

Recreation, Culture and Leisure: DE is suitable for high load density buildings, such as recreational facilities, arenas, and office buildings, helping these facilities meet changing community needs, including a need for climate action.

Downtown Development: The City has many buildings potentially suitable for DE in the Downtown core. Installing DE downtown would show a long-term commitment to the vitalization and use of the area by the City and would improve livability in the region.

Environmental Sustainability: DE system development progresses climate action 36 in the Low Emissions Community Plan and provides an efficient use of thermal heating and electricity potential, that enables local resiliency for the buildings that are connected.

### **How does this project address Core Services & Operational Priorities?**

Amount of heating and cooling assets to track, operate, and maintain. This incorporates improvements that support Triple Bottom Line considerations, equity principles and climate change mitigation and adaptation strategies. Fuel switching is also much simpler as it will be for one or a few systems to enable an emissions-reducing switch for many buildings connected to that system(s).

Procurement and Project Management: DE Systems will be procured through sustainable procurement methodology and will include indigenous participation and the Triple Bottom Line Policy within the evaluation criteria. The procurement and contracts will be managed using the City's PMI standards and best practices for proper reporting and closure of the project.

Quality of Life: a reduction in GHGs from will lead to an overall improvement of air quality and a potential sense of community pride in our climate action, creating an enabling environment where everyone can enjoy the benefits of the City's improved civic facilities.



**How does this project mitigate Corporate Risk?**

Mitigates EL-3 "the City may fail to identify and pursue corporate CO2 reduction initiatives" by reducing corporate GHG emissions.

**What is the impact if this project is delayed?**

LEC targets for Action 36: Implement district energy systems in the downtown and north downtown areas (or similar) will not be met, and there will be less reductions in greenhouse gas emissions. The City will not be perceived as a leader in the switch to Renewable and Low-emissions Energy. Opportunities to optimize the installation of DE with upcoming downtown construction projects may be missed.

**What is the impact if this project is not funded by 2035?**

LEC targets for Action 36 will not be met, and less reductions in greenhouse gas emissions with potentially larger and irreversible impacts to the climate if delayed beyond 2035. The City will not be perceived as a leader in the switch to Renewable and Low-emissions Energy. Opportunities to optimize the installation of DE with upcoming downtown construction projects will be missed.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

District energy is an innovative approach that has not been used by the City before, that has the potential to reduce emissions by 1,079,000 tonnes CO2e by 2050, and be utilized by an entire neighborhood or commercial area.

**What are other Triple Bottom-Line Co-Benefits?**

Safety, or resiliency of essential services: through localized energy generation, especially if paired with energy storage, the City would be able to provide some energy support in cases where the electricity grid has been compromised due to increased extreme weather events.

Innovation, quality workplace, or skill training: The increase to District Energy systems will increase the demand for skills training in renewable energy technology. Through increased support of this sector, innovation may be enabled as well.

Supporting the local economy: a DE system would demonstrate the potential expansion of its use within the region and could increase economic opportunities within this field of work.

Efficient and effective asset management and use: DE enables one building to supply heat to multiple other buildings, which reduces the amount of heating and cooling assets to track, operate, and maintain. Fuel switching is also much simpler as it will be for one or a few systems to enable an emissions-reducing switch for many buildings connected to that system(s).

## **Green Network - Food Program**

### **Project Description**

The purpose of the Green Network Food Program is to enhance our urban environment and improve community health & wellbeing by establishing a food system approach for the City. This work will support food production by the City and community, help address food insecurity, and improve access to healthy, local food.

This major capital ask is to:

- Develop a Sustainable Food Action Plan to identify the City's roles and responsibilities in supporting Saskatoon's local food system, including growing, processing, distributing, and disposing of food in the city;
- Lead to the development of standards, policies, guidelines, and/or procedures to support Saskatoon's food system;
- Pilot on-the-ground food system initiatives and expand food production opportunities in public space;
- Build capacity in our community, for example, through a social enterprise pilot that supports equitable employment and training opportunities;
- Develop new incentives and/or improve existing incentives to encourage food initiatives by community, residents, and the ICI sector; and
- Build on existing community-led food system initiatives.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

Federal funding (pending approval) will support a food forest pilot in 2022-24, using money leveraged from the Sustainability Reserve; however, no additional/future funding has been awarded.

It is likely that future external funding opportunities will be available to support this type of work. However, a source of City capital is required in order to leverage external grant dollars.

The Green Pathways Implementation Plan currently has no capital funding allocated to implement the initiatives outlined in the Plan, including Pathway 5: Food Security from Seed to Table to Soil.

### **How does this Project Address Council Priorities?**

Reconciliation, Equity, Diversity, and Inclusion:

The City of Saskatoon's Green Infrastructure Strategy established a baseline of the current state of green space access. Multiple gaps were identified, including:

- There are insufficient community garden spaces to meet demand.
- Many green spaces are serving more residents than they were designed for, which leads to over-use of these sites.
- Some people report feeling unsafe and unwelcome in many green spaces, in particular, Indigenous and racialized communities.

The Saskatoon Food Action Plan will identify:

- New opportunities for food production on publicly accessible land (including but not limited to parks) to help improve equitable access to Saskatoon's food system.
- How to incorporate reconciliation, equity, diversity, and inclusion into how Saskatoon designs and manages public food system spaces/initiatives.

- Opportunities to address food insecurity in our community.
- Opportunities to incorporate traditional and Indigenous plantings.
- Ways to celebrate and incorporate culturally appropriate foods, plants, growing and processing methods, and other food-related protocols.

#### Community Safety and Wellbeing:

Cities across Canada are working towards sustainable local food systems, as it has been shown to improve public health outcomes and reduce the carbon footprint of the food we eat.

The Green Network Food Program would help identify the City's roles and responsibilities in helping to address hunger, food insecurity, and rising food prices affecting our community.

#### Environmental Sustainability:

This project addresses multiple Environmental Sustainability priorities of Council in the following ways:

##### 1. Green Pathways

- 5.1.1: Green Network food program
- 5.1.2: Food waste projects
- 5.2.1: Sustainable Food Action Plan
- 4.3.1: Street Garden Program
- 4.3.2: Community stewardship program
- 4.3.3: Social enterprise models
- 3.1.1: Green network policies

##### 2. Pathway to a Sustainable Urban Forest

- 4.6 P: Develop a communications campaign about fruit trees (e.g., where fruit trees are located on public land, fruit identification, how and when to pick fruit).
- 2.1 C: Work with Sustainability on an approach for planting fruit trees and shrubs on public land and in community gardens

##### 3. Official Community Plan

- 2.5 Food Systems
- 4.1 Reduction

### **How does this project address Core Services & Operational Priorities?**

#### Equitable and Accessible Services:

The Green Network Food Program will support initiatives that improve access to locally grown food, in particular for people who are experiencing food insecurity. Site selection criteria will not only consider a site's features and compatibility to support food production, processing, distribution, and/or disposal, but also safety, equitable access, and whether the location is in (or supports) a food-insecure neighbourhood.

"Every Saskatoon resident should have access to an adequate supply of nutritious, affordable and safe food without social and economic barriers. In Saskatoon, we must work with those communities most affected by lack of access to nutritious, affordable and safe food." (Saskatoon Food Charter)

#### Quality of Life:

- Participating in food system activities—such as gardening, harvesting, and cooking—can connect people to the cultural, health, and community benefits of food.
- Local foods are fresh and full of flavour.
- Local foods can showcase what can be grown locally and seasonally and can lead people to discover new foods.

“Food brings people together in the celebration of family and community, strengthening links between diverse cultures and urban and rural communities. The preparing, eating and sharing of food engages individuals and families in a social and community fellowship that balances physical and spiritual needs.” (Saskatoon Food Charter).

### **How does this Project address Corporate Transformational Change?**

Efficiency and Effectiveness:

Establishing the City’s roles, responsibilities, and approach to Saskatoon’s local food system will enable the City to achieve priorities and support community. It will also identify a clear procedure and criteria to support food system initiatives based on, for example:

- Where available land, venues, and amenities exist.
- The level of demonstrated interest and commitment by the community.
- Community engagement and neighbourhood support.
- Site compatibility with adjacent land uses.
- Where appropriate planting sites exist (i.e. in terms of drainage, soil quality, sun, access to water).
- Safety and CPTED considerations.
- Supporting access in and distribution to food-insecure neighbourhoods.
- Which locations could benefit from food system enhancements.

### **How does this project mitigate Corporate Risk?**

Many local community organizations support Saskatoon’s food system and past engagement indicates that residents would like the City of Saskatoon to become more involved in and supportive of this work. In particular, the community has provided feedback that it’s crucial for the City to identify its roles and responsibilities in the food system, and improve its support for existing work being led by the community. There has been interest and demand for the City to participate in this work for over a decade. For example, community-led reports such as the 2014 Saskatoon Regional Food System Assessment and Action Plan identify recommendations for the City, but most of these recommendations have gone unaddressed and unfunded. With such high interest and demand in the community to further this work, there exists some tension and frustration by community organizations and residents due to the City’s lack of participation and leadership.

The City’s involvement in this area has been lacking, in part, because there had been no established mandate or resources to support this work. However, recent strategies such as the updated Official Community Plan and Green Pathways have taken the first step in establishing a direction for the City.

There now exists an opportunity to:

- Solidify the City’s roles and responsibilities to support Saskatoon’s food systems.
- Establish clear direction for the City.
- Allocate time and resources to further this work in a consistent and dedicated manner.
- Address funding gaps.
- Enable the City to leverage external funding.
- Come to the table where the community has been waiting for us to pull up a chair.

### **What is the impact if this project is delayed?**

If the project is delayed, the City will continue with an unfunded, piecemeal approach to supporting City- and community-led food system initiatives.

Delaying the City’s involvement is impacting our community’s ability to fully benefit from a comprehensive and effective local food system. Multiple food initiatives are only

possible/enabled if the City provides leadership and direction, establishes policies or guidelines, or participates as an active partner.

**What is the impact if this project is not funded by 2035?**

Multiple initiatives in the Green Pathways Implementation Plan will not be achieved.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Health, wellbeing and self-sufficiency:

Not only does food security contribute to the physical, mental, spiritual and emotional well-being of residents, but healthy foods are important factors in determining the overall health of the city's population. (Saskatoon Food Charter).

**What are other Triple Bottom-Line Co-Benefits?**

Conserve energy or reduce GHGs:

- Local food production and processing reduces "food miles" and lowers associated greenhouse gas emissions.

- Proper disposal of organics/food—e.g. through composting instead of landfilling—reduces GHGs.

- Local food may use less packaging and preservatives than "far away" foods.

Supporting the local economy:

Supporting our local food system can lead to a strong local economy by supporting businesses, organizations, tourism, and training and employment opportunities.

"Food is an integral part of the economy of Saskatoon and the surrounding area. A commitment to building bridges between urban and rural communities on food security will strengthen the food sector's self-reliance, growth and development." (Saskatoon Food Charter)

## **Renewable Natural Gas Procurement Funding**

### **Project Description**

Thermal and electrical energy production that currently relies on natural gas is responsible for over 20% of the City's current emissions. Natural Gas can be replaced with Renewable Natural Gas (RNG) sources for direct emissions reductions. This Capital request is to cover the costs of the required premium to begin replacing 3,940,000 GJ of natural gas used with renewable natural gas over 8 years, starting in 2028 (a 5-year delay to the implementation pathway recommended by the LEC plan), assuming there is a mechanism to purchase RNG by then through SaskEnergy.

### **Total Capital Estimate**

20 million to 50 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Economic Development: The amount of renewable natural gas required to be purchased to meet LEC targets is a significant increase to what is available regionally and will strengthen the enabling environment in Saskatoon to encourage entrepreneurs, businesses, and educational institutions to pursue new opportunities in renewable natural gas.

Environmental Sustainability: The switch to renewable natural gas implements climate action 40 which will considerably offset the City's emissions from heating that is currently sourced by carbon-intensive natural gas.

### **How does this project address Core Services & Operational Priorities?**

Civic Assets: The City may be able to use renewable natural gas that is created as a byproduct at both the landfill and the wastewater treatment plant, optimizing these facilities' co-benefits. The switch to RNG could also be directly used by the city's facility's current natural gas-fueled space and process heating systems and would require minimal asset changes. The switch to Renewable Natural Gas incorporates improvements that support Triple Bottom Line considerations, including climate change mitigation and adaptation strategies.

Procurement and Project Management: Renewable natural gas will be procured through sustainable procurement methodology and will include indigenous participation and the Triple Bottom Line Policy within the evaluation criteria. The procurement and replacement schedule will be managed using the City's PMI standards and best practices for proper reporting and closure of the project.

Quality of Life: a reduction in GHGs from will lead to an overall improvement of air quality and a potential sense of community pride in our climate action, which will create an enabling environment where everyone can enjoy the benefits of the City's core services being offset by renewable natural gas.

### **How does this Project address Corporate Transformational Change?**

Efficiency and Effectiveness: renewable natural gas is a simple switch that would require minimal changes to the City's current space and process heating systems, while reducing emissions drastically.

**How does this project mitigate Corporate Risk?**

This project mitigates EL-3, "the City may fail to identify and pursue corporate CO2 reduction initiatives" by reducing GHG emissions from energy.

**What is the impact if this project is delayed?**

LEC targets for Action 40, which progresses towards displacing 50% of natural gas demand with RNG by 2050, will be further delayed, and there will be less reductions in greenhouse gas emissions. The City will not be perceived as a leader in the switch to Renewable Energy.

**What is the impact if this project is not funded by 2035?**

LEC targets for Action 40 will not be met, and less reductions in greenhouse gas emissions, with potentially larger and irreversible impacts to the climate if delayed beyond 2035. The City will not be perceived as a leader in the switch to Renewable Energy.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Procuring the targeted annual GJ of renewable natural gas would significantly displace the City's heating needs. This displacement would start at <1% in 2024 to up to 45% in 2034, reducing our dependence on a fossil fuel source. If the project gets back on track of the Pathway to a Low Emissions Community, a total 1,042,780 tonnes CO2e would be reduced by 2034.

If the LEC target of 50% of natural gas is displaced by renewable natural gas by 2050 is met, a cumulative 40,607,000 tonnes CO2e would be reduced by 2050.

**What are other Triple Bottom-Line Co-Benefits?**

Innovation, quality workplace, or skill training: The increase demand for renewable natural gas will increase the demand for skills training in renewable natural gas technology. Through increased support of this sector, innovation may be enabled as well.

Supporting the local economy: The purchase of renewable natural gas at this scale would be a significant increase to current regional generation and will enable the growth of regional renewable natural gas suppliers and equipment manufacturers.

Efficient and effective asset management and use: renewable natural gas is a simple switch that would require minimal changes to the City's current space and process heating systems, while reducing emissions drastically. The City may also be able to use renewable natural gas that is created as a biproduct at both the landfill and the wastewater treatment plant, optimizing these facilities' co-benefits.

## **Compost Depot Processing Facility**

### **Project Description**

This project will site and construct a permanent compost depot location to replace the current location at Highway 7 and 11 St. The current depot is situated in the new Blairmore development and will need to be moved when the area is developed. This project will consider processing materials currently accepted at the compost depots and potentially processing materials from the curbside program.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

There are several grant opportunities for waste reduction projects, although none were identified for a new organics processing facility.

### **How does this Project Address Council Priorities?**

This project supports waste diversion by providing residents a free location to drop off organic materials that are not accepted in the curbside organics program. The compost depot also provides organics disposal for contract haulers and internal City departments.

### **How does this project address Core Services & Operational Priorities?**

This project helps create an enabling environment where everyone can enjoy the benefits of the City's core services, including green spaces, civic facilities and programs.

### **How does this Project address Corporate Transformational Change?**

This project ensures that the public has free access to dispose of organics not accepted in the green cart program (larges branches and stumps). There could also be efficiencies gained if all organic material generated by City programs is processed at the same facility.

### **What is the impact if this project is delayed?**

The timing of this project is dependent on the Blairmore development, there is no immediate need to move the depot's location. Once houses start being built in proximity of the area, dust and odor may be an issue with the new homes.

### **What is the impact if this project is not funded by 2035?**

The internal City departments will not have a location to drop off organics and will have to pay a third party to compost the material. Residents would be required to bring their organic material not accepted in the curbside program (large branches and stumps) to an alternate location.

### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Residents are currently able to drop off of organic materials at the West depot, this project will ensure that this service is still provided by the City.

### **What are other Triple Bottom-Line Co-Benefits?**

Composting waste reduces methane generation during organic waste decomposition.



## **Renewable Energy Procurement through Renewable Energy Credits**

### **Project Description**

It is anticipated that Saskatoon's target of 80% emissions reductions by 2050 will not be achieved without purchasing renewable energy that is generated outside of city limits, through purchasing Renewable Energy Certificates (RECs). In addition to paying the utility for the electricity consumed at established rates, REC participants pay a premium for renewable energy generated by their agreed-upon capacity to account for grid access and solar production costs. This project is to cover the costs of the required premium to purchase a total of 15,612,079 MWh of renewable energy electricity over this 10-year period.

### **Total Capital Estimate**

over 150 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Economic Development: The amount of renewable energy required to be purchased to meet LEC targets is a significant increase to what is available regionally and will strengthen the enabling environment in Saskatoon to encourage entrepreneurs, businesses, and educational institutions to pursue new opportunities in renewable energy.

Environmental Sustainability: The generation of solar energy implements climate action 39 in the Low Emissions Community Plan and will considerably offset the City's electricity consumption that is currently sourced by carbon-intensive technologies.

### **How does this project address Core Services & Operational Priorities?**

Equitable and Accessible Services: Many residents may wish to generate their own renewable energy, but do not have the geographical or financial capacity or ability. Through the City purchasing renewable energy, the City is able to lead by example and ensure that the City and Community's electricity consumption is offset by regional renewable energy development, and residents can take pride in what the City is doing to reduce emissions from their resident's electricity consumption.

Procurement and Project Management: Renewable energy will be procured through sustainable procurement methodology and will include indigenous participation and the Triple Bottom Line Policy within the evaluation criteria. The procurement and replacement schedule will be managed using the City's PMI standards and best practices for proper reporting and closure of the project.

Quality of Life: a reduction in GHGs from will lead to an overall improvement of air quality and a potential sense of community pride in our climate action, which will create an enabling environment where everyone can enjoy the benefits of the City's core services being offset by renewable energy.

### **How does this Project address Corporate Transformational Change?**

Efficiency & Effectiveness: Purchasing Renewable Energy Credits may be the most effective and efficient way to meet LEC targets.

### **How does this project mitigate Corporate Risk?**

This project mitigates EL-3, "the City may fail to identify and pursue corporate CO2 reduction initiatives" by reducing GHG emissions from energy.

**What is the impact if this project is delayed?**

LEC targets for action 39, which progresses towards a total generating capacity of 1,600 MW purchased by 2050, will not be met, and less reductions in greenhouse gas emissions. The City will not be perceived as a leader in the switch to Renewable Energy.

**What is the impact if this project is not funded by 2035?**

LEC target for action 39 will not be met, and less reductions in greenhouse gas emissions, with potentially larger and irreversible impacts to the climate if delayed beyond 2035. The City will not be perceived as a leader in the switch to Renewable Energy.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Procuring the targeted annual MWh of renewable energy would significantly displace the City's electricity consumption needs. This displacement would start at 15% in 2024 to up to 50% in 2034, reducing our dependence on a grid that's currently primarily powered by carbon-intense sources, such as coal and natural gas. If the project gets back on track of the Pathway to a Low Emissions Community, a total 3,782,160 tonnes CO2e would be reduced by 2034. If the LEC target of 1600 MW of electricity is purchased by 2050 is met, a cumulative 54,119,000 tonnes CO2e would be reduced by 2050.

**What are other Triple Bottom-Line Co-Benefits?**

Innovation, quality workplace, or skill training: The increase demand for renewable energy generation will increase the demand for skills training in renewable energy technology. Through increased support of this sector, innovation may be enabled as well.

Improving affordability for users: through the bulk purchasing of large-scale renewable energy generation, the City can offer electricity with less emissions to its residents at the most effective price.

Supporting the local economy: The purchase of renewable energy at this scale would be a significant increase to current regional generation, and will enable the growth of regional renewable energy suppliers and installers

# **Recreation & Culture Priorities**

## **East Side Leisure Centre**

### **Project Description**

The East Side Leisure Centre project is the construction a new district leisure center to support the Holmwood Sector, providing opportunities for residents to have access to, and participate in, leisure activities. The Holmwood Sector will be comprised of five residential neighborhoods', a suburban center, business park, two regional commercial sites and a suburban center commercial site with an estimated 70,000 residents living in the sector. The facility is expected to include a 25m pool, a leisure pool, gymnasium, fitness spaces, weight room, multipurpose rooms/child minding spaces, and supporting accessible locker/change/washroom facilities. Estimated footprint of 4500 square meters with aquatic components accounting for 2300 square meters, gymnasium 1000 square meters, fitness and workout spaces 300 square meters, multipurpose rooms/childminding spaces 300 square meters, accessible locker/change/washroom facilities 300 square meters, 300 square meters for administration support spaces. The facility will be connected to the two new high schools in partnership with the public and catholic school boards.

### **Total Capital Estimate**

50 million to 150 million.

### **Overview of potential non-city funding sources**

ICIP funding has been approved by City Council for this project in the amount of \$40.5M of eligible costs. [Link - Investing in Canada Infrastructure Program Application Intake Report](#)

### **How does this Project Address Council Priorities?**

Recreation facilities and programs are accessible, inclusive and meet changing community demand and needs. This project meets the demand of a growing city for recreation, continues to implement the Recreation Facilities Game Plan regarding development of new and improved recreation facilities. The facility will reduce barriers, improve access, and increase supports participation in recreation facilities and programs. The partnership with the YMCA provides other funding opportunities for a new facility and programs and reduces the reliance on property tax support. For REDI, this new facility will be a space where all community members and residents feel safe and welcomed and would incorporate indigenous consultation and participation into the project. For economic benefit, the work with community partners including the school boards to develop a new facility that would attract participation and generate significant economic benefits of a major capital project.

### **How does this project address Core Services & Operational Priorities?**

As a civic asset, the new leisure center would be constructed as HPCBP that would be energy efficient and designed for long-term resilience, ensuring the City is prepared to mitigate current and future contributions to climate change. The City have access to safe, adequate facilities and equipment necessary to deliver established levels of service. For equitable/accessible services, this new facility would enhance the equity and accessibility of recreational services meeting the needs of a diverse public. As a major project, the goal would be to achieve best value thru procurement and the opportunity increased procurement from Indigenous suppliers and diverse groups. The key outcome for this project is Quality of Life as City facilities and programs, infrastructure and essential services meet established levels of service and support a

high-quality of life for the physical and mental wellbeing of our residents. This facility would be an inclusive public space that provides the opportunity to bring people together.

**How does this Project address Corporate Transformational Change?**

The City recognizes the diverse and changing needs of the public and as a growing city we strive to consistently deliver exceptional, accessible and equitable services which includes access to recreation.

**How does this project mitigate Corporate Risk?**

The risk to the corporation on two fronts, the ability to provide adequate space and programs to meet the demand of a growing community and residents for recreational opportunities including corporate reputation. Secondly, the risk of unrealized funding opportunities from other sources of funding other than the city and partnership opportunities to reduce the economic impact of developing and operating this facility.

Risk is that project will not align with the development and construction of the new high schools which would result in additional capital cost associated with constructing two major joint facilities in stages.

**What is the impact if this project is delayed?**

Risk is that project will not align with the development and construction of the new high schools which would result in additional capital cost associated with constructing two major joint facilities in stages.

**What is the impact if this project is not funded by 2035?**

In addition to the risk of not constructing in concert with the high schools, significant risk of insufficient indoor recreational space and amenities for residents in the Holmwood Sector. Secondly, partnership with the YMCA would be potentially jeopardized due to the significant delay in development of the facility. Finally, increased capital cost to construct simply based on inflation.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The partnership opportunities identified for this project for development and operation of the facility represent an incremental shift in current practices that are expected to result in significant savings and reduced reliance on property taxes and continue to meet service levels. This model may to establish a new norm for future projects.

**What are other Triple Bottom-Line Co-Benefits?**

Leisure Centers are generally high energy/water users, as a new facility, would be designed as a HPCB and meet criteria that would ensure a high standard of energy efficiency and environmental sustainability. For REDI, leisure centers provide spaces that are inclusive, free of discrimination, move to universal access, the TRC calls to action for access to recreation, and will enable residents from a wide range of economic levels to access thru our Leisure Access programs. Recreation is proven to improve physical, mental, emotional and spiritual wellbeing and this facility would support that for all residents. The City Leisure Centers are mandated to provide affordable access to recreation by support from the mill rate and accessible programs that maintain access for all and support for low-income households.

## **White Buffalo Youth Lodge**

### **Project Description**

This project involves the significant capital improvements or replacement of the existing White Buffalo Youth Lodge city center recreation facility. The facility is operated in partnership with Saskatoon Tribal Council, CUMFI, and the Saskatchewan Health Authority.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

Project has been identified as potential project for submission to the Green and Inclusive Community Buildings (GICB) GICB funding stream in fall of 2023. Would qualify as a large retrofit or new build project for 60% to 80% of total eligible project costs. Based on a project of up to \$10M, would account for \$6M to \$8M. In addition, partners in the WBYL may bring capital dollars to the project, amounts unknown at this time.

### **How does this Project Address Council Priorities?**

The project supports REDI as is a partnership with the indigenous community on a facility in the core neighborhoods that have a high indigenous population and high usage by indigenous youth and creates a space where all community members feel safe and welcomed to ensure cultural identities and living experiences are reflected in the community. This project will also work with community partners to enhance/ replace an existing facility to attract residents and visitors. The WBYL provides a safe place for youth to recreate and work with underserved populations to improve quality of life and community well-being. The WBYL by design is intended to reduce barriers, improve access and increase participation in recreation and programs and support partnership opportunities for redevelopment of a WBYL. Through these partnerships with community, the additional goal of reducing the reliance on property taxes to support this facility and programs. Regarding Environmental Sustainability, the new facility Develop would improve energy conservation and efficiency in by a new build/upgraded would be higher efficiency to the City's HPCBP building and the location supports current transportation and BRT. The project also represents positive infill development in a core neighborhood.

### **How does this project address Core Services & Operational Priorities?**

This project touches all areas. As a new or upgraded facility would be energy efficient and designed for long-term resilience and city/partner staff have access to safe, adequate facilities to deliver established levels of service. The development of a new WBYL would enhance equity and accessibility of services to underserved populations in the City's core while meeting the needs of a diverse public. As a new project in partnership with the indigenous community, the opportunity for increased procurement from Indigenous suppliers and diverse groups that are historically underrepresented. The focus of the WBYL is to create a welcoming and inclusive public facility with spaces that bring people together and continue to provide high-quality recreation programs that ensure quality of life and enable the public to safely engage in everyday life.

### **How does this Project address Corporate Transformational Change?**

None.

### **How does this project mitigate Corporate Risk?**

This project mitigates the risk of not having suitable facilities to meet community demand for access to recreation spaces and programs and the access to safe, welcoming and inclusive spaces for community participation.

**What is the impact if this project is delayed?**

Programming and operations would continue in the existing facility that is too small for community demand and reputational impact to the City of servicing core neighborhoods.

**What is the impact if this project is not funded by 2035?**

Existing facility is not sufficient for programming and community needs and City Council has identified this as a priority project. In addition, we have strategic partners that are involved that may not be willing to wait 13 years for a new facility to be developed.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The current facility is dated and not sufficient to meet community demand. A new facility would be designed to reflect community needs and meet the growing demand for recreation in the core to a diverse population. In addition, the facility strengthens the relationship with the indigenous community by partnering with indigenous organizations in the development and operation of the facility.

**What are other Triple Bottom-Line Co-Benefits?**

A new facility would be more energy efficient. The WBYL is by design a partnership with the indigenous community and supports reconciliation and calls to action and is intended to be a safe, welcoming and inclusive community facility. The facility would also serve the community as a space for animation of indigenous and other demographics cultural and artistic expression. As a community hub, the WBYL would be a safe place to participate in recreation and programs increasing residents' health and well-being.

## **Arena to replace Archibald Arena**

### **Project Description**

The Archibald Arena was constructed in 1972 and is beyond its current useful life. The facility is facing requirements for significant capital renewal due to the building age, increasing expectations from the users, and need to phase out the use of R22 refrigerant. Accessibility, code compliance, energy efficiency, and building envelope integrity are also concerns with the building.

A replacement facility would include: dual rink surfaces, universal/gender neutral locker/change/dressing/washroom facilities, multipurpose/meeting room, ice plant/ mechanical room, Zamboni room, and administration and maintenance support spaces. Accessibility/inclusivity to all areas would be increased.

### **Total Capital Estimate**

20 million to 50 million.

### **Overview of potential non-city funding sources**

It is likely that both Federal (GICB), Provincial and/or Private funding opportunities would be available and would be explored.

### **How does this Project Address Council Priorities?**

Recreation facilities and programs are accessible, inclusive, and meet changing community demand and needs. This project meets the demand of a growing city for recreation, continues to implement the Recreation Facilities Game Plan regarding development of new and improved recreation facilities. The facility will reduce barriers, improve access, and increase participation in recreation facilities and programs.

For REDI, this new facility will be a space where all community members and residents feel safe and welcomed and would incorporate indigenous consultation and participation in public engagement processes and activities.

For Economic Development, this new facility would enhance existing facilities to attract events, visitors, and business opportunities. With the development of a new facility, we would be able to improve our environmental sustainability in all aspects of the facility.

As with all ice arenas, this facility would be in support of the Winter City Strategy. With the new facility it would be better suited to encourage social activity in winter and ensure the public spaces within are designed for winter comfort, safety, and activity. In addition, with the creation of a second ice sheet it would create more options for winter activities and tourism.

As with all new facilities, we will be able to tap into new technology for not only energy efficiency, conservation, and renewable energy but also implement innovative ways use the data of our buildings in maintenance, repairs, and capital replacement.

### **How does this project address Core Services & Operational Priorities?**

As a civic asset, the replacement facility for Archibald Arena would be constructed as per the High-Performance Civic Building Policy. This policy guidance would provide the design to be more energy efficient and designed for long-term resilience, ensuring the City is prepared to mitigate current and future contributions to climate change.

The City would have access to safe, adequate facilities and equipment necessary to deliver established levels of service. For equitable/accessible services, this new facility would enhance the equity and accessibility of recreational services meeting the needs of a diverse public.

As a major project, the goal would be to achieve best value through procurement and the opportunity increased procurement from Indigenous suppliers and diverse groups. The key outcome for this project is Quality of Life, as City facilities and programs, have a significant impact on an individual's physical and mental health.

#### **How does this Project address Corporate Transformational Change?**

This project will allow the City to maintain established levels of service and to continue to provide a quality/improved customer experience for all residents.

In consultation with the public the feedback will be used to ensure a much-improved customer experience at the facility with upgraded accessibility, inclusivity and better run facilities.

The new facility would bring improved facility operations for both programming and operations and maintenance teams with improved customer comfort through improved mechanical, heating, ventilation and building envelope upgrades. These improvements would be beneficial to employee safety and demonstrates management's commitment to core values.

#### **How does this project mitigate Corporate Risk?**

The building of a new Ice Arena mitigates the organizational risks by:

- Being able to maintain the City's current level of service for ice arenas and meet the demands, as the City continues to grow which would result in a shortage of ice arena space for residents.
- Minimizes the service level impacts or potential for facility closures.
- The risk of Archibald Arena components/ equipment failing prior to a new facility being built.
- Reduce operating and maintenance costs.
- A new facility would mitigate environmental risk with the improved efficiencies based on new technologies for Ice Plants/ Arenas and the High-Performance Civic Building Policy.

#### **What is the impact if this project is delayed?**

Over the last few years, there have been increased costs to maintenance, repairs, utilities, and capital replacement. This trend is believed to continue to go up from here with many more of the assets failing due to being beyond its service life.

In addition, there is also a potential for the facility to be closed due to the failure of the ice plant and/or the lack of replacement refrigerant (R22) or parts available.

With the aging assets of the facility, there is potential for further decreased service level due to emergency shutdowns caused by the facility being beyond its useful life.

#### **What is the impact if this project is not funded by 2035?**

If there is no funding for the facility for 10+ years, there will be a closure of this facility. As stated previously, this facility infrastructure is beyond its service life with many of the parts not being manufactured including the refrigerant (R22). The R22 was phased out many years ago and therefore the supply of the refrigerant is only able to be purchased through other facilities that are decommissioned.

#### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

- Replaces current infrastructure with modern facility that meets accessibility, inclusivity, building code, and high-performance building policy requirements.
- Significantly improves programing and facility operations. Aging infrastructure.

#### **What are other Triple Bottom-Line Co-Benefits?**

The current Archibald Arena is a high energy user due to the inefficient / beyond service life assets within. With a new facility, we would be able to design with new technologies that would



ensure a high standard of energy efficiency and environmental sustainability due to the HPCBP criteria.

For REDI, a new arena would provide spaces that are inclusive, free of discrimination, move to universal access, the TRC calls to action for access to recreation, and will enable residents from a wide range of economic levels to access through our Leisure Access programs. Recreation is proven to improve physical, mental, emotional, and spiritual well-being and this facility would support that for all residents.

Aging infrastructure will be replaced per Facilities Asset Management strategy.

Reduction in greenhouse gas emissions due to efficiencies of a new building and equipment/assets.

## **Pool to replace George Ward**

### **Project Description**

The George Ward Pool opened in 1965 and is beyond the end of its useful life. The basin and pool piping have had mechanical issues and issues with water leakage, the current facility has limited leisure amenities, accessibility/inclusivity to the facility do not meet current standards, the current washroom and change room facilities do not have gender neutral/universal options and do not meet current user needs.

A replacement facility would include leisure amenities like a waterslide, spray features, zero beach entry, a lane swimming area, universal/gender neutral locker/change/washroom facilities, multipurpose/meeting room and administration and mechanical support spaces. Accessibility/inclusivity to all areas would be increased.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

No funding has been awarded, but it is likely that both Federal (GICB), Provincial and/or Private funding opportunities would be available and would be explored.

### **How does this Project Address Council Priorities?**

Recreation facilities and programs are accessible, inclusive and meet changing community demand and needs. This project meets the demand of a growing city for recreation, continues to implement the Recreation Facilities Game Plan regarding development of new and improved recreation facilities. The facility will reduce barriers, improve access, and increase participation in recreation facilities and programs. For REDI, this new facility will be a space where all community members and residents feel safe and welcomed and would incorporate indigenous consultation and participation in public engagement processes and activities. For Economic Development, this new facility would enhance existing facilities to attract events, visitors and business opportunities. With the development of a new facility, we would be able to improve our environmental sustainability in all aspects of an outdoor pool.

### **How does this project address Core Services & Operational Priorities?**

As a civic asset, the replacement facility for George Ward would be constructed as HPCBP that would be energy efficient and designed for long-term resilience, ensuring the City is prepared to mitigate current and future contributions to climate change. The City would have access to safe, adequate facilities and equipment necessary to deliver established levels of service. For equitable/accessible services, this new facility would enhance the equity and accessibility of recreational services meeting the needs of a diverse public. As a major project, the goal would be to achieve best value through procurement and the opportunity for increased procurement from Indigenous suppliers and diverse groups. The key outcome for this project is Quality of Life as City facilities and programs, have a significant impact on an individual's physical and mental health.

### **How does this Project address Corporate Transformational Change?**

This project will allow the City to maintain established levels of service and to continue to provide a quality/improved customer experience for all residents.

Improves facility operations for both programming and Operation & Maintenance teams. Improved mechanical/chlorine/filtration systems would be very beneficial to employee safety and demonstrates management's commitment to core values.

**How does this project mitigate Corporate Risk?**

It mitigates the following risks. First, the risk of not being able to maintain the City's current level of service for outdoor pools and meet the demands as the City continues to grow which would result in a shortage of outdoor pool space for residents. Second, the risk of George Ward failing prior to a new facility being built and/or significant operating and maintenance costs. Finally, a new facility would mitigate environmental risk with the improved efficiencies based on new technologies for pools and HPCBP (High Performance Buildings) Policy.

**What is the impact if this project is delayed?**

Over the last several years George Ward Pool has had water leakage and mechanical issues. If the project is delayed, George Ward may not be operational or there may be increased maintenance and utility costs. In addition, the City would only have 3 Outdoor Pools, which is a service level reduction and may result in a shortage of outdoor pool space during the summer season for Saskatoon residents.

A delay may also result in increased capital costs for the project.

**What is the impact if this project is not funded by 2035?**

George Ward pool will not be operational, meaning a reduced service level and a shortage of Outdoor Pool space. It may also result in increased capital costs for the project.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

This project would maintain the service level of Outdoor Pools within the City of Saskatoon. However, leisure amenities, accessibility/inclusion would be enhanced; high performance building policy requirements would be met, and mechanical equipment would be more energy efficient.

**What are other Triple Bottom-Line Co-Benefits?**

Outdoor pools are generally high energy/water users, as a new facility, would be designed with new technologies and as a HPCB and meet criteria that would ensure a high standard of energy efficiency and environmental sustainability. For REDI, a new outdoor pool would provide spaces that are inclusive, free of discrimination, move to universal access, the TRC calls to action for access to recreation, and will enable residents from a wide range of economic levels to access through our Leisure Access programs. Recreation is proven to improve physical, mental, emotional and spiritual well-being and this facility would support that for all residents. The City's outdoor pools are facilities that are mandated to provide affordable access to recreation by support from the mill rate and accessible programs that maintain access for all and support for low-income households. Outdoor pools provide that added benefit of access to outdoor water play in the summer for residents that do not have other options as well as opportunities for cool down activities to beat the summer heat.

Aging infrastructure will be replaced per Facilities Asset Management strategy.

Reduction in greenhouse gas emissions due to efficiencies of a new building and equipment/assets.

# **Urban Forest Management Plan**

## **Project Description**

The Urban Forest Management Plan and associated Implementation Plan identifies 181 strategic initiatives that address planning for trees, planting strategies, managing the urban forest, protecting the urban forest, and reimagining the urban forest.

## **Total Capital Estimate**

2 million to 5 million.

## **Overview of potential non-city funding sources**

The UFMP has several federal funding opportunities including Natural Infrastructure Fund and 2 Billion Trees - which if successful have the potential to start or expand the scope of specific initiatives. We anticipate other Federal opportunities in addition to internal funding sources to further initiatives in the Plan.

## **How does this Project Address Council Priorities?**

### **Reconciliation, Equity, Diversity, and Inclusion**

Reimagining the Urban Forest, a section in the Plan, connects the urban forest to REDI objectives in the Strategic Plan. By way of example two short term initiatives include connection to the urban forest through Traditional Land Use and Knowledge Assessment partnering with Green Pathways and a review of the urban forest from a reconciliation, equity, diversity, and inclusion lens to create a variety of safe and inviting urban forestry spaces, activities and partnerships.

### **Downtown Development**

The Plan supports downtown development primarily through action 3.3 'Develop an enhanced service level for urban forestry in the Business Improvement Districts'. The plan identifies challenges to maintaining trees in Business Improvement Districts, data collection, and enhanced service levels that are likely to increase survivorship of trees in these commercial areas.

### **Environmental Sustainability**

The urban forest is a critical piece of green infrastructure that provides connection between other green spaces, stores carbon and continues to sequester more carbon annually, reduces energy use through shading and providing a wind break, reducing flooding and soil erosion, improving air quality, and decreasing stormwater runoff. The Plan looks to enhance the benefits the urban forest by more effectively managing existing trees and creating opportunities for more tree planting.

### **Economic Development**

Trees provide many economic benefits including

- Enhanced commercial activity by providing attractive and safe environments in treed commercial areas, which are positively correlated with increased purchasing activity.
  - o Action 1.2 addresses tree planting in Industrial, Commercial, and Institutional and multi-residential units by exploring opportunities for more trees through the landscape guidelines and other incentives.
- Increasing property values: multiple studies demonstrate that the presence of mature trees can increase the value of a range of property types and can reduce the time-on-market for listed properties.
  - o Supported by several initiatives in the Plan but most notably a tree protection bylaw, standards and specifications which will retain more trees in established areas.

- Reducing infrastructure costs by offsetting the need for, or complementing, the functions of traditional infrastructure systems and, if properly situated, reducing wear-and-tear on infrastructure elements such as pavement.

- o Supported by several initiatives but most notably those that impact mature trees including the tree protection bylaw, standards and specifications

#### Community Safety and Wellbeing

Trees promote physical health and wellbeing by encouraging outdoor recreation and active transportation, protecting cardiovascular health by removing air pollutants, sheltering against the harmful effects of UV radiation through shading, and reducing heat stress.

Trees also improve psychological wellbeing through promoting nature connection and reducing stress levels. Trees strengthen community connections by enhancing neighbourhood aesthetics, providing spaces for social interaction, and fostering strong sense of community.

#### **How does this project address Core Services & Operational Priorities?**

The Plan addresses several key actions in civic assets, for example:

- Action 3.4 works towards the integration Fusion into the tree work order management system and the key action of enhancing the City's enterprise asset management processes to improve predictive maintenance, operational efficiency, asset reliability and overall decision making; and
- Action 4.7 develop a formalized asset valuation approach for trees which relates to continuing to refine the Corporate Asset Management System.

The Plan impacts quality of life and the respective key actions through enabling an environment where everyone can enjoy the benefits of green spaces and continue to provide high quality essential services and programs that enable the public to safely engage in everyday life. This is exemplified by Action 3.1 developing planting and maintenance plans for areas that do not have them which identifies key areas that lack specific management plans or well-defined service levels including golf courses, Forestry Farm Park and Zoo, afforestation areas and the river valley.

#### **How does this Project address Corporate Transformational Change?**

Implementation of the Plan will achieve a closer connection with the objective of the Official Community Plan 'to protect the urban forest through sustainable practices, including new planting and the protection and maintenance of existing trees throughout the City' which strengthens the corporate sense of direction.

The Plan identifies data sharing primarily access to the tree inventory as being critical in implementing many of the goals. Key actions within efficiency and effectiveness highlight the need to improve accuracy and transparency in reporting and improve our ability to share data across work groups.

#### **How does this project mitigate Corporate Risk?**

A better managed urban forest is more resilient to the impact of climate change but additionally the urban forest can help to mitigate the impact of climate change to our community. Mitigation occurs in both the short term

- through intercepting or absorbing rainwater from intense storms
- prevent erosion
- reducing the effects of extreme heat, and longer term
- sequestering and storing carbon.

The urban forest also provides habitat and connectivity between green spaces to mitigate threats to biodiversity.

**What is the impact if this project is delayed?**

The Plan lays out a series of interconnected initiatives that lead to a better managed urban forest. The urban forest is under significant pressure from changing conditions including inconsistent precipitation, insects, diseases, heat stress and limited diversity. Other difficult to quantify, without action it is likely that the urban forest will continue to degrade in quality.

**What is the impact if this project is not funded by 2035?**

With significant delays it is unlikely that the urban forest will be able to achieve significant goals like increase canopy cover to 15-20%.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The Plan alters many aspects of the Urban Forest which will dramatically shift current practices and has the potential to significantly alter the amount of carbon sequestered and stored in addition to dramatic reduction in energy use primarily through shading and providing wind break.

**What are other Triple Bottom-Line Co-Benefits?**

The urban forest conserves water and improve water quality through uptake and storage of water, filtration as trees use water, slowing water from entering the stormwater system thereby decreasing pollution. Trees remove air pollutants including ozone, carbon monoxide, sulfur dioxide, nitrogen oxides and particulates and support ecosystems through the provision of habitat and connectivity between other types of green infrastructure.

Trees promote physical health and wellbeing by encouraging outdoor recreation and active transportation, protecting cardiovascular health by removing air pollutants, sheltering against the harmful effects of UV radiation through shading, and reducing heat stress.

Trees also improve psychological wellbeing through promoting nature connection and reducing stress levels.

Trees strengthen community connections by enhancing neighbourhood aesthetics, providing spaces for social interaction, and fostering strong sense of community.

## **Independent Office of the Representative of the Matriarch**

### **Project Description**

In December of 2020, an RFP was issued for a consultant to prepare a report and recommendations on the City's response to the National Inquiry on Missing and Murdered Indigenous Women and Girls and Two Spirit (MMIWG2S) Calls for Justice. Hope Restored Canada's Report to Council in July 2021 was the IWG2S: Coming Home Report that recommended "listen to the aunties". It includes 3 phases as follows:

- 1) Laying the Groundwork and Hiring the Representative of the Matriarchs.
- 2) Indigenous Women and Girls and Two Spirit (IWG2S) Women's Centre.
- 3) Extend Role to Become an Officer of Accountability and Transparency.

This project is the implementation of the recommendation.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

There is no specific program that has been identified yet.

### **How does this Project Address Council Priorities?**

This work aligns with advancing Council's priorities of Reconciliation, Equity and Inclusion. Creating an independent Office of the Representative of the Matriarchs provides Indigenous women with a voice, power, authority and an ability to be included in decision-making. Working with the community to identify next steps in the implementation of the MMIWG2S report recommendations is a key action listed under the REDI priority area.

It also aligns with Community Safety and Well-Being. Safety, security and trust were the key themes identified in IWG2S: Coming Home. The establishment of the Representative of the Matriarchs and the IWG2S are solutions to creating community safety and well-being.

Healthy Indigenous women means healthy families. That in turn means inclusion in business, education, health care, business and all the components that make up the City of Saskatoon. As a result, it aligns with the strategic priority of economic development as well.

And lastly, the Matriarch and the Women's Centre will work to ensure equitable access to Recreation, Culture and Leisure.

### **How does this project address Core Services & Operational Priorities?**

The Matriarchs and the Women's Centre will coordinate, refer, support, review, evaluation, assess, decide, investigate, and advise and create a hub to ensure delivery of excellent services aligned with the needs of IWG2S and will improve the ability to meet the dynamic needs of IWG2S.

It will also work to ensure the safety of IWG2S and basic services are provided contributing overall to quality of life.

### **How does this Project address Corporate Transformational Change?**

The development of an independent Office of the Representative of the Matriarchs with power and authority is transformational. It will ensure that diverse community voices are engaged and heard; voices that are currently under-represented. It supports the implementation of City Council's priority on REDI.

### **How does this project mitigate Corporate Risk?**

It increases trust and confidence in the City. We would be following through to build on the City's initial commitment of funding.

There are high expectations from the Indigenous and non-Indigenous community that the City of Saskatoon provide bold leadership and make significant changes as it relates to safety, security and trust of IWG2S.

If we don't do this project, we will not be responding to a recommendation in a report that states we should be creating spaces like this to further advance reconciliation at the City.

**What is the impact if this project is delayed?**

If the decision is to delay, the risk is that it will be viewed by the Indigenous community that the City is not fulfilling its commitment or that the City is not authentic in its commitment to Missing and Murdered Indigenous Women and Girls and Two Spirit and the National Inquiry's Calls for Justice.

There are high expectations from the Indigenous and non-Indigenous community that the City of Saskatoon provide bold leadership and make significant changes as it relates to safety, security and trust of IWG2S. If we only provide commitment to.

Lack of action means that IWG2S continue to go missing and murdered which is unacceptable. Indigenous women and girls are 12 x more likely to be missing or murdered than any other women in Canada.

**What is the impact if this project is not funded by 2035?**

See question above.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The City of Saskatoon does not currently focus on providing Indigenous women with voice and authority so this would be a transformation. The project is meant to work with partners and community organizations to improve upon service delivery.

**What are other Triple Bottom-Line Co-Benefits?**

This work aligns with advancing Council's priorities of Reconciliation, Equity and Inclusion. Creating an independent Office of the Representative of the Matriarchs provides Indigenous women with a voice, power, authority and an ability to be included in decision-making. Working with the community to identify next steps in the implementation of the MMIWG2S report recommendations is a key action listed under the REDI priority area.

It also aligns with Community Safety and Well-Being. Safety, security and trust were the key themes identified in IWG2S: Coming Home. The establishment of the Representative of the Matriarchs and the IWG2S are solutions to creating community safety and well-being.

Healthy Indigenous women means healthy families. That in turn means inclusion in business, education, health care, business and all the components that make up the City of Saskatoon. As a result, it aligns with the strategic priority of economic development as well.

And lastly, the Matriarch and the Women's Centre will work to ensure equitable access to Recreation, Culture and Leisure. Culture and support from Elders and knowledge keepers are an important component.



## **Forestry Farm Park and Zoo: Barn Replacement and Master Plan Components**

### **Project Description**

This project involves the replacement of the barn building that is used as an animal habitat attraction. Facilities Department based on their most recent building assessment have determined it is near end of life and in addition, it does not meet current CAZA standards for animal holding and exhibits. Other components related to the Master Plan involve the construction of a new concession building, bear habitat, and wolf habitat. These were identified and approved in the Recreation and Parks Master Plan- Facilities Game Plan and have approved funding of \$1,850,000 in place. Costs and requirements for animal habitats have escalated and additional funding is required. These projects also receive funding from private contributions from the Saskatoon Zoo Foundation.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

Saskatoon Zoo Foundation raises funds for capital improvements to the facility. To date they have raised approximately \$1.0M for bears/wolf. The Zoo Foundation is projecting that they can raise an additional \$400K towards the barn and another \$2.0M to \$2.5M for bear/wolfs.

### **How does this Project Address Council Priorities?**

Recreation facilities and programs are accessible, inclusive and meet changing community demand and needs. This project meets the demand of a growing city for recreation, continues to implement the Recreation Facilities Game Plan regarding development of new and improved recreation facilities. The upgrades and improvements to the SFFP&Zoo would improve the facility, maintain it as one of the most popular tourist attractions in the province, provide access for residents to experience seeing animals that they would not otherwise be able to. In addition, the facility contributes to conservation and the protection of endangered animals. The partnership with the Saskatoon Zoo Foundation provides other funding opportunities for capital development thus leveraging city funds. For REDI, the upgrades to the facility will be a supports spaces where all community members and residents feel safe and welcomed and would incorporate indigenous consultation and participation into the project.

### **How does this project address Core Services & Operational Priorities?**

As a civic asset, the improvements to the SFFP&Zoo including new buildings would be constructed as HPCBP that would be energy efficient and designed for long-term resilience, ensuring the City is prepared to mitigate current and future contributions to climate change. The City would have access to safe, adequate facilities and equipment necessary to deliver established levels of service. For equitable/accessible services, the improved facility would enhance the equity and accessibility of recreational services meeting the needs of a diverse public. As a major project, the goal would be to achieve best value thru procurement and the opportunity increased procurement from Indigenous suppliers and diverse groups. The key outcome for this project is Quality of Life as City facilities and programs, infrastructure and essential services meet established levels of service and support a high-quality of life for the physical and mental wellbeing of our residents that is supported by access to indoor and outdoor recreational attractions. This facility would continue to be an inclusive public space that provides the opportunity to bring people together and experiences not otherwise available anywhere in the province.

**How does this Project address Corporate Transformational Change?**

None.

**How does this project mitigate Corporate Risk?**

The risk that zoo facilities will not be able to maintain existing service levels and continue to be one of the most popular tourist attractions in the City. Reputation of the City in maintaining its assets and recreational opportunities for residents.

**What is the impact if this project is delayed?**

The barn and current concession are at the end of their useful life based on building assessments conducted by Facilities and need to be replaced in the next 2-3 years otherwise they will not be able to be used and service levels would be reduced. Bear and Wolf habitats need to be upgraded to new standards as primary attractions that support revenues from admissions and meet/exceed CAZA standards.

**What is the impact if this project is not funded by 2035?**

The barn and concession would not be able to be used and as such service levels would be reduced as well as a reduction in usable animal habitats. Future CAZA accreditation and standards may not be able to meet for the bear and wolf enclosures that would result in loss of species/attractions and therefore reduced revenue as a popular tourist attraction and could affect possible accreditation which is essential to continue to operate the zoo.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

This project significantly improves the attractions (animal habitats and animal care facilities) at the SFFP&Zoo along with maintaining/exceeding existing service levels. The ongoing partnership with the Zoo Foundation provides leveraged funding to support these upgrades. In addition, this project supports the continued goal of CAZA accreditation.

**What are other Triple Bottom-Line Co-Benefits?**

As a new facility with support buildings, these would be designed as a HPCB and meet criteria that would ensure a high standard of energy efficiency and environmental sustainability. For REDI, the SFFP&Zoo provide spaces that are inclusive, free of discrimination, move to universal access, the TRC calls to action for access to recreation, and will enable residents from a wide range of economic levels to access thru our low-cost admissions. In addition, as new outdoor spaces are designed, consultation with the indigenous community would occur. Recreation is proven to improve physical, mental, emotional and spiritual wellbeing and this facility would support that for all residents. The capital project would support the local economy not only by work for development of the new facilities as a major capital project as well as the continued tourism dollars generated by the popularity as a key attraction in the city.

## **Urban Ceremonial Spaces**

### **Project Description**

The objective is to develop urban ceremonial spaces in the City of Saskatoon and area where Indigenous people can practice their diverse cultures and traditions, allow for cultural revitalization, teaching and learning and contribute to well-being for Indigenous people in the City of Saskatoon.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

There is no specific program that has been identified yet.

### **How does this Project Address Council Priorities?**

Increasing the number of ceremonial spaces in the City and area means working with the community to identify next steps in implementation of TRC Calls to action and implementation of MMIWG2S report recommendations. It also creates spaces where all community members feel safe and welcomed to ensure cultural identities and living experiences are reflected in the community.

It is consistent with the importance of culture and language outlined in the Truth and Reconciliation Commission Calls to Action;

It meets Missing and Murdered Indigenous Women and Girls and Two Spirit National Inquiry Call for Justice #2.3; and

it responds to many of the Articles in the United Nations Declaration on the Rights of Indigenous Peoples which reinforce the importance of culture and language and revitalization. An Urban Ceremonial space(s) supports key actions within Council's Priority of REDI, Reconciliation, Equity, Diversity and Inclusion, - spaces that reflect cultural identities and are welcoming, as well as Indigenous and more inclusive placemaking.

Also Supports the Priority area of Community Safety and Wellbeing,

Additionally, a report that was prepared by the Office of the Treaty Commissioner for the City of Saskatoon on assessing and advancing the City of Saskatoon's journey towards, truth, reconciliation and Treaty implementation in January 20, 2021 recommended to:

Increase the number of spaces dedicated for Ceremony within the City of Saskatoon. Ensure these spaces are adequate and properly resourced.

Having ceremonial spaces will also contribute to addressing social challenges allowing people to practice their culture and language means greater well-being and connection to community.

### **How does this project address Core Services & Operational Priorities?**

Equitable and Accessible Service - leaving the city to go back to home communities/reserves is not an option for many people who can't afford it or don't have the transportation. Having ceremonial spaces here in the City makes it more accessible.

Quality of Life: having ceremonial spaces will allow people to practice their culture and language here in the city and contribute to wellbeing and connection to community.

### **How does this Project address Corporate Transformational Change?**

Customer-centric - having ceremonial spaces for Indigenous people is responsive to the diverse needs.

People and Culture - this project supports the implementation of the Council priority of REDl.

**How does this project mitigate Corporate Risk?**

There is reputational risk if the City does not invest in projects such as this since the idea of creating spaces to improve wellbeing and inclusiveness is threaded throughout the 2022-2025 Strategic plan. If this is the only project proposed of this nature, and the decision is not to proceed the risk is that it will be viewed by the indigenous community that the City is not fulfilling its commitment to reconciliation. If we don't do this project, we will not be responding to a recommendation in a report that states we should be creating spaces like this to further advance reconciliation at the City. There are also multiple partners on this project (SHA, Wanuskewin, USask, MVA,) so if we don't provide a contribution, it may harm relationships with these partners.

**What is the impact if this project is delayed?**

The need for cultural and ceremonial spaces continues to increase as people start to heal from intergenerational trauma. Many individuals and families are not able to travel back to their home communities so access to culture is an issue.

The loss of culture and language with the loss of our Elders, ceremonialists and knowledge keepers is also becoming more and more of a concern. If we don't allow for spaces for teaching and learning, certain practices and knowledge may be lost forever.

**What is the impact if this project is not funded by 2035?**

The need for cultural and ceremonial spaces continues to increase as people start to heal from intergenerational trauma. Many individuals and families are not able to travel back to their home communities so access to culture is an issue.

The loss of culture and language with the loss of our Elders, ceremonialists and knowledge keepers is also becoming more and more of a concern. If we don't allow for spaces for teaching and learning, certain practices and knowledge may be lost forever.

If the project is not funded by 2035, many of our Elders, knowledge keepers and ceremonialists will be gone (pass away) without the ability to share and teach.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The City of Saskatoon does not currently provide ceremonial spaces for Indigenous people so this would be a transformation.

**What are other Triple Bottom-Line Co-Benefits?**

This project contributes to the health and well-being of Indigenous people as they would be provided space to be practice their culture and be connected to each other and community. It also supports culture by allowing people to practice their culture as well as contribute to cultural revitalization.

## **Civic Conservatory Restoration and Uplift**

### **Project Description**

The Civic Conservatory (Conservatory) has been closed to the public since September 2017 and requires significant repair prior to reopening. Options for expanding the Conservatory to help address some of the facility's accessibility challenges and provide increased programming space was proposed as part of the 2011 Kinsmen Park Master Plan and a 2016 building condition assessment.

Subsequent restoration and design options were presented to the SPC on Planning, Development and Community Services and in June 2021, Administration was provided direction, by Council, to explore the "Restoration Plus" option as well as to explore sources of external funding.

The Restoration Plus option involves renovation/restoration of the existing Conservatory with expansion to include a new enclosed glazed walkway/ramp external to the current Conservatory building to address accessibility and maintain the same approximate programmable space and service level.

Activities involved in this restoration project include:

- a. Repair or replacement of the roof.
- b. Replacement of the glazing to a more energy efficient and bird-friendly glass product.
- c. Installation of an upgraded heating and cooling system.
- d. Restoration of the walled Japanese garden adjacent to the south elevation of the Civic Conservatory.
- e. Repair of the east (river side) heritage brick wall.
- f. Upgrades to address accessibility of the Conservatory area.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

Parks will apply for the fall 2022 Scheduled Intake of Green and Inclusive Community Buildings (GICB) Program funding. The Conservatory restoration falls under the Large Retrofit Project category and many of the activities required to restore this building fall under the grant guidelines. The federal share of the project cost would be 80%, leaving the balance to the City to cover.

Using previous cost estimates, the City's total costs associated with this project (eligible and ineligible costs) would be approximately \$1.75 million.

### **How does this Project Address Council Priorities?**

As a Municipal Heritage building, the Conservatory is a valuable part of Saskatoon's history and was identified as an important part of the 2011 Kinsmen Park Master Plan.

The project ensures safety and wellbeing by bringing the Conservatory in line with current building codes. The Conservatory acts as a place of respite during the winter months, and through programming we can provide educational content and messaging of cultural importance.

### **How does this project address Core Services & Operational Priorities?**

Civic Assets

- Restoration of the Conservatory renews an important civic asset as well as improves upon it. Restoring and protecting the Conservatory, as well as updating the facility and its system allows

for continued operation for many years to come. The project provides consideration for future expansion of this facility to provide more programming/placemaking/gathering space.

#### Equitable and Accessible Services and Quality of Life

- Located in the Kinsmen Park Master Plan, this facility refresh will include the installation of an enclosed walkway for accessibility where the current space is limited in this capacity.

The Conservatory itself is a free service to the community, within close walking distance of downtown transit services and Meewasin Valley trails. The Conservatory provides a winter respite and calming atmosphere for the enjoyment of visitors.

### **How does this Project address Corporate Transformational Change?**

#### Efficiency and Effectiveness

- The Conservatory restoration will present an opportunity to improve on the building envelope, heating and cooling systems present in the facility. Potential energy savings as well as the ability to educate the public on sustainable practices support this aspect of transformational change.

#### People and Culture

- Restoration of service levels at the Civic Conservatory will provide certainty and stability for the staff in the Parks Greenhouse program who maintain the plant materials at this amenity. The project represents the Corporate Value of People Matter to these staff, as they feel the Conservatory is an important part of their work.

### **How does this project mitigate Corporate Risk?**

#### Re-opening of the Civic Conservatory will:

- Mitigate the risk of potential harm associated with catastrophic failure of either the roof or glass/glazing of the Civic Conservatory.
- Meet Council's expectations of restoration of previous service levels.
- Improve on the public image of a Municipal Heritage building being closed to the public for an extended period of time.

### **What is the impact if this project is delayed?**

If the restoration project is deferred, the following impacts will occur:

- Delays to securement of internal funding puts us at high risk of denial of our GICB grant application which relies heavily on this criterion.
- The service level of the Conservatory will remain unmet.
- The facility will continue to require maintenance to keep it from further deteriorating.
- Existing glass/glazing sides and the roof on the Conservatory have long exceeded their life cycle.
  - o The roof of this building does not meet current building code and must be replaced to ensure safety. The roof shows signs of UV damage and leaking. Servicing and maintaining the roof structure is not feasible due to lack of proper tie-offs and/or guard rails, thus the risk of significant failure is possible with no way of forecasting the event.
  - o Further study is required; however, it is unclear whether the glass/glazing on the Conservatory is adequately reinforced to withstand current design wind-loads. There is a risk of catastrophic failure with no way of forecasting the event.
- The closure of the Conservatory has shelved a significant portion of the Greenhouse portfolio. Delaying funding will leave allocated staff and resources in limbo.

**What is the impact if this project is not funded by 2035?**

- A minimum of 18 years during which the Conservatory will be closed to the public.
- Indefinite timeline to secure external funding sources.
- Further risk of catastrophic failure to the structure.
- Continued budget dollars contributing to ongoing maintenance and repair required to keep the building safe.
- Missed opportunities for this space to be used in placemaking activities and public awareness and education around both Indigenous plantings and sustainable planting activities.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Restoration of this Municipal Heritage building will return service levels to the norm. The ability to use this building will also bring opportunities for the City to introduce programming related to planting, sustainability, art, culture or otherwise, thereby advancing Heritage, Art and Culture in the community.

**What are other Triple Bottom-Line Co-Benefits?**

Conserve Energy or Reduce GHGs

- Upgrading the building envelope (glazing walls and roof/skylight system) and mechanical systems to current standards could result in up to a 70% reduction in fuel consumption.

Reconciliation, Equity, Diversity, and Inclusion

- Design elements and placemaking will play a significant factor in the design of the restored Conservatory. The facility, through the implementation of indigenous plantings, art, design and placemaking can play an important role in Reconciliation and DEI in the community and create a safe and inclusive space. The addition of accessibility features will also contribute to this benefit.

## **Leisure Centres and Outdoor Pools Accessibility and Inclusivity Upgrades**

### **Project Description**

SEPW Architecture Inc. was commissioned in late October 2021 to assist the City of Saskatoon with a review of the existing conditions in key locations at three aging leisure facilities: Lathey Pool, Lakewood Civic Centre and Lawson Civic Centre. These facilities were to be reviewed in the context of accessibility and gender inclusivity only.

The review of all three facilities suggested recurring issues at each location. On the exterior of all three facilities, the parking did not meet the identification requirements of the Facility Accessibility Design Standards (FADS); access from parking stalls to the sidewalks was difficult and provided as an afterthought. All three facilities had concerns regarding their entrances and the accessibility of transaction counters. On the interior of all facilities, the primary concern was regarding access and inclusivity of the washroom and changing facilities.

Barrier-free accessibility in these facilities no longer meet the requirements of the current National Building Code of Canada. The locker rooms at all facilities offered no individual or private changing options to patrons of the gendered locker rooms. Both Lakewood and Lawson have existing “family” change rooms that are meant to provide inclusivity options, but access corridors are restrictive, and the rooms provided do not meet suggested sizes provided in the FADS guidelines.

The intent of this project would be to address the prioritized accessibility and inclusivity issues identified in these facilities. Future Predesign studies and upgrade projects will also need to be completed on remaining Leisure Centres and Outdoor Pools.

The SEPW report is available upon request.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

No funding has been awarded, but it is likely that both Federal (GICB), Provincial and/or Private funding opportunities would be available and would be explored.

### **How does this Project Address Council Priorities?**

Recreation facilities and programs are accessible, inclusive and meet changing community demand and needs. This project meets the demand of a growing city for recreation, continues to implement the Recreation Facilities Game Plan regarding development of new and improved recreation facilities. These facilities will reduce barriers, improve access, and increase participation in recreation facilities and programs. For REDI, these upgraded facilities will be a space where all community members and residents feel safe and welcomed and would incorporate indigenous consultation and participation in public engagement processes and activities. For Economic Development, improving accessibility/inclusivity would enhance existing facilities to attract events, visitors and business opportunities. With the replacement of the changeroom/ washroom assets in these buildings to an accessible plan, we will have the ability to replace the aging infrastructure with more efficient components that will save energy and water.

### **How does this project address Core Services & Operational Priorities?**



The City would have access to safe, adequate facilities and equipment necessary to deliver established levels of service. For equitable/accessible services, these upgraded facilities would enhance the equity and accessibility of recreational services meeting the needs of a diverse public. As a major project, the goal would be to achieve best value through procurement and the opportunity for increased procurement from Indigenous suppliers and diverse groups. In addition, to being able to advance the implementation of the Triple Bottom Line Policy to support sustainable procurement. The key outcome for this project is Quality of Life as City facilities and programs, have a significant impact on an individual's physical and mental health.

**How does this Project address Corporate Transformational Change?**

This project will allow the City to improve established levels of service and to continue to provide a quality/improved customer experience for all residents. This project would support the implementation of Council's priority on Reconciliation, Equity, Diversity and Inclusion.

With the replacement of the aging infrastructure related to the upgrades required for accessible and inclusive washrooms/ changerooms, there will be increased efficiency in the new infrastructure installed.

**How does this project mitigate Corporate Risk?**

It mitigates the following risk - the risk of not being able to meet current standards for accessibility/inclusivity of Leisure Centres and outdoor pools.

**What is the impact if this project is delayed?**

Service levels will be impacted as the accessibility/inclusivity of these facilities does not meet current standards. The current washroom and change room facilities do not have gender neutral/universal options and do not meet current user needs.

A delay may result in increased capital costs for the project.

**What is the impact if this project is not funded by 2035?**

Service levels will be impacted as the accessibility/inclusivity of these facilities does not meet current standards. The current washroom and change room facilities do not have gender neutral/universal options and do not meet current user needs.

A delay may result in increased capital costs for the project.

No additional funding for the project will result in delays in providing proper service levels to all residents of Saskatoon and delay our civic responsibility in providing inclusive, diverse and accessible services to our residents.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

This project would improve the accessibility/inclusivity service level of Outdoor Pools and Leisure Centres within the City of Saskatoon. It also facilitates opportunities for people to engage in sports and visit Leisure Centres/outdoor Pools.

**What are other Triple Bottom-Line Co-Benefits?**

For REDI, enhancing the accessibility/inclusivity of outdoor pools and Leisure Centres would provide spaces that are inclusive, free of discrimination, move to universal access, the TRC calls to action for access to recreation, and will enable residents from a wide range of economic levels to access through our Leisure Access programs. Recreation is proven to improve physical, mental, emotional and spiritual well-being and this facility would support that for all residents. The City's outdoor pools/Leisure Centres are facilities that are mandated to provide affordable access to recreation by support from the mill rate and accessible programs that

maintain access for all and support for low-income households. Outdoor pools provide that added benefit of access to outdoor water play in the summer for residents that do not have other options as well as opportunities for cool down activities to beat the summer heat. With the replacement of the changeroom/ washroom assets in these buildings to an accessible plan, we will have the ability to replace the aging infrastructure with more efficient components that will save energy and water.

## **Permanent Outdoor Festival Site**

### **Project Description**

The City of Saskatoon has identified the need for a permanent outdoor festival site to assist festivals and events with their programming while also protecting existing green infrastructure from reoccurring damage. The Permanent Outdoor Festival Site concept showcases responsive improvements which address the top priorities provided through stakeholder and public engagement data, accessible washrooms, provision of utility services and redesigning Friendship Park to allow for increased capacity of up to 7,500 spectators for an event. In addition, changes to slopes and surfaces provide optimization and efficiency for event operation as the Main Stage Plaza allows for various sizes of staging to be accommodated. It will also provide physical accessibility to the area and significantly reduce the impact on green infrastructure.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

It is likely that future external funding opportunities will be available to support this type of work. However, a source of City capital is required in order to leverage external grant dollars.

### **How does this Project Address Council Priorities?**

#### **Economic Development**

- Work with community partners to enhance existing facilities/venues to attract events, visitors and business opportunities that generate significant economic benefits in a post-pandemic world. This includes advancing the vision of a vibrant Downtown Event & Entertainment District.
- Review and develop appropriate strategies and policies for growing the arts and culture sector

#### **Recreation Culture and Leisure**

- Continue to implement the Recreation and Parks Facilities Game Plan regarding development of new and improved recreation facilities. Support the vision of a vibrant Downtown Event & Entertainment District.
- Develop and enact plans to reduce barriers, improve access and increase participation in recreation facilities and programs.
- Support the Winter City Strategy through providing a variety of activities which bring people outside in the winter and establishing a location to host a diverse range of social and cultural events and festivals that spark interests and build community spirit.
- Explore sponsorship and other funding opportunities for existing and new facilities and programs.

#### **Downtown Development**

- Develop vibrant public spaces that are welcoming and accessible to everyone.
- Continue to encourage increased exploration of the City Centre, including River Landing, Downtown Event & Entertainment District, and Meewasin Trail.
- Develop a plan to provide adequate public gathering spaces for a thriving Downtown residential community.
- Expand and improve the pedestrian experience as a top priority for the Downtown.

#### **Environmental Sustainability**

- Integrate Triple Bottom Line (TBL) considerations (environmental, social, economic, governance) into decision making and budgeting processes.
- Implement actions in the Green Infrastructure Strategy and Implementation Plan within

proposed timeframes.

- Develop strategies and practices to ensure the environment is protected from damage and, where possible, ecosystems are enhanced.

Transportation

- Deliver the BRT implementation plan to support the vision of a vibrant Downtown Event & Entertainment District with an efficient and reliable mass transit system

### **How does this project address Core Services & Operational Priorities?**

Quality of Life

Create an enabling environment where everyone can enjoy the benefits of the City's core services, including green spaces, civic facilities and programs.

Continue to provide high quality essential services and municipal programs that ensure quality of life and enable the public to safely engage in everyday life.

Saskatoon events and festivals are important to everyday quality of life and contribute to the vibrancy of outdoor recreational activities.

In alignment with WintercityYXE Action Plan, the Permanent Outdoor Festival Site will promote street activation in the public realm, provide a variety of activities which bring people outside in the winter and establishing a location to host a diverse range of social and cultural events and festivals that spark interests and build community spirit.

### **How does this Project address Corporate Transformational Change?**

Efficiency and Effectiveness - Our ability to proactively respond to opportunities and challenges, while managing risk and organizational change, is enhanced.

### **How does this project mitigate Corporate Risk?**

By creating a permanent outdoor festival site to assist festivals and events with their programming while also protecting existing green infrastructure from reoccurring damage. The impact on existing green infrastructure (trees & turf damage - soil compaction, turf wear & thinning of the tree canopy);

Impacts to tourism without having a proper venue to host large outdoor events.

### **What is the impact if this project is delayed?**

Impact if project is delayed - capital cost increases; impact on existing green infrastructure (trees & turf damage - soil compaction, turf wear & thinning of the tree canopy); impacts in tourism without hosting large outdoor events

### **What is the impact if this project is not funded by 2035?**

Outdoor festival venue priority identified in the Recreation and Parks Master Plan and Facilities Game Plan will not be achieved.

### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Saskatoon has identified the need for a permanent outdoor festival site to assist festivals and events with their programming while also protecting existing green infrastructure from reoccurring damage. This will enhance the Recreation and culture activities in the downtown. The Permanent Outdoor Festival Site showcases substantial improvements which address the top priorities provided through stakeholder and public engagement data. Encouraging and supporting festivals will continue to play a significant role in the cultural, recreation, social, and economic life of the city.

**What are other Triple Bottom-Line Co-Benefits?**

The project supports initiatives and infrastructure that enable active transportation as site selection placed a priority on active transportation, transit and using existing parking supply. This included the accommodation of BRT planning, transit connections and bike valet services.

The project supports the reduction of environmental nuisances such as noise and pollutant generators by developing utility nodes, a stage plaza designed to minimize sound reverberation and proposed odor mitigation from the lift station.

## **Parks Cemetery Master Plan Implementation**

### **Project Description**

Woodlawn Cemetery, as the City's only active burial site, is approaching an important threshold. Much of the current interment inventory at Woodlawn is in limited supply, and as the city grows, Woodlawn will experience increasing demand for cemetery services. The Cemetery Master Plan (Master Plan), approved in principle by City Council in early 2022, outlines an implementation plan for developing remaining lands and planning for future cemetery lands in a way that responds to the needs of the City.

This project identifies the capital funding that will be required to support the various aspects of the implementation of the Master Plan over the next 10 years.

This project also includes the planning, detailed design, assessment, and procurement of approximately 40 acres of land associated with the new municipal cemetery for future cemetery operations. Once open the new cemetery would sustain burial services over the next 125-150 years.

The Master Plan provides financial forecasts identifying that the Woodlawn Cemetery will begin to exceed its Operating Break-Even Point realizing consistent profits within the next 3 to 10 years. Implementation of the capital improvements outlined within the Master Plan will accelerate the timelines associated with Woodlawn achieving a fully funded status. A Capital Development Fund will be initiated to hold future profits to help fund future land development, land acquisition, infrastructure improvements and extraordinary capital asset purchases for cemetery operations.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Intrinsic values of Woodlawn Cemetery include:

- Honouring veterans,
- creating places of communal grief and mourning,
- places for our diverse society to celebrate their dead and honour those anniversaries,
- provision of additional green space to the City's urban parks and open space system,
- contribution to the City's urban forest, and
- provision of places of quiet contemplation and solace.

### **How does this project address Core Services & Operational Priorities?**

Woodlawn Cemetery provides a key service for the community. This includes providing a plot and burial services free of cost to an indigent person (Indigent: describe a person(s) who, at the time of need, do not have sufficient funds, assets, credits or other means to provide payment for interment services and other necessary end-of-life expenses).

### **How does this Project address Corporate Transformational Change?**

Customer – centric Service Delivery – the implementation of the Master Plan will ensure that Woodlawn is able to efficiently and effectively provide the burial and memorial services that future generations of residents of Saskatoon and surrounding regions will require.

Efficiency and Effectiveness – implementation of the Master Plan will provide the proactive planning, and capital investment required overtime to ensure that effective and efficient service

provision can be sustained as the business continues to expand and meet the needs of a growing community and region.

**How does this project mitigate Corporate Risk?**

Without implementation of the Master Plan, there is a risk of future financial losses and reduced levels of service occur at the Cemetery in the future.

**What is the impact if this project is delayed?**

The development of new burial lands, cremation gardens, green burials and other infrastructure improvements such as replacing the end-of-life irrigation system and improving wayfinding will not be completed and would result in status quo revenues and in the case of a required irrigation upgrade a reduced level of aesthetic service to the community.

**What is the impact if this project is not funded by 2035?**

In addition to the above statement, future cemetery services would be jeopardized due to the lack of land securement to support future interment requirements. It generally takes 6-8 years from the time the process of searching for new burial lands begins to the cemetery being able to carry out the first interments. Given it is estimated that Woodlawn Cemetery has approximately 25 years (2045) of traditional in-ground burial inventory left to sell, the process of acquiring and developing new burial land should not begin later than 2030 to allow a 5-year overlap in supply, and time to transition managing the new site (as well as Woodlawn Cemetery).

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Implementation will improve the health and wellbeing of our citizens through quality memorialization offerings.

**What are other Triple Bottom-Line Co-Benefits?**

- Water Conservation through replacement of the irrigation system with a more efficient one
- Reconciliation: As part of long-term relationship building objectives, create a forum that includes Indigenous, ethnic and faith-based representatives for ongoing engagement and collaboration on a range of projects that will come forward from this master plan. Address Truth and Reconciliation Commissions Call to Action #57 and #79, for example:
  - o Include Treaty 6 and Métis Nation flags along with the Canadian national and Provincial flags at the Soldiers' Cairn in recognition of contributions of Indigenous soldiers to Canada's war efforts.
- Heritage: Woodlawn Cemetery is of great value to the community from a heritage perspective such as the Field of Honour and Next-of-Kin-Memorial Avenue.
- Efficient and Effective Asset Management: Our only public cemetery needs to be maintained and invested in for it to continue to provide the crucial service that is expected of it.

# **Civic Infrastructure Priorities**

## **Downtown Arena/Convention Centre**

### **Project Description**

Includes the detailed design and construction of a new arena and new or expanded convention centre in Downtown Saskatoon as part of a new Downtown Event and Entertainment District.

### **Total Capital Estimate**

Over 150 million.

### **Overview of potential non-city funding sources**

The goal is to fund the project with little to no increase in property taxes. It is intended to rely on grant funding from other orders of government in addition to alternative revenue streams expected to include Tax Increment Financing, Private Partner Contributions, and Hotel/Bed Tax at a minimum. Additional alternative tax tools are also being evaluated.

### **How does this Project Address Council Priorities?**

REDI #8 - Incorporate Indigenous and more inclusive placemaking into City infrastructure projects and naming of civic assets. Support the vision of a vibrant Downtown Event and Entertainment District.

ED #5 - Work with community partners to enhance existing facilities (or venues) to attract events, visitors and business opportunities that generate significant economic benefits in a post-pandemic world. This includes advancing the vision of a vibrant Downtown Event and Entertainment District.

RCL #5 - Continue to implement the Recreation and Parks Facilities Game Plan regarding development of new and improved recreation facilities. Support the vision of a vibrant Downtown Event and Entertainment District.

DD #1 - Develop a comprehensive plan for the Downtown Event and Entertainment District, with vibrant public spaces that are welcoming and accessible to everyone. This work spans several of Council's priorities and will be a collaborative effort.

DD #12 - Explore implementation of a downtown parking authority to optimize parking options and availability.

### **How does this project address Core Services & Operational Priorities?**

CA - Design of the new facilities will incorporate improvements over the existing facilities that support TBL considerations.

QoL – The new facilities will create an enabling environment for everyone to enjoy the event and entertainment hosted by these facilities, including enhanced public realm and plaza space within the District.

### **How does this Project address Corporate Transformational Change?**

None.

### **How does this project mitigate Corporate Risk?**

This project would reduce the risk of lost revenue due to event and entertainment organizers flying over Saskatoon to other destinations.



**What is the impact if this project is delayed?**

Revenue generation at the existing SaskTel Centre and TCU Place is expected to decrease over time as these facilities become less competitive at attracting events to the Saskatoon market.

**What is the impact if this project is not funded by 2035?**

Major arena and convention centre facilities could be constructed by another competing city in Saskatchewan, potentially pulling major event and entertainment markets away from Saskatoon for decades.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The existing SaskTel Centre and TCU Place are reaching the end of their useful service lives. The construction of a new Downtown arena and new or expanded convention centre within a new Downtown Event and Entertainment District will create the conditions for us to stimulate the economy and bring renewed energy and life to Saskatoon's Downtown.

- So young people see a strong future for themselves.
- Companies can attract talent.
- Bring world touring shows and sports experiences into Saskatoon and the Province of Saskatchewan.

**What are other Triple Bottom-Line Co-Benefits?**

The new facilities will be constructed in accordance with the High-Performance Building Standards and reduce GHG emissions and energy use through more efficient building design.

The new facilities, along with the Auditorium, provide a hub for hosting heritage, arts and culture events in Saskatoon.

The Downtown Event and Entertainment district is intended to continue to support the local economy by allowing Saskatoon to continue to be competitive in the event and entertainment hosting market, and drive further economic development through animation of the District and providing event attendees enhanced access to local restaurant, bar, retail, hotel and hospitality businesses before and after events.

## **Corporate Fuel and Fueling Infrastructure Management Project**

### **Project Description**

The scope of this project includes:

- development of a long-term strategy for the management of corporate fueling infrastructure in alignment with the City's strategy for fleet electrification by 2030;
- development of an asset management plan for all City-owned fueling infrastructure;
- decommissioning and potential replacement of City-owned fuel tanks and pumps that have exceeded their design/service life. Most of the City's fuel tanks are considered past their current useful life. The underground fuel storage tanks at the Saskatoon Light & Power, and the Vic Rempel Yards (Avenue P) sites are the top two priorities that are in contravention of current regulatory requirements. As the condition of these underground tanks is unknown and they are still in active use, they need to be removed and the sites decommissioned as they pose the greatest environmental risk. These two sites will either be decommissioned completely with alternate fueling locations being made available (other City facilities or vendor-provided cardlock sites), or decommissioned and replaced with above-ground fuel storage tanks that will be in compliance with current regulations.;
- identified maintenance work that is required at various fueling sites to bring them in compliance with the safety and regulatory requirements;
- soil testing, contamination monitoring, and reporting that is required by EMO; and
- allocation of a dedicated resource (FTE/funding approval) for the administration of a corporate fuel management program that would include monitoring of operational requirements, administration of fuel cards, tracking of fuel usage, assessment of corporate needs and risk mitigation, working with SCM to identify best procurement strategy, annual reporting, continuous improvement etc.

Estimated project budget:

Capital costs \$2.1 mil

2024-25 budget submission

- development of a long-term strategy for the management of corporate fueling infrastructure (assessment of future needs; assessment of the cardlock sites and fueling stations city-wide; alignment with the fleet electrification strategy; how many fuel tanks and pumps will the City need to own in the future; transition plan etc.) - \$75K (capital cost)
- development of an asset management plan for the fueling structure that will be owned by the City by 2030 and beyond - \$75K (capital cost)
- replacement of underground fuel tanks that have exceeded their design/service life and are corporate risks due to environmental, safety, and regulatory concerns (SLP & Ave P sites) - \$1.6 mil. (capital cost)
- overdue maintenance of existing fuel pumps at various City sites - approximate costs to bring existing active fueling infrastructure into compliance (hoses, nozzles, paint, small tank replacement if required, etc.) - \$250K (capital cost)
- approximate costs of additional fuel card lock/reader infrastructure: \$5-10K per site - \$100K (capital cost)

Operating impacts \$175K

- ongoing operating requirements (soils sampling and testing, reporting to EMO etc.) – assumed \$25K annually
- dedicated corporate fuel management administrator - \$100K annually (The responsibilities of this position will include the day-to-day administration of the corporate fuel program including: user training and access, providing usage reports to departments, reconciling monthly fuel usage to invoices received, ongoing maintenance and monitoring of internal system controls, working with IT and external fueling software groups to ensure software functionality for all

departments etc. This position would also work with SCM to update the corporate fuel contract, as required.)

TOTAL ESTIMATED PROJECT COSTS: \$2.1 mil capital investment and operating impacts \$175K.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

The risk of safety incidents or environmental impacts due to malfunctioning/ leaking fueling infrastructure or electrical issues at the sites that are embedded in the community, would be mitigated.

### **How does this project address Core Services & Operational Priorities?**

Fuel and physical fueling infrastructure are critical for the functioning of all operational groups within the City. The project would ensure that all obsolete underground tanks and fueling infrastructure is either decommissioned or replaced in the short term, and in the long term properly maintained and at the right intervals. The project would also ensure that moving forward all fueling infrastructure is either replaced or decommissioned in a timely manner, that asset management principles are applied to optimize the life cycle cost of these assets, and that full compliance with the regulatory requirements is achieved.

### **How does this Project address Corporate Transformational Change?**

This project would result in the implementation of a centralized approach to managing fuel and associated infrastructure with a dedicated resource in place. The existing decentralized approach with unclear responsibilities for inspections and environmental monitoring and reporting, and without dedicated funding and resources to ensure timely replacements and regular upkeep, would be replaced with a centralized approach and a dedicated corporate resource who would ensure that the existing fueling infrastructure is decommissioned/replaced/maintained in a timely manner, and scaled down over time in alignment with the increase in the number of charging stations for the electrification of corporate fleet. These changes would result in more effective and effective management of fuel and fueling infrastructure across the organization.

The project would demonstrate due diligence and accountability for the assets that are essential to the City and ensure that a road map for the transition from the existing fueling infrastructure toward the required electrification infrastructure is developed.

Aside from the urgent requirement to bring the City's fueling infrastructure into compliance, having a corporate fuel management program with a dedicated administrator would result in better monitoring, tracking, and consumption data for approximately 10M litres of fuel used annually across the organization.

The cost savings realized should offset the implementation of internal control measures and the corporate fuel management program administrator FTE. For example, even a 1% improvement in the management of 10M litres of fuel at an average cost of \$1.3/l is equivalent to \$130K annually. With the implementation of the EAM module through Fusion and increased internal controls and reporting, it is estimated that this project could improve fueling efficiencies up to 5% annually, resulting in potential annual savings to the City approaching \$0.65M. Updated fuel

consumption tracking may result in other potential savings due to efficiencies gained across the organization. The transition to automated processes from manual processes, as well as increased reporting from a dedicated program administrator, should free up resources in other departments.

Increased understanding of the fuel usage and consumption rates across the organization will also help identify opportunities for the next stages of the fleet electrification strategy and transition to EVs.

#### **How does this project mitigate Corporate Risk?**

The project would mitigate the risk of safety incidents or environmental impacts due to malfunctioning/ leaking fueling infrastructure or electrical issues at various fueling sites, especially at the two sites where the age of the existing underground tanks is well past their expected service life.

Some of the fueling sites don't have proper controls in place to prevent fuel theft. Sites are open and can be accessed by anyone (public, ex City employees etc.). The project would mitigate this risk and ensure that proper controls are put in place for accountable use and management of the City's fuel supplies.

The project will develop a plan for bringing the current City-owned fueling infrastructure into compliance with various regulatory requirements. As of now, most of the fuel tanks and infrastructure are not in compliance with the current applicable regulations (no regular inspections, tank design life significantly exceeded/delayed replacements, unknown environmental impacts, missing permits etc.).

#### **What is the impact if this project is delayed?**

Many of the important safety-related deficiencies identified during an inspection that was conducted in the summer 2021 by a third-party certified petroleum inspection contractor will continue to be unaddressed and as such pose safety and environmental risks to the organization. The risk and liability associated with the continued use of underground tanks that have exceeded their expected service life will continue to increase. Aging infrastructure along with insufficient reporting and outdated information that does not meet regulatory permit requirements will continue to be a risk to the City. The physical and regulatory status of the fueling locations have varying degrees of issues. The Ministry of Environment is not actively penalizing the City for the state of our fueling infrastructure or permit status at this time, and they are willing to work with the City towards compliance. The Ministry of Environment may take a more active role in requesting that all identified issues and known environmental risks be mitigated and managed.

#### **What is the impact if this project is not funded by 2035?**

Increased risk that many known safety deficiencies identified at multiple fueling sites, along with underground fuel tanks that were installed in 1989/90 and 1992 and are well past their expected service lives, could result in safety incidents and expensive environmental remediation. The City would not be in alignment with the Ministry of Environment regulations. The City would not meet its mandate of providing responsible municipal governance by meeting regulatory compliance and safety standards for our fueling sites. By not performing regular maintenance work at the fueling sites, work required in the future may be more major and costly. In the absence of dedicated funding, the fueling infrastructure will likely continue to suffer from the lack of consistent and comprehensive inspections, up-to-date permitting, or appropriate monitoring plans which are currently creating safety and environmental risks for the City.

#### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The switch to electric vehicles substantively improves upon current practises or norms and can result in a 30-56% reduction of emissions from the replacements, given the current grid emissions intensity. As the grid's renewable energy sources increase, the emission reductions will also increase. It will affect all fleet vehicle users in the corporation, require new infrastructure (charging stations), and reduce reliance on gas and diesel. If the entire fleet is switched to electric by 2030, then the City will reduce a cumulative 77,000 tonnes CO<sub>2</sub>e by 2050.

### **What are other Triple Bottom-Line Co-Benefits?**

**Waste reduction and diversion:** With the electrification of vehicles, vehicle maintenance is reduced, which subsequently reduces the waste associated with it. For example, without the need for oil or oil changes, there is a reduction in used oil waste. With battery regeneration through braking, brake pads last longer and do not need to be replaced as often. The reduction in waste will also reduce any leachate that may contaminate surrounding ecosystems.

**Support climate adaptation:** in addition to reducing the effects of climate change through reducing emissions, the electrification of Fleet vehicles also provides the City with portable energy storage (i.e. the vehicle's large batteries) in climate-related power outages.

**Innovation, quality workplace, or skill training:** the city will increase its driver employee's quality of life through the switch to EVs, as they are more efficient, quieter, and have no tailpipe emissions, when compared to internal combustion engines.

**Improving affordability for users:** As Fleet operations become more electrified, there is an anticipated return on the initial upfront investment which in turn could be returned to residents through reduced utility costs, property taxes, or an increase/improvement to municipal services available.

**Supporting the local economy:** an increase from 4 fleet EVs right now, to 528 vehicles by 2034, is a significant increase to the amount of EVs that are sold in Saskatoon and may encourage growth in the supply market to the region. This growth may also encourage local business development for electric vehicle repairs and maintenance.

## **Corridor Public Realm Improvements**

### **Project Description**

Detailed design and construction for Corridor public realm improvements including roadway alterations, streetscaping, street furniture, active transportation facilities and parklets/plazas.

### **Total Capital Estimate**

50 million to 150 million.

### **Overview of potential non-city funding sources**

Depending on federal funding opportunities. Corridor public realm improvements are expected to leverage opportunities to "green" corridor, helping to support green infrastructure/low impact development - current federal funding programs are centered around these goals and could be leveraged to support some of this work.

### **How does this Project Address Council Priorities?**

Environmental Sustainability - supports active transportation and mode shift, sustainable urban form, and "greening" the city through urban forest expansion, storm water management, etc.

Transportation - incorporates enhanced opportunities for active transportation and supports BRT system.

Infill/Growth - extensive community/stakeholder engagement for corridor growth, of which these public realm improvements are a key component.

Community Safety and Well-being - affordability, better access to housing adjacent to public transportation, improved pedestrian safety, promote community health.

Ec. Dev - Public investment in public realm supports proposed land use changes and improves marketability of corridors as a place to invest, do business and live.

Reconciliation, equity, diversity and inclusion - consultation with elders/traditional knowledge keepers is ongoing to include reconciliation content in corridor public realm design.

### **How does this project address Core Services & Operational Priorities?**

Improvements on corridors improve quality of life for current and future residents by adding amenities and improving public spaces. Additionally, in some instances, they will replace existing, aging infrastructure, extending the replacement lifecycle for these things.

### **How does this Project address Corporate Transformational Change?**

None.

### **How does this project mitigate Corporate Risk?**

Infill growth, as described in the City's Growth Plan to Half a Million and OCP, is required to mitigate the long-term financial risks of unhindered outward expansion and reinforce existing and planned investments.

Public realm improvements specifically help mitigate risks by ensuring the public spaces interface appropriately with the planned development/land use - mitigate risks of injury/death.

### **What is the impact if this project is delayed?**

Alignment of College Drive streetscaping improvements with BRT construction may not be possible.

**What is the impact if this project is not funded by 2035?**

Land use changes and transit investment will not be supported by complementary public realm enhancements, risking the potential appeal of the Corridor Growth area as a place to live, work, play and invest. This poses a risk to the goals identified in the Corridor Transformation Plan, the City's OCP, and the success of the BRT.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The underlying rationale for the shift in the city's growth pattern to include corridor growth and infill (via the Growth Plan) is to leverage existing built city infrastructure and operating investments (transit, roadways maintenance, etc.) and public and private amenities while mitigating additional extension of future operating obligation by continued outward expansion.

**What are other Triple Bottom-Line Co-Benefits?**

Enhances walkable communities and supports transit use, reducing reliance on autos (GHGs). Storm water mitigation and heat island reduction through "greening". Healthy spaces that encourage active travel modes and community participation. Reinforces existing services and amenities by adding additional people/units while requiring modest new infrastructure and operating obligation. Public investment in public realm supports proposed land use changes and improves marketability of corridors as a place to invest, do business and live.

## **Civic Operations Long Term Project – Phase 1**

### **Project Description**

To redevelop North Downtown and support infill targets in the Growth Plan, a significant component of the City's existing operations based at the City Yards requires relocation. The existing City Yards are over capacity and many buildings are beyond their useful service life putting at risk the delivery of essential civic services.

The goal of the Civic Operations Long Term project is move civic operations into safe and productive facilities at appropriate locations to best service our citizens now, at 375,000, and at 500,000 populations.

Phase 1 of the project involves design and construction of new civic operations facilities at the Civic Operations Centre to accommodate the relocation of a portion of the civic operations from City Yards to this southwest satellite site, including Waste Stream (garbage collection), Fleet Services, Sign Shop, Electronics Shop, and Facilities Management Shops (provided these aren't relocated to a new facility with Stores and Supply Chain Management).

### **Total Capital Estimate**

50 million to 150 million.

### **Overview of potential non-city funding sources**

P3 Canada funding was able to be secured for the Civic Operations Centre project and there's a possibility a similar federal program may materialize to fund civic operations projects of this nature.

### **How does this Project Address Council Priorities?**

N/A

### **How does this project address Core Services & Operational Priorities?**

CA #5 - Create a long-term plan for safe, adequate administrative and operational facilities to enable City staff to deliver established levels of service as Saskatoon grows.

### **How does this Project address Corporate Transformational Change?**

Efficiency and Effectiveness – More efficient set up, satellite yards, etc. All offer avenues to more efficiently complete work.

People and Culture – A motivated workforce that feels valued and supported to perform at their best by providing them with modern, safe facilities to best fulfill their duties.

### **How does this project mitigate Corporate Risk?**

The goal of the project is to relocate civic operations into safe and productive facilities at appropriate locations to best service our citizens now, at 375,000, and at 500,000 populations. This will ensure the City's public works departments are able to continue to provide service efficiently and effectively to our residents into the future.

### **What is the impact if this project is delayed?**

Operating funding to get existing facilities within City Yards added to the CBCM program will be required in the short term to ensure these facilities are able to be maintained through 2035. Depending on city growth, service levels may also be impacted since the existing City Yards are at or near 100% capacity. This may also require off-site leases to provide additional indoor and outdoor storage capacity for civic operations, which will erode the efficiency of civic operations.



**What is the impact if this project is not funded by 2035?**

See previous question.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The existing City Yards have been the central civic operations hub for the City since the 1940s. With few exceptions, most of the facilities within the existing City Yards were not purpose-built to support civic operations. Ensuring that facilities and site layouts at new satellite yards are designed and suitable for purpose will greatly improve employee health and safety and enhance resiliency and efficiency of our essential services.

**What are other Triple Bottom-Line Co-Benefits?**

Relocating civic operations from City Yards into purpose-built/designed satellite yards will improve workplace quality and safety for staff. In addition, abandoning existing facilities that are beyond their useful life will result in operational cost savings by reducing overall major maintenance costs, and provide an opportunity to impose effective asset management of new facilities as they are brought online.

## **Civic Operations Long Term Project – Phase 2**

### **Project Description**

To redevelop North Downtown and support infill targets in the Growth Plan, a significant component of the City's existing operations based at the City Yards requires relocation. The existing City Yards are over capacity and many buildings are beyond their useful service life putting at risk the delivery of essential civic services.

The goal of the Civic Operations Long Term project is move civic operations into safe and productive facilities at appropriate locations to best service our citizens now, at 375,000, and at 500,000 populations.

Phase 2 of the project involves design and construction of new civic operations facilities in the CN Industrial area to accommodate the relocation of a portion of the civic operations from City Yards to this southeast satellite site, including approximately 50% of Roadways.

### **Total Capital Estimate**

50 million to 150 million.

### **Overview of potential non-city funding sources**

P3 Canada funding was able to be secured for the Civic Operations Centre project and there's a possibility a similar federal program may materialize to fund civic operations projects of this nature.

### **How does this Project Address Council Priorities?**

N/A.

### **How does this project address Core Services & Operational Priorities?**

CA #5 - Create a long-term plan for safe, adequate administrative and operational facilities to enable City staff to deliver established levels of service as Saskatoon grows.

### **How does this Project address Corporate Transformational Change?**

Efficiency and Effectiveness – More efficient set up, satellite yards, etc. All offer avenues to more efficiently complete work.

People and Culture – A motivated workforce that feels valued and supported to perform at their best by providing them with modern, safe facilities to best fulfill their duties.

### **How does this project mitigate Corporate Risk?**

The goal of the project is to relocate civic operations into safe and productive facilities at appropriate locations to best service our citizens now, at 375,000, and at 500,000 populations. This will ensure the City's public works departments are able to continue to provide service efficiently and effectively to our residents into the future.

### **What is the impact if this project is delayed?**

An alternative capital project will be required to ensure sufficient budget is set aside to address critical safety concerns at the existing City Yards through at least 2035. Depending on city growth, service levels may also be impacted since the existing City Yards are at or near 100% capacity. This may also require off-site leases to provide additional indoor and outdoor storage capacity for civic operations, which will erode the efficiency of civic operations.

### **What is the impact if this project is not funded by 2035?**

See previous question.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The existing City Yards have been the central civic operations hub for the City since the 1940s. With few exceptions, most of the facilities within the existing City Yards were not purpose-built to support civic operations. Ensuring that facilities and site layouts at new satellite yards is designed and suitable for purpose, will greatly improve employee health and safety, and enhance resiliency and efficiency of our essential services.

**What are other Triple Bottom-Line Co-Benefits?**

Relocating civic operations from City Yards into purpose-built/designed satellite yards will improve workplace quality and safety for staff. In addition, abandoning existing facilities that are beyond their useful life will result in operational cost savings by reducing overall major maintenance costs, and provide an opportunity to impose effective asset management of new facilities as they are brought online.

## **Imagine Idylwyld**

### **Project Description**

The report detailing the concept for Imagine Idylwyld was received for information at City Council's Standing Policy Committee on Transportation (SPCT) on June 11, 2018.

The purpose of Imagine Idylwyld was to develop a vision and conceptual plan to improve the function, safety, connectivity and quality of the roadway and public realm along Idylwyld Drive, between 20th Street and 25th Street East.

The concept design is a hybrid of tested options that minimizes travel time for the most drivers while achieving the desire to support all modes of transportation and enable redevelopment opportunities. The concept design is compatible with the intended evolution of the land use along Idylwyld Drive and adjacent neighbourhoods and enables safer connections for people riding bicycles or walking, including better access to the proposed Bus Rapid Transit (BRT) station near 22nd Street.

The initial step would be to complete the detailed design based on the conceptual design.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

This project has been connected with the Downtown Entertainment District which is vying for funding from other levels of government.

### **How does this Project Address Council Priorities?**

Economic Development - By increasing the viability of land use densification.

Community Safety and Wellbeing - By increasing the potential for land use densification, this will increase the number of people using the corridor, and thus increasing safety by having more eyes on the street.

Recreation, Culture and Leisure - The project includes AT facilities that will connect the River with the future Entertainment District area, thus helping to promote that area of the Downtown.

Downtown Development - The project includes AT facilities that will connect the river with the future Entertainment District area, thus helping to promote that area of the Downtown. It will also promote development and intensification of land use along Idylwyld Drive.

Environmental Sustainability - The project includes AT facilities which will promote sustainable modes of transportation thus reducing the needs for vehicles that produce GHG.

Transportation - The project will provide improved traffic safety and operations for all modes of transportation. The travel lanes will be re-aligned resulting in less lane changes required, and significant improvements of the AT facilities will promote other modes of travel.

### **How does this project address Core Services & Operational Priorities?**

By providing alternate ways to move along a corridor that is predominately pavement with very narrow sidewalks. The improved transportation system will in turn promote land use densification.

### **How does this Project address Corporate Transformational Change?**

None.

**What is the impact if this project is delayed?**

Active Transportation is harmed, and modal shift away from reliance of the single passenger vehicle is delayed.

**What is the impact if this project is not funded by 2035?**

Active Transportation is harmed, and modal shift away from reliance of the single passenger vehicle is delayed.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Today Idylwyld is not safe for pedestrians and unsafe for cyclists. The project will provide improved pedestrian facilities and also basic facilities for cyclists, thus very significantly improving the safety of the corridor.

**What are other Triple Bottom-Line Co-Benefits?**

The provision of AT facilities will provide space for alternative modes of travel to happen. These modes of travel reduce GHG's, conserve energy, are people powered so healthier, provide recreation opportunities for people, and the expected land use densification provides jobs for people, and has people work and live downtown.

## **Civic Operations Long Term Project – Phase 3**

### **Project Description**

To redevelop North Downtown and support infill targets in the Growth Plan, a significant component of the City's existing operations based at the City Yards requires relocation. The existing City Yards are over capacity and many buildings are beyond their useful service life putting at risk the delivery of essential civic services.

The goal of the Civic Operations Long Term project is move civic operations into safe and productive facilities at appropriate locations to best service our citizens now, at 375,000, and at 500,000 populations.

The City purchased 3815 Wanuskewin Road (Norseman Structures site) in 2020. The purchase included a leaseback agreement with Norseman Structures, who will continue to occupy the property until 2029. Phase 3 of the project involves preparing, augmenting and enhancing this site to accommodate the relocation of a portion of the civic operations from City Yards to this north satellite site, including approximately 50% of Roadways, 75% of Water and Sewer, and the Support Section.

### **Total Capital Estimate**

50 million to 150 million.

### **Overview of potential non-city funding sources**

P3 Canada funding was able to be secured for the Civic Operations Centre project and there's a possibility a similar federal program may materialize to fund civic operations projects of this nature.

### **How does this Project Address Council Priorities?**

N/A

### **How does this project address Core Services & Operational Priorities?**

CA #5 - Create a long-term plan for safe, adequate administrative and operational facilities to enable City staff to deliver established levels of service as Saskatoon grows.

### **How does this Project address Corporate Transformational Change?**

Efficiency and Effectiveness – More efficient set up, satellite yards, etc. All offer avenues to more efficiently complete work.

People and Culture – A motivated workforce that feels valued and supported to perform at their best by providing them with modern, safe facilities to best fulfill their duties.

### **How does this project mitigate Corporate Risk?**

The goal of the project is to relocate civic operations into safe and productive facilities at appropriate locations to best service our citizens now, at 375,000, and at 500,000 populations. This will ensure the City's public works departments are able to continue to provide service efficiently and effectively to our residents into the future.

### **What is the impact if this project is delayed?**

This property would see limited or no use until funding is made available to complete site improvements and relocate existing operations from the City Yards. For example, the floor of the fabric buildings is unreinforced and therefore not suitable for heavy vehicle traffic associated

with the civic fleet (i.e., the buildings house a manufacturing operation, not heavy civil operations equipment storage and movement).

**What is the impact if this project is not funded by 2035?**

This property would so limited or no use until funding is made available to complete site improvements and relocate existing operations from the City Yards. Operating funding to get existing facilities within City Yards added to the CBCM program will be required in the short term to ensure these facilities are able to be maintained through 2035. Depending on city growth, service levels may also be impacted since the existing City Yards are at or near 100% capacity.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The existing City Yards have been the central civic operations hub for the City since the 1940s. With few exceptions, most of the facilities within the existing City Yards were not purpose-built to support civic operations. Ensuring that facilities and site layouts at new satellite yards is designed and suitable for purpose, will greatly improve employee health and safety, and enhance resiliency and efficiency of our essential services.

**What are other Triple Bottom-Line Co-Benefits?**

Relocating civic operations from City Yards into purpose-built/designed satellite yards will improve workplace quality and safety for staff. In addition, abandoning existing facilities that are beyond their useful life will result in operational cost savings by reducing overall major maintenance costs, and provide an opportunity to impose effective asset management of new facilities as they are brought online.

## **Active Transportation Plan - Sidewalk Network Expansion**

### **Project Description**

Walking is the most common form of transportation. If a community has a complete, connected sidewalk network, safe crossings and major destinations within walking distance of residential areas then walking can be suitable for almost all short trips throughout the year.

There is a need for sidewalk infrastructure in established neighbourhoods, as outlined in the City's Active Transportation Plan. Expanding the sidewalk network supports the goals of creating more places for walking, safer walking and making walking a more convenient and attractive choice for moving around.

A lack of sidewalks can discourage people from walking as they are forced to walk on the street or on unpaved areas beside the street. This is not only less accessible and desirable, it is also unsafe. Connectivity for walking focuses on both expanding the sidewalk network and addressing barriers.

This project would construct sidewalks to eliminate gaps in the sidewalk network, particularly for locations with high pedestrian demand.

### **Total Capital Estimate**

20 million to 50 million.

### **Overview of potential non-city funding sources**

In July 2020, a report was brought before Council regarding the Municipal Economic Enhancement Program – Reallocation Prioritization List. This report discussed the reallocation of \$3.0M from a different program to the sidewalk infill program.

In May 2021, a report was brought forward regarding the Investing in Canada Infrastructure Program – Budget Adjustment. This report identified the funding received as a result of obtaining approval from the federal and provincial government for the sidewalk expansion project applied for under the ICIP funding. As noted in the report, the total approved project of \$5,260,000 includes Canada and Saskatchewan contributions of \$3,666,500 and City contributions of \$1,593,500. The City contributions will be covered by part of the previously approved Municipal Economic Enhancement Program reallocation funding of \$3,000,000 (July 2020 report) within Capital Project 2468 Active Transportation.

### **How does this Project Address Council Priorities?**

Active transportation can contribute to the development of a healthy and diverse local economy. A balanced, efficient, and accessible transportation system is one of the drivers of success for economic diversity and prosperity. Walking-supportive neighbourhoods, employment areas and other destinations throughout Saskatoon can encourage residents to support local businesses.

Neighbourhoods and destinations that are accessible and attractive for active transportation users can attract more visitors, who will in turn be patrons of local services and amenities. For employment areas, active transportation provides more choice for people travelling to work, which is essential for lower income individuals, youth, seniors and others who may not access to a vehicle.

Having options that support residents who use active forms of transportation in their neighbourhoods and to other destinations can decrease traffic congestion and increase the attractiveness and vibrancy of the area for both locals and visitors.

Active transportation can also help to support a high-quality of life and keep Saskatoon competitive as both a place to live and do business.



The City's Active Transportation Plan target is to double walking and cycling trips to 24% of all daily trips and 15% of all commute trips by 2045. This project will support a shift away from cars by filling gaps in the sidewalk network for walking. This project will provide connections to places of work, school, recreation, transit stops, and the wider active transportation network.

The project also supports the following City Council approved plans:

Climate Action Plan - A shift towards active modes of transportation is necessary to achieve Saskatoon's transportation related targets to reduce emissions. A lack of dedicated walking and cycling infrastructure is a major barrier for people choosing to use active transportation.

Official Community Plan - Provide strategically located destinations throughout the city that include a mix of services and amenities in a walkable, dynamic setting that is well served by transit services and active transportation networks. Establish active transportation networks connecting Community Focal Points and surrounding neighbourhoods.

Low Emissions Community Plan

- Several actions are proposed to meet Saskatoon's GHG reduction targets, while also providing benefits of a low emissions community.
- Improvements to individual and public health - More active lifestyles, more walkable and transit-oriented communities, will lead to improvements to individual and public health, significantly reduce rates of hospitalization, illness, and even mortality. Reducing transportation emissions (which requires a shift to active and public transportation) improves health through reduced air pollution from vehicles, reduced injuries and deaths from vehicle collisions, and reduced obesity as a result of more active lifestyles.
- Increased social equity and quality of life - Destinations become more accessible (i.e. if dwellings are located in closer proximity to commercial destinations and/or are centered around transit and active transportation networks).
- Improved land-use planning and development - Sustainable land-use supports the integration and accessibility of transit and active transportation.

Transportation Master Plan - The sidewalk infill project was the top priority on the Transportation Infrastructure Projects List.

### **How does this project address Core Services & Operational Priorities?**

Equitable and Accessible Services - Enhanced equity and accessibility of services meeting the needs of a diverse public - having an accessible active transportation network would ensure that the diverse mobility needs of the public would accommodate their travel to access services.

The sidewalk project would include the installation of accessible pedestrian ramps with proper texturing to accommodate people who travel with mobility aids and people with low vision.

Quality of life - Saskatoon is a city where residents have access to facilities, infrastructure and programs that promote active living. - Expanding the sidewalk network makes walking a more convenient and attractive choice for moving around, fundamental to active living.

### **How does this Project address Corporate Transformational Change?**

None.

### **What is the impact if this project is delayed?**

A lack of sidewalks can discourage people from walking as they are forced to walk on the street or on unpaved areas beside the street. This is not only less accessible and desirable, but also unsafe.

Increased risk that the City's Active Transportation Plan target to double walking and cycling trips to 24% of all daily trips and 15% of all commute trips would not be met by 2045.

**What is the impact if this project is not funded by 2035?**

A lack of sidewalks can discourage people from walking as they are forced to walk on the street or on unpaved areas beside the street. This is not only less accessible and desirable, but also unsafe.

High risk that the City's Active Transportation Plan target to double walking and cycling trips to 24% of all daily trips and 15% of all commute trips would not be met by 2045.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

A shift towards active modes of transportation is necessary to achieve Saskatoon's transportation related targets to reduce emissions. Providing dedicated walking infrastructure would eliminate barriers for people choosing to use active transportation. "Improves" was selected because this would not address all the missing sidewalk locations in the city.

**What are other Triple Bottom-Line Co-Benefits?**

Reconciliation, Equity, Diversity, and Inclusion - For employment areas, active transportation provides more choice for people travelling to work, which is essential for lower income individuals, youth, seniors and others who may not access to a vehicle. Having options that support residents who use active forms of transportation in their neighbourhoods would ensure that the transportation system accommodates the needs for traditionally under-served populations.

Health, wellbeing, and self-sufficiency - Providing dedicated walking infrastructure would eliminate barriers for people choosing to use active transportation. Pedestrian ramps will allow users with mobility aids with improved access and will incorporate appropriate texturing for low vision users who use canes as assistive devices.

Supporting the local economy - Active transportation can contribute to the development of a healthy and diverse local economy. A balanced, efficient, and accessible transportation system is one of the drivers of success for economic diversity and prosperity. Walking-supportive neighbourhoods, employment areas and other destinations throughout Saskatoon can encourage residents to support local businesses. Active transportation can also help to support a high-quality of life and keep Saskatoon competitive as both a place to live and do business.

## **Snow and Materials Management Facility – North Site**

### **Project Description**

The project involves the design and construction of a new engineered Snow and Materials Management Facility in the north end of Saskatoon. Project to include:

- 1) soil farming areas to dry the saturated soil generated from water and sewer repair work;
- 2) snow storage facility with gravel surfaced pad (with geosynthetic liner to protect soil and groundwater) and meltwater containment pond; and
- 3) other necessary infrastructure to allow for safe and efficient use of the site (e.g., fencing, gate, lighting, equipment storage, etc).

If funding for this project is approved before funding for the proposed Southeast Snow and Materials Management Facility, this site would allow for the decommissioning of Nicholson Yards.

As of October 2022, a potential site for the North Snow and Materials Management Facility has been identified within city limits. If the north site is confirmed to be feasible and can be acquired at a reasonable cost to the City, it is likely that the north site would be easier to develop for snow management than the southeast site currently under consideration (see submission for Snow and Materials Management Facility – Southeast Site). This is due to the potential site in the southeast being within the RM of Corman Park, which requires time and resources to allow the site to be approved for snow management. Therefore, it is recommended that funding for the north site be a higher priority at this time.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

P3 Canada funding was able to be secured for the Civic Operations Centre project and there is a possibility that a similar federal program may materialize to fund civic operations projects of this nature. There may also be green grant funds available in the future which could be access in support of establishing engineered snow management facilities.

### **How does this Project Address Council Priorities?**

“The green network is integrated, managed, and enhanced to protect land, air and water resources. Develop proactive policies, strategies, and practices to ensure the environment is protected from damage and, where possible, ecosystems are enhanced.” The Central Avenue and Wanuskewin Road snow storage sites are located on unimproved land with no systems in place to manage melt water. They do not meet industry best practices (see Transportation Association of Canada – Best Practices for Snow Storage and Disposal) for snow storage sites. Both sites are located within or adjacent to natural wetland areas (Small Swale and North Swale). Developing snow storage sites that meet industry best practices would ensure that the environment is protected from damage and that the ecosystem is enhanced.

### **How does this project address Core Services & Operational Priorities?**

CA #5 - Create a long-term plan for safe, adequate administrative and operational facilities to enable City staff to deliver established levels of service as Saskatoon grows.

### **How does this Project address Corporate Transformational Change?**

“Efficiency and Effectiveness – Increased operational efficiency and effectiveness has resulted in greater savings and organizational success.” By providing snow and material storage sites that meet industry best practices and are strategically located across the city, we are demonstrating operational efficiency and effectiveness.

**How does this project mitigate Corporate Risk?**

The goal of the project is to relocate civic operations into safe and productive facilities at appropriate locations to best service our citizens now, at 375,000, and at 500,000 populations. This will ensure the Water and Waste Operations and Roadways Fleet and Support departments are able to continue to provide service efficiently and effectively to our residents into the future.

**What is the impact if this project is delayed?**

If both this project and the Southeast Snow and Materials Management Facility do not receive funding, Nicholson Yard and the Old Central Avenue Snow Dump, located within the Small Swale, will need to remain active to support civic operations. If these existing sites were closed without new facilities in place, levels of service for key civic operations (e.g., water & sewer repairs, snow removal) will be negatively impacted.

**What is the impact if this project is not funded by 2035?**

Delaying until 2035 is a significant risk due to the difficulty of maintaining assets resulting from an ongoing rise of incidents.

Preventive maintenance intervals will not be met, increasing the likelihood of apparatus and equipment failures, major repairs with significant apparatus downtime, and forfeiting warranty agreements by failing to meet service intervals.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The Old Central Avenue and Wanuskewin Snow Dumps are not engineered snow management sites, and site drainage is not collected and pre-treated prior to entering the City’s drainage system or natural water bodies. Construction of an engineered snow management facility will provide the benefit of pre-treatment (sediment settling and removal) and collection/diversion into the City’s sewer collection system.

**What are other Triple Bottom-Line Co-Benefits?**

The Central Ave and Wanuskewin Rd sites are not suitable for long term snow storage sites. New sites that meet best practices are required. Evenly distributing snow storage sites across the City will minimize the travel time for users. This impacts not only GHG generation for civic operations and private haulers, but also reduces fuel use (i.e., operational costs) for the City.

The northeast site (Central Avenue Snow Dump) is located within the Small Swale. The north site (Wanuskewin Road Snow Dump) is located adjacent to the North Swale. Decommissioning of these sites would eliminate pollutants entering natural wetlands from melt water generated by the sites.

Climate change is making our local climate wetter, warmer, and wilder. More frequent heavy snowfall events can be expected to occur over time. Providing sufficient snow storage capacity for our growing city is important to ensure residents are able to move around.

## **Snow and Materials Management Facility – Southeast Site**

### **Project Description**

The project involves the design and construction of a new engineered Snow and Materials Management Facility on the southeast side of Saskatoon. Project to include:

- 1) soil farming areas to dry the saturated soil generated from water and sewer repair work;
- 2) snow storage facility with gravel surfaced pad (with geosynthetic liner to protect soil and groundwater) and meltwater containment pond; and
- 3) other necessary infrastructure to allow for safe and efficient use of the site (e.g., fencing, gate, lighting, equipment storage, etc).

If funding for this project is approved before funding for the proposed North Snow and Materials Management Facility, this site would allow for the decommissioning of Nicholson Yards.

As of October 2022, a potential site for the North Snow and Materials Management Facility has been identified within city limits. If the north site is confirmed to be feasible and can be acquired at a reasonable cost to the City, it is likely that the north site would be easier to develop for snow management than the southeast site currently under consideration. This is due to the site in the southeast being within the RM of Corman Park, which requires time and resources to allow the site to be approved for snow management. Therefore, it is recommended that funding for the north site be a higher priority at this time.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

P3 Canada funding was able to be secured for the Civic Operations Centre project and there is a possibility that a similar federal program may materialize to fund civic operations projects of this nature. There may also be green grant funds available in the future which could be access in support of establishing engineered snow management facilities.

### **How does this Project Address Council Priorities?**

“The green network is integrated, managed, and enhanced to protect land, air and water resources. Develop proactive policies, strategies, and practices to ensure the environment is protected from damage and, where possible, ecosystems are enhanced.” The Central Avenue and Wanuskewin Road snow storage sites are located on unimproved land with no systems in place to manage melt water. They do not meet industry best practices (see Transportation Association of Canada – Best Practices for Snow Storage and Disposal) for snow storage sites. Both sites are located within or adjacent to natural wetland areas (Small Swale and North Swale). Developing snow storage sites that meet industry best practices would ensure that the environment is protected from damage and that the ecosystem is enhanced.

### **How does this project address Core Services & Operational Priorities?**

CA #5 - Create a long-term plan for safe, adequate administrative and operational facilities to enable City staff to deliver established levels of service as Saskatoon grows.

### **How does this Project address Corporate Transformational Change?**

“Efficiency and Effectiveness – Increased operational efficiency and effectiveness has resulted in greater savings and organizational success.” By providing snow and material storage sites that meet industry best practices and are strategically located across the city, we are demonstrating operational efficiency and effectiveness.

### **How does this project mitigate Corporate Risk?**

The goal of the project is to relocate civic operations into safe and productive facilities at appropriate locations to best service our citizens now, at 375,000, and at 500,000 populations. This will ensure the Water and Waste Operations and Roadways Fleet and Support departments are able to continue to provide service efficiently and effectively to our residents into the future.

### **What is the impact if this project is delayed?**

If both this project and the North Snow and Materials Management Facility do not receive funding, Nicholson Yard and the Old Central Avenue Snow Dump, located within the Small Swale, will need to remain active to support civic operations. If these existing sites were closed without new facilities in place, levels of service for key civic operations (e.g., water & sewer repairs, snow removal) will be negatively impacted.

### **What is the impact if this project is not funded by 2035?**

Delaying until 2035 is a significant risk due to the difficulty of maintaining assets resulting from an ongoing rise of incidents.

Preventive maintenance intervals will not be met, increasing the likelihood of apparatus and equipment failures, major repairs with significant apparatus downtime, and forfeiting warranty agreements by failing to meet service intervals.

### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The Old Central Avenue and Wanuskewin Snow Dumps are not engineered snow management sites, and site drainage is not collected and pre-treated prior to entering the City's drainage system or natural water bodies. Construction of an engineered snow management facility will provide the benefit of pre-treatment (sediment settling and removal) and collection/diversion into the City's sewer collection system.

### **What are other Triple Bottom-Line Co-Benefits?**

The southeast sector of the city lacks a snow storage facility. This requires that haulers travel a longer distance to existing snow storage sites in the southwest, north, and northeast areas of Saskatoon. This impacts not only GHG generation for civic operations and private haulers, but also operational costs for the City.

The northeast site is the Old Central Avenue Snow Dump, located within the Small Swale. The north site is the Wanuskewin Road snow dump, located adjacent to the North Swale. Decommissioning of these sites would eliminate pollutants entering natural wetlands from melt water generated by the sites.

Climate change is making our local climate wetter, warmer, and wilder. More frequent heavy snowfall events can be expected to occur over time. Providing sufficient snow storage capacity for our growing city is important to ensure residents can move around.

## **Active Transportation Corridors**

### **Project Description**

As part of the development of a complete and connected bicycle network for all ages and abilities, proposed designs for active transportation improvements on the following streets were developed through the Neighbourhood Bikeways Project:

14th Street East, from Saskatchewan Crescent to Cumberland Avenue;

Dudley Street, from Dawes Avenue to Spadina Crescent;

Victoria Avenue, from 8th Street E to Taylor Street E;

3rd Avenue, from 25th Street E to 2nd Avenue N; and

29th Street W (or 31st Street W) from Circle Drive to Idylwyld Drive.

The Neighbourhood Bikeways Project will help provide more travel choices and improve safety, accessibility and connectivity.

Active transportation can contribute to the development of a healthy and diverse local economy. A balanced, efficient, and accessible transportation system is one of the drivers of success for economic diversity and prosperity. Walking and bicycle-supportive neighbourhoods, employment areas and other destinations throughout Saskatoon can encourage residents to support local businesses. Neighbourhoods and destinations that are accessible and attractive for active transportation users can attract more visitors, who will in turn be patrons of local services and amenities.

Having options that support residents who use active forms of transportation in their neighbourhoods and to other destinations can decrease traffic congestion and increase the attractiveness and vibrancy of the area for both locals and visitors. Active transportation can also support and encourage tourism. Active transportation can also help to support a high-quality of life and keep Saskatoon competitive as both a place to live and do business.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

The City of Saskatoon applied to the federal government's Active Transportation Fund for the Dudley Street Bikeway, Pedestrian and Traffic Safety Improvement project. The City's funding responsibility for capital projects is 40% of the project total, or \$1,073,354. To provide the City's portion of funding, the Administration recommends altering the scope of the Avenue C new sidewalk project from Circle Drive to Haskamp Street, previously funded in Capital Project P.02468 - Active Transportation Implementation Plan for \$1,462,000, by reprioritizing \$1,100,000 from this portion of the project.

The federal government response to the funding application has not yet been received.

[Infrastructure Canada - Active Transportation Fund Report](#)

### **How does this Project Address Council Priorities?**

The City's Active Transportation Plan target is to double walking and cycling trips to 24% of all daily trips and 15% of all commute trips by 2045. This project will support a shift away from cars by providing a new pathway for walking and biking, providing a traffic calmed street to create a more comfortable shared space for people to ride their bike in traffic, and filling gaps in the sidewalk network for walking. This project provides connections to places of work, school, recreation, transit stops, and the wider active transportation network.

Climate Action Plan - A shift towards active modes of transportation is necessary to achieve Saskatoon's transportation related targets to reduce emissions. A lack of dedicated walking and cycling infrastructure is a major barrier for people choosing to use active transportation.

Official Community Plan - Provide strategically located destinations throughout the city that include a mix of services and amenities in a walkable, dynamic setting that is well served by transit services and active transportation networks. Establish active transportation networks connecting Community Focal Points and surrounding neighbourhoods.

Low Emissions Community Plan

- Several actions are proposed to meet Saskatoon's GHG reduction targets, while also providing benefits of a low emissions community.
- Improvements to individual and public health - More active lifestyles, more walkable and transit-oriented communities, will lead to improvements to individual and public health, significantly reduce rates of hospitalization, illness, and even mortality. Reducing transportation emissions (which requires a shift to active and public transportation) improves health through reduced air pollution from vehicles, reduced injuries and deaths from vehicle collisions, and reduced obesity as a result of more active lifestyles.
- Increased social equity and quality of life - Destinations become more accessible (i.e. if dwellings are located in closer proximity to commercial destinations and/or are centered around transit and active transportation networks).
- Improved land-use planning and development - Sustainable land-use supports the integration and accessibility of transit and active transportation.

Transportation Master Plan - The Active Transportation Corridors project is in the top 10 priorities of the prioritized transportation infrastructure projects list. This project will improve the safety of active transportation users by providing an all ages and abilities cycling facility and sidewalks.

### **How does this project address Core Services & Operational Priorities?**

Equitable and Accessible Services - Accessible civic service must consider geographical, financial, physical and cultural elements. All ages and abilities (AAA) cycling facilities are safe and comfortable for all people riding bikes, regardless of their age or ability. There are many people interested in riding their bike that are not comfortable riding in mixed traffic on busy streets, and their needs must be considered when designing a bicycle facility. Some users of a AAA cycling facility may include but is not limited to:

- Children
- Seniors
- Women
- People of Colour
- Low Income Riders

The cycling facility along these streets have been designed with the intent to be a AAA facility. The project will provide connections to businesses, an elementary school, a major recreational facility, residential areas, and the wider AT network in Saskatoon.

The project includes pedestrian ramps that will allow users with mobility aids with improved access and will incorporate appropriate texturing for low vision users who use canes as assistive devices.

Providing a safe cycling and pedestrian facility to these areas could eliminate financial barriers of transportation for some residents. Low-income residents could now reach potential employers without a private vehicle or transit pass.

Quality of Life - Saskatoon is a city where residents have access to facilities, infrastructure and



programs that.  
promote active living.

Providing a complete and interconnected network of bicycle facilities throughout Saskatoon is critical to supporting and encouraging more cycling. There are significant gaps in the existing bicycle network as well as many areas with no bicycle facilities.

By filling gaps in the sidewalk network, installing missing curb ramps, and improved intersection crossings on these streets will be safer and more convenient for people of all abilities to travel.

**How does this Project address Corporate Transformational Change?**

None.

**What is the impact if this project is delayed?**

Increased risk that the City's Active Transportation Plan target to double walking and cycling trips to 24% of all daily trips and 15% of all commute trips by 2045 would not be met.

**What is the impact if this project is not funded by 2035?**

High risk that the City's Active Transportation Plan target to double walking and cycling trips to 24% of all daily trips and 15% of all commute trips by 2045 would not be met.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The City's Active Transportation Plan target is to double walking and cycling trips to 24% of all daily trips and 15% of all commute trips by 2045.

Supporting Active Transportation is a key initiative in Saskatoon's Low Emissions Community Plan. This project will support the lowering of harmful emissions by providing a safe alternate mode of transportation.

Cycling and walking have many environmental benefits including reduced reliance on vehicles for moving around,  
reduced traffic congestion, air pollution and greenhouse gas (GHG).

A shift towards active modes of transportation is necessary to achieve Saskatoon's transportation related targets to reduce emissions. A lack of dedicated walking and cycling infrastructure is a major barrier for people choosing to use active transportation.

This project will support a shift away from cars by providing a new pathway for walking and biking, providing traffic calmed streets to create a more comfortable shared space for people to ride their bike in traffic, and filling gaps in the sidewalk network for walking. This project provides connections to places of work, school, recreation, transit stops, and the wider active transportation network.

**What are other Triple Bottom-Line Co-Benefits?**

Reconciliation, Equity, Diversity, and Inclusion - Providing a safe cycling and pedestrian facility to these streets could eliminate financial barriers of transportation for some residents. Low-income residents could now reach potential employers without a private vehicle or transit pass.

Health, wellbeing, and self-sufficiency - By filling gaps in the sidewalk network, installing missing curb ramps, and improved intersection crossings along these streets, the streets will be safer and more convenient for people of all abilities to travel. Pedestrian ramps will allow users with mobility aids with improved access and will incorporate appropriate texturing for low vision users who use canes as assistive devices. This would allow people with varying mobility needs to be able to travel independently.

## **Parks Ave P O&M Facilities Master Plan**

### **Project Description**

Parks has 18 operational facilities to stage staff and the equipment necessary to provide park maintenance services located throughout the city. The Avenue P location is the Departments central hub providing an efficient location inside Circle Drive where administration, and operations provide City Wide and Southwest quadrant parks services from. Operations and Maintenance (O&M) Facilities such as the tree nursery and greenhouse facility which grow and provide plant material to flower and tree planting programs are also located at the Ave P location. Some of the Park's O&M facilities have approached or are beyond their useful life or require expansion and improved staffing areas to support the continued growth of the City's parks and open space system.

The Parks Ave P O&M Facilities Master Plan (Ave P O&M FMP) project supports and is aligned with a Facilities Management/Supply Chain Management (FM/SCM) relocation project. The project also includes an option that could be implemented if the FM/SCM relocation project does not proceed. These projects are intended to mitigate accommodation pressures faced by the Parks, Facilities and Supply Chain Management Departments. More detailed business case development is in progress with the Facilities Management team and will be brought forward for further consideration and information in 2023.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Recreation, culture, and Leisure

This project will ensure the continued safe and efficient delivery of Sports Field, Urban Forestry and Greenhouse services to the community.

### **How does this project address Core Services & Operational Priorities?**

The Plan addresses several key actions in civic assets, for example:

Appropriately renovated or new O&M facilities in good condition will support the ongoing delivery of Core Services that the community has come to expect.

The project will support quality of life through enabling an environment where everyone can enjoy the benefits of green spaces and continue to provide high quality essential services and programs that enable the public to safely engage in everyday life.

### **How does this Project address Corporate Transformational Change?**

Improved O&M facility conditions associated with this project will improve the departments long term ability to ensure efficient and effective customer-centric service delivery. Good condition purpose-built O&M maintenance facilities in parks will provide staff/people confidence in the facilities staff use daily, allowing them to implement their operational programs in as safe, efficient and effective manner as possible. Providing these well-conditioned facilities will improve overall culture of the department.

### **How does this project mitigate Corporate Risk?**

Given the age, condition, of the Surveyors Building (Downtown), lack of area for heated equipment storage and condition of staff areas (Building#1), and poor structural condition of the

greenhouse – there is a risk that these buildings may not be able to support sports field, urban forestry and greenhouse operations in the future. Improved facility conditions will mitigate this risk.

**What is the impact if this project is delayed?**

Continued degradation of poor condition O&M facilities have (greenhouse) and will continue to become structurally unstable possibly deemed unsafe, unable to support operations. This type of disruption would have a major impact on the department's ability to meet their levels of service to the community.

**What is the impact if this project is not funded by 2035?**

Temporary locations or the relocation of existing staff from unsafe/ closed work locations to areas of current operation would be required – resulting in a loss in efficiency with reduced number of staging/storage locations – assets would not be able to be organized, scheduled, and stored in an organized coordinated way – resulting in damage, theft and safety concerns. Inefficiencies in terms of distances to travel to work sites or stored equipment locations would result in lost productivity. Without appropriate O&M facilities service levels associated with the Sports Field, Urban Forestry and Greenhouse program would be negatively impacted.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The provision of appropriate O&M maintenance facilities ensures that City staff have access to safe, adequate facilities and equipment necessary to deliver established levels of service.” These services directly contribute towards the advancement of the City's resident's ability to participate in recreation.

**What are other Triple Bottom-Line Co-Benefits?**

- Facility energy efficiencies,
- Improved work environment for staff and
- storage/weather protection for equipment and supplies.

## **Broadway Bridge Rehabilitation**

### **Project Description**

Broadway Bridge is an arch bridge built in 1932 that spans the South Saskatchewan River and has significant heritage value. This capital project submission is to support the rehabilitation of the structure.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Broadway Bridge is a historical structure in the core of Saskatoon and provides a major link for active transport, Bus Rapid Transit, and commuters to downtown.

The rehabilitation prioritizes positive investment to critical transportation infrastructure, while promoting City action on maintaining access to Saskatoon's vibrant downtown and encouraging greater development.

### **How does this project address Core Services & Operational Priorities?**

The rehabilitation of Broadway Bridge ensures the safety of the public using the structure, promotes active living, and advances the delivery excellence in core services and operation priorities.

The projects managing the risk to an acceptable level and maintains the established level of service throughout the full lifecycle of the structure.

### **How does this Project address Corporate Transformational Change?**

Customer-centric Service Delivery: The project supports customer-centric service culture that enables the City to reliably meet established levels of service for bridges and structures and consistently achieve high customer satisfaction with the state of infrastructure across the organization.

Efficiency and Effectiveness: The City invests in infrastructure to keep improving the organization. This drives operational excellence and helps deliver the established levels of service to the public.

### **How does this project mitigate Corporate Risk?**

According to the corporate risk appetite document the City has a low appetite for risks that would significantly affect our ability to provide uninterrupted essential services to our citizens or that jeopardizes public safety. The Broadway bridge is an essential river crossing for the City of Saskatoon and the project ensures the structure can continue to be safe and operational into the future.

### **What is the impact if this project is delayed?**

The structure could be delayed or deferred by multiple years, with the bridge minor maintenance program addressing any safety concerns with failing/falling concrete noted at the utility duct.

The project delay would increase the scope of the work, construction duration, and cost.

The project timing is also aligned with the BRT project, a delay would cause increased impacts

to residents, require multiple major restrictions to high traffic roadways and potentially delay the BRT project.

**What is the impact if this project is not funded by 2035?**

Increased cost to preserve the bridge assets with a potential of major damages and emergency repairs required on Broadway bridge.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

This project supports the efficient and effect asset management by ensuring the timing of the projects is aligned to reduce the overall lifecycle cost while ensuring the Bridge remains safe and operational.

**What are other Triple Bottom-Line Co-Benefits?**

Conserve energy or reduce GHGs: Maintaining the structure contributes less GHG emissions than allowing the degrade requiring replacement or closure.

- Structure includes 2 walkways that promote the use of active transportation.
- Additional commute time and associated emissions of 20,000 vehicles per day if the structure was not in place.
- The structure is a main route for BRT, supporting alternate transportation reducing GHGs.
- Delay or replacement will require additional time at materials, including concrete, which would increase GHGs.
- Concrete work completed in 1932 did cause significant GHG emissions. However, the structure now absorbs carbon each year through carbonation reducing GHG's.

Waste reduction and diversion: The project includes provisions to redirect products, such as asphalt milling, to be reused for other purposes diverting the material from the landfill.

Heritage, Arts, and Culture: Broadway bridge is included in Saskatoon Register of Historic places, identifying the structure as significant heritage value that has helped shape our community and tell the story of Saskatoon.

Improving affordability for users: Maintaining structures at optimal timing helps reduce the lifecycle cost of the asset to the structures users, making the structure more affordable to maintain and operate.

## **Parks NE Quadrant Satellite Facility**

### **Project Description**

The Parks Department's main facility for the northeast quadrant of the city is located inside the Forestry Farm, located in the Header House for numerous decades. This building is beyond its useful life and is inadequate for the size and scope of this fast-growing area. This project would support the construction of a new purpose-built maintenance facility in an area to the south of the current forestry farm parking lot

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

This project will ensure the continued safe and efficient delivery of turf maintenance and horticulture work in the city's northeast.

### **How does this project address Core Services & Operational Priorities?**

A new building for the NE quadrant would contribute greatly to ensure excellence in terms of managing and maintaining city parks and open spaces.

### **How does this Project address Corporate Transformational Change?**

Improved O&M facility conditions associated with this project will improve the departments long term ability to ensure efficient and effective customer-centric service delivery. Good condition purpose-built O&M maintenance facilities in parks will provide staff/people confidence in the facilities staff use on a daily basis, allowing them to implement their operational programs in as safe, efficient and effective manner as possible. Providing these well-conditioned facilities will improve overall culture of staff in the department.

### **How does this project mitigate Corporate Risk?**

Given its age and other issues (asbestos, structural, fire exit concerns on the second floor), there is a risk that this building may not be usable in the future.

### **What is the impact if this project is delayed?**

Continued risk of compounding structural issues and the need for asbestos abatements. Increasing risk of the need for ongoing short term expensive building repairs.

### **What is the impact if this project is not funded by 2035?**

There is risk that the facility condition continues to deteriorate to failure condition and is no longer able to stage equipment, supplies and staff necessary to carry out maintenance program in the Northeast Quadrant of the city. This would then require relocating existing staff from this site to another temporary site or building that may require additional travel time to get to the parks and green spaces in the NE quadrant – thereby adding to lost productivity in the additional travel time required.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The provision of appropriate O&M maintenance facilities ensures City staff have access to safe, adequate facilities and equipment necessary to deliver established levels of service.” These services directly contribute towards the advancement of the City’s resident’s ability to participate in recreation.

**What are other Triple Bottom-Line Co-Benefits?**

The current Northeast O&M maintenance building is not energy efficient and does not provide the best work environment for Parks staff that operate from this location.

## **Highway 11 and 16 Interchange Improvements**

### **Project Description**

The main operational issue occurring at this interchange is the bridge structure having substandard vertical clearance. The proposed project will address this operational issue by helping to protect the bridge structure from being struck.

The major components of this project are outlined below:

- Constructing a low-speed high load bypass lane for northbound traffic to prevent the bridge structures from being struck; and
- Constructing an over height load detector and guide signs to divert over height trucks to the bypass.

This project supports and enhances planned work as it is meant to improve the existing operational issues of today while bringing this infrastructure closer to the future ultimate configuration.

The completion of this project supports the fluidity of Canadian trade by alleviating capacity constraints and bottlenecks, and strengthens modal interconnectivity and operability by:

- Enabling vehicles that have a higher vertical clearance than 4.7 meters to travel northbound through this interchange. Currently, the City's permitting group must re-route vehicles over the 4.7-meter threshold. The travel time and distance of this re-routing varies depending on the vehicle's ultimate destination. This vertical restriction does not support the efficient movement of Canadian goods and people; and
- Improving the overall safety at a busy highway to highway interchange.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Economic Development and Regional Planning - removing a significant bottleneck to trade and transportation, as well as eliminating the economic impacts of detour and delays.

### **How does this project address Core Services & Operational Priorities?**

In August 2013 the Circle Drive South Bridge opened. This was a major addition to Saskatoon's transportation network as it connected the south portion of Circle Drive across the South Saskatchewan River completing Saskatoon's ring road. It is assumed that once this connection was made a significant increase in traffic volume at the Highway 11 & Highway 16 interchange occurred. This is reflected in the spike of collisions that happened in the years after 2013.

A major deficiency at this interchange is the bridge has a vertical clearance of only 4.7 meters while the current standard is 5.6 meters. Each year the bridge is struck several times by vehicles which is reducing the remaining service life for the structures. This is reflected in the 12% of fixed/movable object collision type that have occurred from 2010 to 2015.

Currently there are on average 2 to 3 major reported collisions per year of northbound over height vehicles striking the structure. The structure of this interchange is likely hit more times than what is reported but the incidences that are not captured are the incidences that are more minor. All over-height related collisions should be eliminated with the completion of this proposed project. For these major collisions (2 to 3 per year) there is an average cost to the vehicle insurers of \$113,000 per collision. To quantify this further that would be a potential cost savings of \$1,695,000 over the short-term (5 years) and \$6,780,000 over the longer-term (20



years).

Alleviating capacity constraints and bottlenecks and strengthens modal interconnectivity and operability by:

- Enabling vehicles that have a higher vertical clearance than 4.7 meters to travel northbound through this interchange. Currently, the City's permitting group must re-route vehicles over the 4.7-meter threshold. The travel time and distance of this re-routing varies depending on the vehicle's ultimate destination. This vertical restriction does not support the efficient movement of Canadian goods and people; and
- Improving the overall safety at a busy highway to highway interchange.

#### **How does this project mitigate Corporate Risk?**

Currently there are on average 2 to 3 major reported collisions per year of northbound over height vehicles striking the structure. The structure of this interchange is likely hit more times than what is reported but the incidences that are not captured are the incidences that are more minor. All over-height related collisions should be eliminated with the completion of this proposed project. For these major collisions (2 to 3 per year) there is an average cost to the vehicle insurers of \$113,000 per collision. To quantify this further that would be a potential cost savings of \$1,695,000 over the short-term (5 years) and \$6,780,000 over the longer-term (20 years).

When one of these major collisions occurs there is an increase in travel time experienced by the roadway users. This is due to the imposed speed reduction put in place while the structure is being inspected and repaired. On average, the imposed speed reduction is in place for one week, is 1.2 kilometers long, impacts the northbound, eastbound and westbound traffic, and reduces speeds in these directions from 90 kilometers per hour to 30 kilometers per hour. Using the 2016 Average Daily Traffic Counts (excluding all right turns, since it is assumed they will not be impacted by the speed reduction), the hourly values of travel time savings there is a cost of \$175,500 per major collision. To quantify this further that would be a potential cost savings of \$2,632,500 over the short-term and \$10,530,000 over the longer-term.

#### **What is the impact if this project is delayed?**

Continuation of the ongoing operating impact to the community, insurers, and the regional economy.

#### **What is the impact if this project is not funded by 2035?**

Continued and increased costs to the organization, the community and the region.

#### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The Highway 11 & Highway 16 interchange was constructed in the 1960's and the existing bridge structures remaining service life is approximately 10 to 15 years. In June 2017 the Highways 11 and 16 Interchange Functional Planning Study was completed by ISL Engineering and Land Services on behalf of the City. Within this study, Stage 1 Improvements were identified to address the existing operational issues and an ultimate interchange configuration was developed to support the long-term travel demands in the area. It is anticipated that the ultimate configuration construction would likely not occur until the existing bridge structures are at or near the end of their service life. The Stage 1 Improvements are compatible with the ultimate interchange configuration.

#### **What are other Triple Bottom-Line Co-Benefits?**

Reduce GHGs - reduced travel time delay should directly relate to reduced GHGs.

Supporting the local economy - reduced travel time delay, reduced congestion, improved freight operations will benefit the local economy.

Safety, or resiliency of essential services - improving the resiliency of major transportation infrastructure to change by removing a substantial risk.

Efficient and effective asset management and use - The Highway 11 & Highway 16 interchange was constructed in the 1960's and the existing bridge structures remaining service life is approximately 10 to 15 years. Removing a substantial risk is an effective asset management technique.

# **Corporate Infrastructure Priorities**

## **Fusion Upgrades - Finance and General Upgrades**

### **Project Description**

This project is a combination of mini projects for various required upgrades or enhancements to the SAP system. Not all of these are Finance specific, but they are of importance to the entire organization and include:

1. BPC to SAC - The current budgeting module of SAP (BPC) will not be supported past 2027; therefore movement to the new SAC (cloud analytics) will be mandatory. The SAC will also upgrade the functionality of what was installed at go-live ensure better salary, and operational tracking.
2. Investment Software - This may be SAP but could also be another software provider. The current system is extremely old, was built in house but has limited IT support as all people who had expertise in the system have retired.
3. Advanced Scheduling- Many areas require the advanced Scheduler module which has been purchased but is not implemented.
4. Reporting and an ABAP Developer - The current reporting project that IT has initiated cannot continue without proper resourcing for funding as well as staffing. An ABAP developer is required for many reporting needs but also ticket resolution.
5. Roles and Security Audit and Amendments - Since going live it is determined that a full review of all Roles and Security is required which would mean additional specialized resources would be needed for any overall changes or revamping of current role structure.
6. Collections Management - the legacy collections software was decommissioned with SAP, however no SAP alternative was implemented with Wave 1. The corporate collections group requires configuration of the collection's module ("Financial Supply Chain Management") in SAP to eliminate the new manual process that was introduced with SAP.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Improved decision making in operations and service delivery through the application of City data  
- This project ensures data integrity and will help in decision making for many areas of the City including budgeting, revenue, investment tracking, payroll related reports for all managers and will help the City ensure data governance is strong in those areas.

### **How does this project address Core Services & Operational Priorities?**

Civic Assets - These systems manage financial assets such as monies received, investments, staffing. Without these systems in place tracking and review of budgeting, funding and investments becomes very manual and prone to additional errors and fraud without system built-in controls. Collection has gone from an automated system to a manual collection process.

### **How does this Project address Corporate Transformational Change?**

Continue to implement best practices and controls to achieve responsible financial stewardship and accurate transparent reporting - This whole project is about ensuring best practices and data integrity as well as efficiency in producing that data. Staff currently have reverted back to many manual processes for all of these items which has increased time, reduced in-system controls and efficiency.

A motivated workforce that feels valued and supported to perform at their best - Our people matter and as a City we expect high-performance of our staff and the system limitations are not allowing our staff to complete their tasks efficiently. Staff is frustrated at the efficiency lost and additional effort to complete tasks that were automated prior. These manual items are (or will be) prone to errors.

### **How does this project mitigate Corporate Risk?**

Collections are approximately \$19 million as of today and these are now manually being tracked on a spreadsheet. There is additional opportunity for error and reduced collections by this being manual. There are no automated follow-up reminders from a fully functioning system.

Roles and Security Audits and subsequent amendments to the system will ensure full segregation of duties, reducing opportunity for fraud that exists now with people having roles that should be segregated. It will also reduce privacy risks within the system with people seeing information that they should not have access to as there are general roles that have been identified have access to information they should not.

Activating advanced scheduler can help managers better manage their staff and match to the timesheets being approved. This can avoid over or underpayments of staff.

### **What is the impact if this project is delayed?**

There is an expiry on the BPC module so it cannot be delayed past a full implementation by 2027 or we will lose the ability to budget within the system.

Roles and security review and delays will ensure proper segregation of duties and fraud prevention, delaying this project will impact those. People will also continue to access to information that they do not require for their jobs which is a Privacy risk.

Collections Management and Scheduling delays reduce efficiency and effectiveness for staff who are having to do things outside of the system in spreadsheets or other systems not directly linked to SAP; and Collections poses a risk of error and not collecting full or correct amounts.

Currently the investment software does not allow for corrections so if an error is made the error must be manually tracked and updated for as long as the investment is held which could be years, also if something were to go wrong with the Investment software, IT support is limited and we would have to move to tracking all investments, along with move all automated entries into a manual process.

The reports required as fundamental for day to day and regulatory requirements such as PayOffice who still do not have a Payroll register (which has also been recommended by the external auditor as a mandatory report), overtime and Labour reports are a very manual process which require many hours on a per-pay period basis to produce for the corporation and require manually merging data from different areas where errors could easily be made. An ABAP developer is not on PWC staff and is required for many of our tickets that have been outstanding for a long period as well as the reporting project.

**What is the impact if this project is not funded by 2035?**

All of the answer above applies here and will be repeated below. Also, we will not be able to see the efficiencies that were promised with the new system without some of these fixes, changes or upgrades.

There is an expiry on the BPC module so it cannot be delayed past a full implementation by 2027 or we will lose the ability to budget within the system.

Roles and security review and delays will ensure proper segregation of duties and also fraud prevention, delaying this project will impact those.

Collections Management and Scheduling delays reduce efficiency and effectiveness for staff who are having to do things outside of the system in spreadsheets or other systems not directly linked to SAP; and Collections poses a risk of error and not collecting full or correct amounts.

Currently the investment software does not allow for corrections so if an error is made the error must be manually tracked and updated for as long as the investment is held which could be years, also if something were to go wrong with the Investment software, IT support is limited and we would have to move to tracking all investments, along with move all automated entries into a manual process.

The reports required as fundamental for day to day and regulatory requirements such as PayOffice who still do not have a Payroll register (which has also been recommended by the external auditor as a mandatory report), statistical reports as required by Stats Can, overtime and Labour reports are a very manual process which require many hours on a per-pay period basis to produce for the corporation and require manually merging data from different areas where errors could easily be made. An ABAP developer is not on PWC staff and is required for many of our tickets that have been outstanding for a long period as well as the reporting project.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

The ability to properly manage the collection of money is imperative to ensure that bad debts do not increase resulting in subsequent increases to the property taxes or alternatively reduce other essential services to cover the loss of revenue. The roles and security audit and subsequent fixes will ensure greater control and fraud prevention within our SAP system. Several areas are requesting the Scheduler module as they are unable to Schedule staff and integrate properly with SAP. These projects substantively support the ability to track, budget, manage, collect money and without these systems functioning at a high level will introduce more errors, fraud, and risk into our processes.

**What are other Triple Bottom-Line Co-Benefits?**

Upgrading and implementing these new improvements will help ensure quality work is completed, employees can efficiently do their work, can focus on analytical work rather than manual tracking. It ensures continuation of our essential, mandated and provincially regulated services of creating a budget, collection of money, and managing investments, can be completed which in turn ensure funding is available for operational requirements.

## **New Customer Information System (CIS) for Corporate Revenue**

### **Project Description**

CIS was implemented in the last 1990's and has many limitations due to its age. This project involves replacing both components, meaning a new Utility Billing System as well as a new Property Tax Billing System. Currently the City's CRM is CIS as well, although that will not likely be the case once the corporation finds a new CRM solution.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

No external funding: however, a minimum of 50% of this project would be funded by the City's utility departments.

### **How does this Project Address Council Priorities?**

N/A

### **How does this project address Core Services & Operational Priorities?**

The billing of property tax and utilities results in approximately \$900M of revenue each year. Given that, CIS should be considered a key civic asset, therefore it must be maintained to maintain/exceed our established levels of service.

### **How does this Project address Corporate Transformational Change?**

A modern billing system will present numerous opportunities to improve on current billing, and collections, processes for both utilities and property tax. It also is more likely to better integrate with SAP, allowing more timely and accurate financial reporting. This would be of significant benefit to internal and external customers, as CIS is essential in our ability to provide data for customers and ourselves.

### **How does this project mitigate Corporate Risk?**

A new CIS would allow for more automated processes, which will reduce errors and reduce the need for additional FTE's as the City grows due to fewer manual processes.

Also, CIS is currently based on a programming language that is antiquated. This is a significant risk as any new IT support will not have experience in operating under PowerBuilder. A new system will allow for much quicker onboarding of Revenue and IT staff.

Lastly, if CIS were to become unavailable for any significant period of time, we would be unable to bill and collect the vast majority of our operating revenue.

### **What is the impact if this project is delayed?**

IT has done a lot of good work recently to extend CIS's lifespan, but there's only so much that can be done given the solution is over 30 years old. As billing becomes more complex (new utilities, deferrals, etc.) there is an increasing need to develop more manual processes, which is not sustainable with current resources.

**What is the impact if this project is not funded by 2035?**

Going beyond 2035 with CIS is not feasible. More clarity will be provided once the consultant has done their work. In addition, the risk of IT not being able to train and/or find people able to support CIS grows as it continues to age.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

A new CIS will not only allow us to continue being able to calculate, bill, collect and track amounts owed to the City, but will also allow for better, more timely reporting on usage, etc.

**What are other Triple Bottom-Line Co-Benefits?**

Innovation and skills training – a new system will provide a much more adaptable framework for staff, which will enable many continuous improvement opportunities.

Resiliency and essential services – without the ability to bill and collect monies owed, all core services would be at risk.

# **Saskatoon Emergency Management Interoperability Enhancement**

## **Project Description**

The City of Saskatoon requires an updated interoperability facility – Emergency Operation Centre - and mobile command unit. This project provides a consultation process, selection of location, project management and design and build of an updated City of Saskatoon Emergency Operations Centre. To support this enhanced interoperability there is also a need for the Mobile Command Unit to be replaced.

## **Total Capital Estimate**

5 million to 20 million.

## **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

## **How does this Project Address Council Priorities?**

Reconciliation, equity, diversity and inclusion.

Saskatoon Emergency Management has embraced the “whole of community” approach to emergency management to identify inequities in planning, mitigation, response and recovery that lead to a disproportionate impact on those in our community who are marginalized because of their race, gender/sexual identity, physical ability, and/or lived experience. This requires engaging with non-traditional emergency management partners and sectors. This expands the role of interoperability and the complexity of planning, mitigation, response and recovery. The impact is that there may be more frequent and longer duration responses that involved both the Mobile Command Unit or Emergency Operations Centre.

Community Safety and Wellbeing.

Saskatoon Emergency Management processes and resources provide an increase in the collaboration and coordination for emergency events. This increases the ability to respond to life-safety events by all sectors of a response.

Regional Planning.

Saskatoon EMO has responsibility for the emergency management planning, mitigation, response and recovery for 11 communities around Saskatoon. Our critical infrastructure partners in Saskatoon often have responsibility for services in surrounding communities as well. There would be exploration of opportunities to partner with more communities in the development of an Emergency Operations Centre to provide support for the region.

Environmental Sustainability.

In both the development of the Emergency Operations Centre and the Mobile Command Unit environmental opportunities will be considered. In addition, an interoperable emergency response plan can contribute to environmental sustainability by providing the opportunity to both mitigate environmental hazards that could impact Saskatoon and when an event occurs impact on the environment is one of the key principals in the response plan.

## **How does this project address Core Services & Operational Priorities?**

Civic Assets – Both the Mobile Command Unit and the Emergency Operations Centre provide increased interoperability in a whole community approach to mitigate the impact of major emergency events on civic assets and services. This includes civic assets and critical infrastructure in the whole community. This project to increase interoperability both with City divisions and within the community contributes to the outcome of Saskatoon’s built and natural assets being managed at an acceptable level of risk to ensure that levels of service continue.



Equitable and Accessible Services – large and complex emergencies or disasters have historically had a more significant impact on individuals who are living in poverty or are marginalized in communities. Saskatoon EMO has prioritized a whole-community emergency management framework. Increased interoperability through the Mobile Command Unit and Emergency Operations Centre includes non-traditional sectors and groups to address systemic imbalances in response.

Quality of Life – Saskatoon EMO leads collaboration with critical infrastructure and community partners from a whole-of-community approach. This inter-operability project would continue to build on this increase in partners to strengthen community and regional resilience and mitigate public risk and vulnerability, especially on those who are disproportionately impacted during emergencies and disasters. During COVID-19 the City of Saskatoon provide a whole-community response that considered varying degrees of vulnerability for residents and organizations. This standard is now the community expectation in all emergency events.

### **How does this Project address Corporate Transformational Change?**

Customer-centric – this project increases inter-operability through the Mobile Command Unit and EOC. These two City of Saskatoon resources are key to continuity of services during emergency and disaster events. The preparedness, planning, response and recovery for Saskatoon are supported and conducted during emergency and disaster events through the process and resources from these projects. They underly and support all other departments and critical infrastructure in Saskatoons ability to provide ongoing services during and after emergencies and disaster events.

Efficiency and effectiveness – The outcome of “our ability to proactively respond to opportunities and challenges, while managing risks and organizational change” is enhanced with increased interoperability from a whole community – one-city approach that the projects provide. Increased interoperability through the Mobile Command Unit and the EOC provides risk management during emergencies and disaster events.

People and Culture – Increased interoperability fosters safety of City staff and residents. Review of major emergency events after-Action reports note that increased interoperability increases safer outcomes for all impacted. Both projects encourage inter-connected and inter-operable planning and response.

### **How does this project mitigate Corporate Risk?**

The Mobile Command Unit and the Emergency Operation Centre both provide resources and processes to mitigate the risk of service disruptions for any reasons within City operations. These both can be used during events ranging from severe weather, labour disruptions, cyber-attacks, and other hazards regularly occurring in our community.

During large emergency and disaster events Saskatoon EMO provides resources and processes that impact the outcomes of the response. In the FEMA After-Action review of the response to the Las Vegas shooting in 2017, the executive summary notes “the importance of coordinated planning and response across agencies cannot be understated in terms of its impact on response.” When pre-established plans, procedures, and resources (like the Mobile Command Unit and EOC) are improved and strengthened the response is strengthened.

Through the whole-community inclusion that is foundational for emergency management in Saskatoon the community is empowered to work together to mitigate risks to our community and to respond with unity of leadership in the face of major events.

### **What is the impact if this project is delayed?**

The Emergency Operation Centre, located at 870 Attridge Drive, was established in 2008. The requirements for an EOC in the City of Saskatoon have changed dramatically since then. In addition, the expansion of the sectors involved in an emergency response have expanded and a review of the Emergency Operations Centre requirements will assist in ensuring the whole community is engaged in responding to major emergency events. Communications have also become more complex with multiple communication channels and increased need for coordination of communications partnerships during an emergency event. The current EOC location does not provide the need for this increased interoperability requirement for information officers from critical infrastructure partners.

During a large or complex emergency or disaster event, effective decision-making relies on the ability to collect emergency-related information, which requires close coordination between key leaders from a variety of divisions, organizations, agencies and government operations. The City of Saskatoon must be ready to direct and control emergency operations. The EOC is the physical location to coordinate information and resources to support the priorities of life-safety, critical infrastructure and service continuity, environment, economy and cultural heritage.

At this time the Mobile Command Unit has been impacted by increased use and more partners involved with complex response. There are ongoing mechanical issues that are creating safety concerns for staff operating this apparatus. The current Mobile Command Unit was a retrofitted recreational vehicle. This provided an opportunity to build capacity for inter-operability and develop policy and procedures for incident command post in Saskatoon.

During activations there can be up to 30 individuals representing multiple organizations, levels of government and emergency responders on the mobile command unit. The use of the mobile command post has increased yearly (outside of 2020 – due to COVID 19) and this increased frequency and intensity of usage has strained the mechanical operations of this unit. It has become increasingly expensive and challenging to complete repairs.

Multiple After-Action Reports from large scale events/incidents have recommended that emergency response organizations establish a single incident command post to provide a more comprehensive, coordinated and timely response to significant events. Saskatoon's mobile command unit is activated by special events, Saskatoon Police Service, and Saskatoon Fire Department during complex emergency events. If this project is delayed or deferred for multiple years Saskatoon will be without a Mobile Command Post and will not be able to respond as effectively to complex incidents and large-scale special events. There is risk to residents' safety and reputational risk to the City of Saskatoon.

It is important to note that with growth of the city and complexity of events there is increased need for a functional Mobile Command Unit.

A significant delay in this project will impact the City of Saskatoon's ability to protect these priorities in a large scale/complex emergency/disaster event.

### **What is the impact if this project is not funded by 2035?**

The City of Saskatoon Emergency Operations Centre has not been upgraded or reviewed since 2008. Without this updating and review the EOC will become inoperable and the City will not have a facility to manage large scale/complex emergency/disaster events.

The Mobile Command Unit is rapidly developing major mechanical failures. There will be several possible impacts. Mechanical failures will need to be addressed and the cost for these failures are becoming substantial. If the choice is made not to fund this project the Mobile Command Unit will become inoperable and will not be able to provide the incident command interoperability during major or complex events. There will be an increased risk to resident and

responder safety in these events. There will also be an increased risk to the reputation of the City in responding to these events.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Safety, or Resiliency of Essential Services.

Saskatoon EMO's primary responsibility is to increase the resiliency of the City of Saskatoon to major emergency events. Through planning, training, response and recovery the Mobile Command Unit and Emergency Operations Centre works with all critical (essential) services in Saskatoon – both internal to the City and external critical infrastructure. Training, response, and recovery activities occur using the tools of the Mobile Command Unit and the Emergency Operations Centre. These resources need to meet the requirements of all partners and need to be inter-operable with all critical (essential) services.

**What are other Triple Bottom-Line Co-Benefits?**

Reconciliation, Equity, Diversity and Inclusion:

As has been mentioned emergency management is responsible for increasing resiliency of the whole community and works with all sectors to mitigate the different impacts of major emergency events on all residents.

Health, Wellbeing and Self-sufficiency:

Major emergency events and localized events can be mitigated in a timelier manner when interoperability tools like the Mobile Command Centre and the Emergency Operations Centre and their processes are implemented with all critical infrastructure partners. This timely response and recover increases the health and well-being of residents of Saskatoon.

Efficient and Effective Asset Management and use:

Taking a whole-city and whole community approach to emergency management, both resources increase the mitigation of major events that could impact city assets.

Recreation or Civic Participation:

The Mobile Command Unit provides increased safety coordination for large scale public events in Saskatoon. This includes safety briefings and contingency planning with all partners. This decreases the risk for these events.

## **New Computer Assisted Mass Appraisal (CAMA) System for Assessment Office**

### **Project Description**

Current CAMA system (AO) has been in use since 2002 and has many limitations hindering the City's ability to efficiently assess property. This project is to fund the purchase and implementation of a new CAMA system.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

N/A

### **How does this project address Core Services & Operational Priorities?**

A new CAMA system will allow the Assessment Office to provide a lot more information (via self-service) to citizens regarding property assessment information. By doing this, the City will finally be on par with other Assessment service providers within the province.

### **How does this Project address Corporate Transformational Change?**

Supports the goal of developing a modern customer service system by improving supporting technology (i.e., 24 hour access to data), automating processes that are currently manual, and allowing the Assessment Office to implement industry best practices regarding data retention and access.

### **How does this project mitigate Corporate Risk?**

A new CAMA system would allow for more automated processes that ensure more reliable property assessments. This is critical as the Assessment Roll is the foundation of the property tax levy each year. Errors also have significant impact on the public perception of the City and have, will continue to lead to an erosion of public trust in the property tax levy.

### **What is the impact if this project is delayed?**

Given the current system is over 20 years old, any further delays increase the risk of inaccurate property assessments. Current processes are in place to alleviate this as best as possible; however, AO's limitations present significant challenges to the Assessment Office's daily operations.

### **What is the impact if this project is not funded by 2035?**

Given the current system is over 20 years old, any further delays increase the risk of inaccurate property assessments. Current processes are in place to alleviate this as best as possible; however, AO's limitations present significant challenges to the Assessment Office's daily operations.

### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Allows a more stable property tax levy that is based on more reliable assessments.

**What are other Triple Bottom-Line Co-Benefits?**

Innovation and skills training – competitors for staff have new systems already, new systems also allow for better customer access.

Safety or resiliency of essential services – Reliable collection of property taxes is essential to the Corporation.

## **Corporate Accommodations - Facility & Supply Chain Management Consolidation**

### **Project Description**

This work is focused on relocating and consolidating offices, workspaces, stores and inventory operations for both the Facilities Management (FM) and Supply Chain Management Departments. The consolidation of FM spaces significantly supports the expansion and consolidation of Parks Department operations at the Ave P site. A detailed consolidation project charter, report and business plan has been developed to support this project.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Engagement on infill and growth - As we divest or develop City sites to improve and consolidate operations we coordinate and work with private industry to engage and improve infill and growth.

Regional Planning – consolidation of civic services supports the City of Saskatoon as we service both the City and the surrounding economic region.

Downtown Development – Alignment of civic service delivery in application of the Official Community Plan including the divestment and acquisition of downtown properties and sites supports effective development of our City Centre.

Environmental Sustainability - This project addresses operational deficiencies in divestment of existing facilities and purchase, renovations, and improvement of new buildings in application/adherence to HPCB Policy requirements.

Smart City – Improves the operations of civic facilities through integrated building management systems. This project also supports and improves civic procurement and inventory operations with the business community through the consolidation and coordination of SCM and FM services in a centralized and centre-led operation.

### **How does this project address Core Services & Operational Priorities?**

Civic Assets – Consolidation and optimization of civic operations and corresponding purchase and divestment of civic facility assets to support the effective delivery of civic services is the key purpose of the corporate accommodation and corporate asset management strategies. This project both consolidates civic operations for three departments, divests or disposes of aging assets and allows for future expansion.

Equitable and Accessible Services – this project provides significant improvement to service delivery of three departments for the organization and the community (Parks, Facilities and SCM).

Procurement and Project Management – Consolidating SCM operations at one central location improves the delivery of procurement in inventory management services for the entire corporation. Divestment of aging store's location and developing a centre-led strategy is core to SCM's operational priorities. All civic departments will experience a significant benefit from improved inventory management operations both at a new centralized site and across planned satellite sites (i.e., New space at Ave. P for Parks, Facilities and Public Works).

Quality of Life – Effective delivery of Parks and Facilities services supports the delivery of all civic services across the corporation. Essential services and municipal programs are better supported with consolidated operations and maintenance teams and supporting SCM services.

#### **How does this Project address Corporate Transformational Change?**

Efficiency and Effectiveness – Consolidation of operations and effective management of civic facility assets through accommodation of corporate services supports the implementation of best practices and controls for responsible financial stewardship. This project is essential to the execution of the supply chain management transformation strategy.

People and Culture – supports the employee engagement strategy and corporate values providing employees safe work facilities through the divestment and replacement of aging unhealthy infrastructure.

#### **How does this project mitigate Corporate Risk?**

Multiple Facilities Management performance and coordination issues and SCM items identified in 2020 MNP Audit that will be improved through the consolidation and better delivery of civic services.

Unsafe and aging infrastructure requires facility replacement for uninterrupted civic services. This project allows for Parks Department to consolidate and expand operations at Ave P site.

Continues to be significant risk in the procurement and management of civic inventory and the delivery of SCM services.

#### **What is the impact if this project is delayed?**

1. Leasing of civic sites. \$300K annual. Cardinal Cres.
2. Opportunity to sell two sites (\$3-5M). (202 Portage Ave. & 333 Ontario Ave).
  - a. Ontario Ave. \$1.5 – 3.0M (Demo and Rebuild);
  - b. Ave P Site. \$2.0M Build for Parks;
  - c. SCM – Inventory Management \$1.0M Portage;
  - d. SCM – Build new at Ave P. \$2.0 – 4.0M Ave P.
3. Required to purchase / lease a new SCM site. (many variations).
4. Significant Health and Safety issues with existing sites. Substandard conditions for operations teams (Surveyor's site).

#### **What is the impact if this project is not funded by 2035?**

As above with potential for additional new construction and lease sites.

#### **What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Efficient and effective asset management and use

Consolidation of numerous operational services for multiple departments in purpose designed spaces to improve and transform delivery of civic services.

#### **What are other Triple Bottom-Line Co-Benefits?**

Waste Reduction & Diversion – Improved civic operations with effective divestment of aging facilities and adherence to the high-performance civic building policy supports this co-benefit.

Support Climate Adaptation – New or modified newer buildings aligned with the high-performance civic building policy support climate adaptation.

Health, Wellbeing and Self-sufficiency – New and consolidated operations improve employee wellbeing and effective delivery of civic services.

Safety, or Resiliency of Essential Services – Improved facility operations supports all essential services by improving facility conditions and indoor environments.

Innovation, Quality Workplace, or Skill Training – Consolidation and improved service delivery fosters internal coordination, skill training and improved workplace dynamics



## **Inventory Centralization and Optimization**

### **Project Description**

Inventory Centralization and Optimization - ensure all corporate inventory operations are aligned with current and future operational needs.

### **Total Capital Estimate**

5 million to 20 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this project address Core Services & Operational Priorities?**

Internal and external audit findings have determined there are specific segregation of duties issues. Centralizing the reservations and requisitions, issuance of purchase orders, and goods receipt/service entry receipt.

Central warehousing will ensure physical and transactional receiving is complete and done in a timely fashion. This will ultimately lead to reduction in accounts payable seen issues as well as reduce the time spent on cleaning up the payables, contacting internal personnel for issues, and working with vendors to submit proper invoices and reference to internal purchase orders.

Central operational buying will have individuals specialized in the operation procurement of goods and services. Focal points for issuing, monitoring, and expediting purchase orders, as well as working between AP and vendors to resolve any issues related to the purchase of goods and services

### **How does this Project address Corporate Transformational Change?**

Through implementation of centralized warehouse and operational procurement, we will benefit from:

- reduction of unproductive labour hours,
- clearly defined roles and responsibilities,
- freight reductions,
- vendor price breaks and enhanced purchasing power,
- reduced stock outs through increased inventory control,
- Improved spend accountability and transparency,
- reduction in Goods Receipts/Invoice Receipt (GR/IR) issues,
- key people becoming super users within SAP in their focused area (train the trainer),
- Increased visibility and control,
- Increased communication,
- Reduction of pgroups and users able to issue purchase orders,
- Standardization and alignment of procurement and warehouse processes and procedures.

### **How does this project mitigate Corporate Risk?**

The historical methods of divisional silos have led to different operating models for inventory management and purchasing of goods and services. With the implementation of SAP, we continue to highlight and see various opportunities across the City to standardize procedures, create new, or improve current policies, and optimize standard work for our employees.

**What is the impact if this project is delayed?**

Lack of centralized compliance and governance. Resources continue to be constrained and inventory operations continue in risky, outdated, poorly located facilities. Inventory operations continue to lag behind operational needs and growth.

**What is the impact if this project is not funded by 2035?**

Inventory operations continue to and significantly fall behind operational requirements.

**What are other Triple Bottom-Line Co-Benefits?**

The following high-level benefits can be achieved:

Recognition and investment in the role of inventory plays across the organization.

Functional level leadership, mentoring, and guidance.

Ability to develop and maintain organizational wide culture for inventory management.

Significant reduction in operating costs.

Rent and other utilities.

Achieve cost efficiencies through optimization and streamlining of business processes leveraging SAP/Fusion.

Centralized inventory uses fewer human resources as few people can give maximum results.

Resource Efficiency.

Presents the opportunity to update job descriptions and combine roles into a single Union.

Provision of better customer service through a focus on skilled workers, increased ability to respond to inquiries and requests.

Modernized facility, fit for purpose, better equipment.

Risk associated to outdated equipment, racking, and design are mitigated.

## **Corporate Accommodations - City Hall Lobby Renovations**

### **Project Description**

Renovation of City Hall Lobby to relocate all public facing services to the main floor lobby of the building and reduce or eliminate the need for visitors to access other areas (i.e., Building Standards, Human Resources etc.) while still allowing staff to access building amenities (i.e., Cafeteria). This includes improvements to visitor processing to restricted areas, and improved wayfinding signage.

The lobby renovations will incorporate accessible meeting rooms for all City services including Councillor meetings, Building Standards, Community Standards, Planning & Development, Human Resources, and City Solicitor's office.

Renovations include Safety/Security improvements with input from Corporate Security stakeholders. Involve minor passive controls and/or panic buttons, and other programming changes. These proposed interventions will be compatible with long-term Security plans.

A phased planning approach will allow for varying levels of intervention and capital investment. A detailed report and presentation were provided and supported by the ALT. Project includes partial CBCM funding for replacement of existing infrastructure (Entrance, flooring, finishes, etc)

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

CBCM Funding is available for a small portion.

Other federal funding may be available for improved delivery of civic services. \$250K.

### **How does this Project Address Council Priorities?**

Reconciliation, Equity, Diversity, and Inclusion - Allows community meeting spaces to work with the community groups to identify next steps in implementation of the Truth and Reconciliation Commission (TRC) Calls to Action. Allows for placemaking opportunities in City Hall.

Community Safety and Wellbeing - Create spaces where all community members feel safe and welcomed to ensure cultural identities and living experiences are reflected in the community.

Recreation, Culture and Leisure – Provides cultural opportunities, artwork and placemaking at City Hall in new meeting spaces and community service orientated lobby.

Smart City Advance a customer service strategy and roadmap, building on the foundation of Service Saskatoon.

### **How does this project address Core Services & Operational Priorities?**

Civic Assets – Improves longevity of civic infrastructure with improvements to City Hall Council and Lobby areas.

Equitable and Accessible Services – supports the implementation of a robust engagement strategy with modern and accessible city hall lobby areas that connects with the community and is reflective of the community's diverse needs and expectations.

Quality of Life – Provides a modern enabling environment at City Hall welcoming residents and visitors to the City. Ensuring high quality and citizen centric service delivery at City Hall.

**How does this Project address Corporate Transformational Change?**

Customer -centric Service Delivery – Provides new accessible spaces for civic staff to provide effective customer service.

Efficiency and Effectiveness – Improves effective delivery of customer centric services for all services at City Hall.

People and Culture - Support safety and wellbeing of civic staff and citizens in the delivery of civic services in a welcoming and accessible lobby and Council chambers.

**How does this project mitigate Corporate Risk?**

Mitigates risk through the efficient and secure spaces provided in City Hall lobby. In addition, it supports the relocation of the cafeteria to the main floor limiting all public access to the main lobby and associated spaces.

**What is the impact if this project is delayed?**

If this project was delayed then there would be impacts to staff and Councillor security and failure to meet expected customer service levels. There would be a potential loss of reputation.

**What is the impact if this project is not funded by 2035?**

As above with potential for significant security risks and reduced opportunities to provide accessible and equitable civic services.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Allows for transformative change to customer service options and delivery in the City hall lobby. Placemaking, meeting spaces, cafeteria operations. Civic events and gathering spaces. Provides enhanced security for public and staff isolating public to the main floor.

**What are other Triple Bottom-Line Co-Benefits?**

Supports multiple co-benefits supporting opportunities for cultural events, art installations. Allows for improved safety and wellbeing of visitors to City Hall. Improves opportunities for civic participation in events at City Hall. Improves innovations in customer service and quality workplace by limiting public access to workspaces.

## **SAP Ariba**

### **Project Description**

With strategic sourcing solutions from SAP Ariba, you can manage and optimize your entire sourcing, contracting, and spend analysis processes for all types of spend – direct and indirect materials as well as services. Integrated into your execution and procurement processes, these solutions can help aggregate and classify all purchases, gain visibility, segment spend, and identify savings opportunities company wide. Standardize source-to-contract processes across teams and business units. Drive materials cost savings and optimization across all spend categories and ensure that the savings you negotiate are fully realized. Increase speed and drive up SCM throughput and reduce risk by finding better suppliers, increase diverse and social spend.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

None and it is unlikely to receive other funding.

### **How does this Project Address Council Priorities?**

Faster time to market and time to volume: Integrate R&D and product design with sourcing, procurement, and supply chain management to accelerate innovation, including environmental sustainability. Quick and accurate sourcing supports the ability to drive social procurement initiatives and outcomes. (REDI).

Effective supplier collaboration, better product cost management. Minimize contract leakage and realize negotiated savings when all purchase orders reflect supplier agreements. Stronger compliance tie supplier qualification and sourcing together to ensure selection of qualified suppliers and mitigate supply chain disruptions. (Economic Development / Environmental Sustainability)

Complete supply chain visibility: Collaborate with multiple tiers of suppliers to manage your non-linear and external supply chains, reduce inventory levels, increase fill rates, and increase team productivity. (Smart City)

### **How does this project address Core Services & Operational Priorities?**

Complete supply chain visibility: Collaborate with multiple tiers of suppliers to manage your non-linear and external supply chains, reduce inventory levels, increase fill rates, and increase team productivity. (Smart City)

Reduces risk with existing SCM software and adds additional functionality to significantly improve vendor master data and the correct approval and execution processes.

### **How does this Project address Corporate Transformational Change?**

Centralize the procurement function across Divisions for enhanced compliance, coordination, and standardization. Reduce procurement costs, leverage buying power to achieve organizational and/or City Council Priorities and increase the use of automation across the function. Helps SCM transition to strategic procurement vs. tactical or transactional buying.

### **How does this project mitigate Corporate Risk?**

Reduces risk with existing SCM software and adds additional functionality to significantly improve vendor master data and the correct approval and execution processes.

**What is the impact if this project is delayed?**

Risk in procurement governance and compliance, inefficient and outdated processes. Lack of full system integration and failure to achieve efficiencies. Failure to meet social procurement goals.

**What is the impact if this project is not funded by 2035?**

Risk, inefficient and outdated processes. Lack of full system integration and failure to achieve efficiencies. Additional risk of falling further behind the curve in strategic sourcing and spend management.

**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

A transformed, centralized, and efficient procurement organization with higher savings and greater automation of channels across guided buying, material and service design, and spend control. Increased spend visibility with improved analytics and performance management. Enables the City to apply the appropriate level of governance, identify risk and value across the source-to-pay cycle and to better connect SCM internal and external stakeholders.

A better customer experience and culture of partnership with vendors, communities, and stakeholders that build a stronger foundation and framework to fully support the City's Triple Bottom Line Policy.

**What are other Triple Bottom-Line Co-Benefits?**

A transformed, centralized, and efficient procurement organization with higher savings and greater automation of channels across guided buying, material and service design, and spend control. Increased spend visibility with improved analytics and performance management. Enables the City to apply the appropriate level of governance, identify risk and value across the source-to-pay cycle and to better connect SCM internal and external stakeholders.

A better customer experience and culture of partnership with vendors, communities, and stakeholders that build a stronger foundation and framework to fully support the City's Triple Bottom Line Policy.

## **Corporate Accommodations - City Hall Furniture and Carpet Replacement**

### **Project Description**

Replacement of obsolete furniture (unfunded) and carpet (CBCM funded) throughout City Hall. Items like carpet and furniture are subject to ongoing wear and tear, and eventually require complete replacement. Extremely worn and soiled carpet have created air quality concerns and trip hazards in several areas. The existing furniture product has been obsolete for about 15 years and replacement parts are not available nor does the City own any excess inventory. There are advantages to considering furniture upgrades at the same time area carpet is being replaced, and vice versa, as labour and material costs can be reduced overall if upgrades are completed simultaneously. Additionally, this aligns with staff expectations when accommodations projects are completed.

Facilities has purchased enough stock of the replacement carpet product to ensure that all of City Hall can be replaced as needed, with or without furniture upgrades. Replacement carpet is the responsibility of CBCM through Facilities, however, the costs of furniture replacements are responsibility of the Department, and as a result, do not always occur. As a result, obsolete furniture is not consistently replaced throughout City Hall. The older office furnishings are showing considerable damage in some areas and has presented safety concerns. The electrical raceways have been modified in places creating code issues and in a couple of locations, actual burn marks have been found when the product was dismantled. Anticipating further issues with dismantling the product, the Designers are reluctant to proceed with installing new carpet without replacing the old furniture. Removing the electrical raceways and running extension cords and power bars has resulted in increased cord issues in work areas. Typically, Divisions like to take advantage of the opportunity to reconfigure their spaces when carpet is replaced. There is little to no opportunity to realize improvements in layouts when limited to the existing furniture in the spaces.

Facilities is proposing that a capital project to fund the replacement of obsolete furniture be considered, ensuring that Departments with limited resources are not left behind other groups in the corporation. If dedicated funding was made available to cover the replacement costs of obsolete furniture, Facilities has the in-house expertise and necessary vendor agreements in place to administer the area upgrade projects in conjunction with the carpet replacements and can ensure that corporate standards are met throughout City Hall.

### **Total Capital Estimate**

2 million to 5 million.

### **Overview of potential non-city funding sources**

CBCM Funding is available for carpet replacement and components of the City Hall Lobby renovations. Carpet has already been purchased and is in place for multiple areas of City Hall.

### **How does this Project Address Council Priorities?**

Community Safety and Wellbeing – supports safe working and visiting environment for staff and public at City Hall. Improves operations lighting, reduces fire hazards and improves general professionalism and welcoming environment.

Environmental Sustainability - This project addresses operational deficiencies at City Hall improving operations, air quality and reducing energy costs with existing furniture in application/adherence to HPCB Policy requirements.

Smart City – Furniture investments to address opportunities and challenges around digital infrastructure, connectivity, and technology to support effective and efficient office spaces.

#### **How does this project address Core Services & Operational Priorities?**

Civic Assets – Directly improves city workspaces to ensure safe, adequate administrative and operational facilities to deliver established levels of service as Saskatoon grows.

Equitable and Accessible Services – Improves service offerings in the community and considers the impacts of growth and new technology used with new architectural furniture.

Procurement and Project Management – Uses current blanket contracts established in adherence with the corporate purchasing policy to purchase systems furniture in transparent and cost-effective manner. Utilizes existing stock material that was also purchased in accordance with corporate policies.

Quality of Life – Provides safe and welcoming environment for citizens and staff at City Hall allowing public to engage in civic services.

#### **How does this Project address Corporate Transformational Change?**

Efficiency and Effectiveness – Supports the effective operation of administrative and operational teams in City Hall with improved (health and safety, appearance, air quality) working environments.

People and Culture – Supports all City Hall staff and visitor with improved appearance, indoor air quality and professional environment support employee engagement and increased staff morale.

#### **How does this project mitigate Corporate Risk?**

Health and Safety of City Hall environment and supports employee engagement and professionalism.

#### **What is the impact if this project is delayed?**

There are safety risks and hazards associated with continuing to use obsolete furniture, especially as the technology trends towards an increase in the number of monitors, phones, cords and other IT equipment continues. Proper cord management is not achievable when reconfiguring areas with old furniture, creating fire and trip hazards. Older-style furniture does not have adequate raceways, or raceways are blocked with broken/damaged wiring. For staff who work in spaces where obsolete furniture continues to be used, perceived inadequacy of these work environments can be frustrating and demoralizing. As furniture does deteriorate, there are no replacement parts/pieces available to make proper repairs. Departments are not typically prioritizing office furniture replacements in their annual budget and operational planning, and as it represents a large cost impact to some departments struggling with limited resources, and therefore it continues to deteriorate.

Increased operational costs will occur as we replace furniture in small quantities resulting in continued mobilization / demobilization and carpet replacement projects will require a full area shutdown significantly disrupting operations.

#### **What is the impact if this project is not funded by 2035?**

Continued health and safety risks for staff at City Hall. Increased operations and maintenance costs managing older furniture and cleaning / replacing aging carpet in reactive manner.



**What is the Triple Bottom Line Primary Indicator this project addresses and its impact?**

Provides new and professional quality spaces for staff across city hall recognizing importance of workplace safety, appearance and general enjoyment of all staff. Could be transformative for staff. Compare new spaces at CSE to City Hall or parts of third floor City Hall for significant differences in appearance.

**What are other Triple Bottom-Line Co-Benefits?**

Conserve Energy & Reduce GHG's – New carpet and furniture reduces operational costs, energy lost due to inefficient or damaged electrical systems (within old furniture).

Health, Wellbeing, and self-sufficiency – New furniture and carpet reduces health and safety issues in the workplace (air quality, fire hazards reduction).

Efficient & Effective Asset Management and Use – Replacement of carpet & furniture aligns with minimizing life cycle costs of these assets. Old systems require increased operational and maintenance expenditures to meet minimum level of service while new systems reduce O&M costs while providing increased service levels.

# 2024- 2035 Recommended Capital Priorities

## Appendix 2

Fire Services Priorities	Sustainability Priorities	Recreation & Culture Priorities	Civic Infrastructure Priorities	Corporate Infrastructure Priorities
Fire Station No. 10 & Engine for Northwest area known as Region A - North	Zero Emissions Transit Fund	East Side Leisure Centre	Downtown Arena/Convention Centre	Fusion Upgrades
Fire Station No. 11 & Engine for Southwest area known as Region A - South	Civic Water Conservation	White Buffalo Youth Lodge	Corporate Fuel and Fueling Infrastructure Management Project	New Customer Information System (CIS) for Corporate Revenue
Regional Training Facility	Green Networks - Natrual Areas Program	Archibald Arena Replacement or Retrofit	Corridor Public Realm Improvements	Saskatoon Emergency Management Interoperability Enhancement
Fire Station No. 6 Renovation	Fleet Replacement with Electric Vehicles	Pool to replace George Ward	Civic Operations Long Term Project – Phase 1	New Computer Assisted Mass Appraisal (CAMA) System for Assessment Office
SFD Maintenance and Mechanical Building	Recovery Park Complete Master Plan & Recycling Depot Improvements	Urban Forest Management Plan	Civic Operations Long Term Project – Phase 2	Corporate Accommodations - Facilities & Supply Chain Management Consolidation
Fire Station No.1 SFD Headquarters	Solar PB on Municipal Building Rooftops	Indpendent Office of the Representative of the Matriarch	Imagine Idylwyld	Inventory Centralization and Optimization
Fire Station No. 12 – Northwest Area of District One	Deep Retrofits	Forestry Farm Park and Zoo: Barn Replacement and Master Plan Components	Civic Operations Long Term Project – Phase 3	Corporate Accommodations - City Hall Lobby Renovations
Fire Station No. 14 & Engine for eastern area known as Region D	Home Energy Loan Program Expansion	Urban Ceremonial Spaces	Active Transportation Plan - Sidewalk Network Expansion	SAP Ariba
Fire Station No. 13 & Engine for eastern area known as Region C	Green Network - Naturalization and Low Impact Development (LID)	Civic Conservatory Restoration and Uplift	Snow and Materials Management Facility – North Site	Corporate Accommodations - City Hall Furniture and Carpet Replacement
Increase Apparatus Reserve to Purchase of Electric Fire Engines	Integrated Civic Energy Management Program (ICEMP)	Leisure Centres and Outdoor Pools Accessibility and Inclusivity Upgrades	Snow and Materials Management Facility – Southeast Site	
	Multi-Unit Organics Program	Permanent Outdoor Festival Site	Active Transportation Corridors	
	Solid Waste Reduction & Diversion Plan Implementation	Parks Cemetery Master Plan Implementation	Parks Ave P O&M Facilities Master Plan	
	Electric Vehicle Chargers at Civic Facilities		Broadway Bridge Rehabilitation	
	Climate Innovation Fund		Parks NE Quadrant Satellite Facility	
	ICI (Industrial, Commercial, and Institutional) Energy & Water Efficiency with Loan Financing		Highway 11 and 16 Interchange Improvements	
	Home Energy/Water Efficiency and Solar Panel Rebates			
	Industrial, Commercial, and Institutional (ICI) Energy and Water Efficiency Rebates & Enabling Activities			
	District Energy Pilot			
	Green Network - Food Program			
	Renewable Natural Gas Procurement Funding			
	Compost Depot Processing Facility			
	Renewable Energy Procurement through Renewable Energy Credits			



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Appointment – Board of Revision**

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

That Addy Ajayi be appointed to the Board of Revision to the end of 2024.

#### **History**

The Governance and Priorities Committee, at its meeting held on March 15, 2023, considered the above appointment to the Board of Revision.



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Appointment – Municipal Heritage Advisory Committee**

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

That Taylor Morrison, Saskatchewan Realtors Association be appointed to the Municipal Heritage Advisory Committee to the end of 2024

#### **History**

The Governance and Priorities Committee, at its meeting held on March 15, 2023, considered the above appointment to the Municipal Heritage Advisory Committee.



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Appointment – Municipal Planning Commission**

**Recommendation of the Committee**

That Mostofa Kamal be appointed to the Municipal Planning Commission to the end of 2025.

**History**

The Governance and Priorities Committee, at its meeting held on March 15, 2023, considered the above appointment to the Municipal Planning Commission.



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Appointment – Municipal Review Commission**

**Recommendation of the Committee**

That Kerry McNamara be appointed to the Municipal Review Commission to the end of 2026.

**History**

The Governance and Priorities Committee, at its meeting held on March 15, 2023, considered the above appointment to the Municipal Review Commission.



## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Appointment – Public Art Advisory Committee**

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

That Muveddett Al-Katib be appointed as a civic representative to the Public Art Advisory Committee to the end of 2024.

#### **History**

The Governance and Priorities Committee, at its meeting held on March 15, 2023, considered the above appointment to the Public Art Advisory Committee.



## **STANDING POLICY COMMITTEE ON FINANCE**

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### **Preliminary Year-End Results – December 31, 2022**

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

1. That the following transfers to reserves be waived and the surpluses remain within the programs to help offset the corporate deficit:
  - a. \$14,220.47 to the Internal Audit Program Reserve;
  - b. \$17,659.40 to the Animal Service Reserve; and
  - c. \$173,247.86 to the Reserve for Unexpended Youth Sports Subsidy Funds.
2. That a reduction in the transfer from the Roadways Operating program in the amount of \$710,740.27 to the Paved Roadways Infrastructure Reserve be approved;
3. That a one-time exception to Council Policy No. C03-003, Reserve for Future Expenditures be approved to allow a transfer of \$500,000 from the Special Events Reserve - Profile Saskatoon to the help offset the deficit;
4. That a one-time exception to Council Policy No. C03-003, Reserve for Future Expenditures be approved to allow a transfer of \$924,395.41 from the Land Operations Reserve to the help offset the deficit; and
5. That the remaining deficit of \$6,677,512.53 million be transferred from the Fiscal Stabilization Reserve to balance the budget.

#### **History**

The Standing Policy Committee on Finance, at its meeting held on March 8, 2023, considered a report from the Administration regarding the above.

Your Committee voted unanimously on recommendations #1, 2, 4 and 5.  
Recommendation #3 was not voted on unanimously.

#### **Attachment**

March 8, 2023 report of the Chief Financial Officer, Corporate Financial Services.



### Preliminary Year-End Results – December 31, 2022

#### ISSUE

This report is to inform City Council of the preliminary year-end financial results for the fiscal year ending December 31, 2022. Administration is also requesting City Council approval of the following recommendations, subject to the confirmation of the external audit.

#### RECOMMENDATION

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

1. That the following transfers to reserves be waived and the surpluses remain within the programs to help offset the corporate deficit:
  - a. \$14,220.47 to the Internal Audit Program Reserve;
  - b. \$17,659.40 to the Animal Service Reserve; and
  - c. \$173,247.86 to the Reserve for Unexpended Youth Sports Subsidy Funds.
2. That a reduction in the transfer from the Roadways Operating program in the amount of \$710,740.27 to the Paved Roadways Infrastructure Reserve be approved;
3. That a one-time exception to Council Policy No. C03-003, Reserve for Future Expenditures be approved to allow a transfer of \$500,000 from the Special Events Reserve - Profile Saskatoon to the help offset the deficit;
4. That a one-time exception to Council Policy No. C03-003, Reserve for Future Expenditures be approved to allow a transfer of \$924,395.41 from the Land Operations Reserve to the help offset the deficit; and
5. That the remaining deficit of \$6,677,512.53 million be transferred from the Fiscal Stabilization Reserve to balance the budget.

#### BACKGROUND

At its January 25, 2023 regular City Council meeting, when deliberating the [2022 Roadways Emergency Response Plan Funding Options](#) it was resolved:

“That borrowing be approved as the funding source for the 2022 Snow Response, with reporting to be provided to Council in advance of budget including options for borrowing to be repaid by reductions to the 2024-2035 Major Capital Plan as contained in Option 3 or building in a 0.75% dedicated property tax phase in for the 2024 to 2027 budgets to repay the borrowing and build in base funding for future snow responses as contained in Option 4.”

## DISCUSSION/ANALYSIS

Appendix 1 provides a summary of the financial results by business line for the year ending December 31, 2022. Appendix 2 provides a detailed overview of the 2022 Preliminary Year-End Financial results, recommendations for funding the deficit and the recommendations to waive reserve transfers.

As shown in Appendix 2, which includes further details on various programs, the preliminary results indicate a 1.94% deficit (\$10.99 million) for civic operating programs, and a 0.84% surplus (\$3.16 million) in the City's Utilities. The civic operating programs deficit includes:

- \$488,500 transfer from the Snow and Ice Management Contingency Reserve as per Council Policy No. C03-003, Reserve for Future Expenditures;
- \$354,410.44 transfer from the Fuel Stabilization Reserve as per Council Policy No. C03-003, Reserve for Future Expenditures; and
- One-time funding of \$13,845,900 in reallocated funds from the Investing in Canada Infrastructure Program.

The preliminary year-end deficit also includes \$1.97 million of expenditures related to the December 2022 Snow Event. City Council resolved at its January 25, 2023 meeting that the costs from this snow event will be covered through borrowing. It is estimated that total costs for this event will be up to \$20 million most of which will be expensed in 2023 as the snow clearing and removal is completed. The 2023 expenditures will also be covered through borrowing.

Administration is recommending that the remaining deficit of \$9.02 million, after deducting the borrowing for the December 2022 Snow Event, be funded as follows:

- The non-transfer of the surpluses in the following programs to help offset the corporate deficit:
  - a. \$14,220.47 to the Internal Audit Program Reserve;
  - b. \$17,659.40 to the Animal Service Reserve; and
  - c. \$173,247.86 to the Reserve for Unexpended Youth Sports Subsidy Funds.
- A reduction in the transfer from the Roadways Operating program in the amount of \$710,740.27 to the Paved Roadways Infrastructure Reserve;
- A transfer of \$500,000 from the Special Events Reserve - Profile Saskatoon;
- A transfer of \$924,395.41 from the Land Operations Reserve; and
- A transfer of \$6.68 million from the Fiscal Stabilization Reserve.

Further details on each of these recommendations can be found in Appendix 2.

The projected year-end variance as reported at the [Governance and Priorities Committee meeting](#) on November 14, 2022 was \$8.3 million. The major difference between the projected numbers and the preliminary numbers as presented in this report is the \$1.97 million due to the December 2022 Snow Event.

### Utilities

The civic utilities had the following surpluses or deficits:

<b>Utility Program</b>	<b>Surplus/(Deficit)</b>
Saskatoon Light & Power	\$ 1,222,667
Water Utility	(\$1,586,826)
Wastewater Utility	\$ 1,081,579
Storm Water Utility	\$ 657,233
Waste Services Utility	\$ 1,786,930
<b>Total</b>	<b>\$ 3,161,583</b>

The Utility surpluses or deficits have been transferred to or from their respective utility stabilization, capital or replacement reserves as outlined in Council Policy No. C03-003.

### Statutory Boards and Controlled Corporation Results

The Saskatoon Police Service's surplus of \$300,000 after transfer to reserves is included in the City's year-end results. The remaining Statutory Boards and Controlled Corporations are not included in the City's year-end results:

- SaskTel Centre is reporting a preliminary surplus of \$1.35 million before contribution to the Civic Buildings Comprehensive Maintenance Reserve and the write off of capital assets.
- TCU Place is reporting a preliminary deficit of \$880,000 for the fiscal year ended December 31, 2022. The deficit will be supported by drawing down the TCU Place capital expansion reserve fund.
- Remai Modern is reporting a preliminary surplus of \$110,000 for the fiscal year ended December 31, 2022, in line with the Business Plan and parameters set by the Board of Directors.

### **FINANCIAL IMPLICATIONS**

The financial implications are included within the report.

### **OTHER IMPLICATIONS**

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

### **NEXT STEPS**

The external audit of the financial statements is expected to be completed in June. Following the external audit, the audited financial statements will be presented to City Council for approval. At that time, the year-end financial results will be confirmed or adjusted based on recommendations of the external audit.

### **APPENDICES**

1. Preliminary Financial Results – Year Ending December 31, 2022
2. Detailed Overview of Preliminary Year-End Financial Results

**REPORT APPROVAL**

Written by: Kari Smith, Director of Finance  
Approved by: Clae Hack, Chief Financial Officer

Admin Report - Preliminary Year-End Results – December 31, 2022.docx

2022 Preliminary Year-End Results (in 000's)			
Business Line	2022 Total Budget	2022 Year-End Actuals	Variance (Surplus)/ Deficit
Arts, Culture & Events Venues	9,250.0	9,177.6	(72.4)
Community Support	17,348.5	17,795.1	446.6
Corporate Asset Management	13,640.7	15,965.3	2,324.6
Corporate Governance & Finance	67,315.7	73,909.2	6,593.5
Environmental Health	19,097.1	18,047.0	(1,050.1)
Land Development	-	-	-
Recreation & Culture	34,559.0	36,837.9	2,278.9
Saskatoon Fire	54,685.8	54,438.0	(247.8)
Saskatoon Police Service	108,219.1	107,919.1	(300.0)
Taxation & General Revenues	(466,169.4)	(467,813.5)	(1,644.1)
Transportation	134,487.4	137,912.0	3,424.6
Urban Planning & Dev.	7,566.1	6,803.9	(762.2)
<b>Mill Rate Operating Deficit Prior to Transfers or Borrowing</b>	-	<b>10,991.6</b>	<b>10,991.6</b>
Snow Event Borrowing	-	(1,973.8)	(1,973.8)
<b>Mill Rate Operating Deficit Prior to Transfers</b>	-	<b>9,017.8</b>	<b>9,017.8</b>
Waive Transfer to Internal Audit Program Reserve	-	(14.2)	(14.2)
Waive Transfer to Animal Services Reserve	-	(17.7)	(17.7)
Waive Transfer to Reserve for Unexpended Youth Sports Subsidy Funds	-	(173.3)	(173.3)
Reverse Paved Roadways Infrastructure Reserve Transfer	-	(710.7)	(710.7)
One-time Special Events Reserve Transfer	-	(500.0)	(500.0)
One-Time Land Operations Reserve Transfer	-	(924.4)	(924.4)
<b>Operating Deficit (Surplus) to be Funded through Fiscal Stabilization</b>	-	<b>6,677.5</b>	<b>6,677.5</b>

Utility Programs	2022 Total Budget	2022 Year-End Actuals	Variance (Surplus)/ Deficit
Saskatoon Light & Power	-	(1,222.7)	(1,222.7)
Storm Water Utility	-	(657.2)	(657.2)
Water Utility	-	1,586.8	1,586.8
Waste Water Utility	-	(1,081.6)	(1,081.6)
Waste Services Utility	-	(1,786.9)	(1,786.9)
<b>Utility Surplus prior to Transfers</b>	-	<b>(3,161.6)</b>	<b>(3,161.6)</b>
Transfer to Utility Reserves	-	3,161.6	3,161.6
<b>Operating Deficit (Surplus) After Transfers to Reserves</b>	-	-	-

### Detailed Overview of Preliminary Year-End Financial Results

City of Saskatoon General Fund – 2022 Summary				
	2022 Budget	2022 Actuals	Variance	Percentage
Revenues	566,893,000	558,226,282	(8,666,718)	-1.53%
Expenditures	566,893,000	569,217,857	(2,324,857)	-0.41%
<b>Surplus/(Deficit)</b>	-	<b>(10,991,575)</b>	<b>(10,991,575)</b>	<b>-1.94%</b>
Future Borrowing for Snow Event	-	1,973,799	1,973,799	0.35%
<b>Surplus/(Deficit)</b>	-	<b>(9,017,776)</b>	<b>(9,017,776)</b>	<b>-1.59%</b>

#### 2022 YEAR-END MILL RATE RESULTS

The deficit for the year ended December 31, 2022, is \$10.99 million including the costs of the December 2022 Snow Event. Removing the costs of the Snow Event which will be covered through future borrowing as approved at the [January 25, 2023 City Council meeting](#), the deficit remaining is \$9.02 million. Also included in this deficit is:

- \$488,500 transfer from the Snow and Ice Management Contingency Reserve as per Council Policy No. C03-003, Reserve for Future Expenditures;
- \$354,410 transfer from the Fuel Stabilization Reserve as per Council Policy No. C03-003, Reserve for Future Expenditures; and
- One-time funding of \$13,845,900 in reallocated funds from the Investing in Canada Infrastructure Program.

The Administration is recommending that the remaining deficit of \$9.02 million be funded by:

- Waiving the transfer to reserve for the following items as detailed in the business line summaries below:
  - \$14,220 to the Internal Audit Program Reserve;
  - \$17,659 to the Animal Service Reserve; and
  - \$173,247 to the Reserve for Unexpended Youth Sports Subsidy Funds.
- \$6.68 million from the Fiscal Stabilization Reserve;
- \$710,740 from a one-time transfer from the Paved Roadways Infrastructure Reserve which resulted from underspend in capital projects;
- \$500,000 from a one-time transfer from the Special Events Reserve - Profile Saskatoon; and
- \$924,395 from a one-time transfer from the Land Operations Reserve.

The Fiscal Stabilization Reserve currently has a balance of \$6.68 million. The recommended transfer will leave \$0 remaining within the Fiscal Stabilization Reserve as of December 31, 2022. At the [2023 Preliminary Business Plan and Budget](#) City Council meeting an amount of \$1.64 million was approved to be transferred into the Fiscal Stabilization Reserve in 2023, therefore in 2023 there will be a balance of \$1.64 million that will be available for any potential 2023 deficits.

During 2022, four capital projects returned funds to the Paved Roadways Infrastructure Reserve in the amount of \$710,740. As the Paved Roadways Infrastructure Reserve received these surplus funds, Administration is recommending a reduction in the transfer from the Roadways Operating program to the Paved Roadways Infrastructure Reserve in the amount of \$710,740 to help offset the overall deficit. If this reduction is approved the balance in the Paved Roadways Infrastructure Reserve will be \$1.17 million as of December 31, 2022. Administration believes this one-time transfer will not impact the Roadways preservation programs in 2023 as \$34.6 million will be transferred to this reserve to complete the necessary preservation work in 2023 (\$1.3 million increase over 2022).

Due to the COVID-19 impact on the number of events in 2020 and 2021, the Special Events Reserve (Profile Saskatoon portion) has a balance of \$1.35 million as of December 31, 2022. It is expected that a one-time transfer from this reserve in the amount of \$500,000 can be completed while still leaving the reserve with sufficient funds to cover the 2023 expected events. It is important to note that at the [2023 Preliminary Business Plan and Budget](#) meeting, it was resolved that the annual contribution to the Special Events Reserve would be reduced by \$68,700. This results in a reduced contribution into the reserve of \$181,300 instead of the previous years annual funding contribution from operating of \$250,000.

During 2022 Saskatoon Land Operations, Administration fees received from \$93.6 million of land sales resulted in an operating surplus of \$2.82 million which was transferred to the Land Operations Reserve bringing the reserve balance over the maximum allowable by the policy. Therefore, an amount of \$2.58 million was subsequently transferred from this reserve to the Property Realized Reserve. The December 31, 2022 balance in the Land Operations Reserve after these transfers is \$4.14 million. The Land Operations Reserve's purpose is to offset any deficits incurred in a year resulting from lower land sales. This reserve has remained at the maximum allowable balance for over 10 years. Saskatoon Land Operations is not expecting to run a deficit within the Land Operations for 2023, therefore Administration is recommending that a one-time transfer be completed from the Land Operations Reserve in the amount of \$924,395 to help offset the overall deficit.

For further information, where applicable, explanations for the significant variances by business line, and service line are provided in greater detail below.

#### Arts, Culture and Events

The surplus in the Arts Culture and Events business line is \$72,424. A shortfall of \$85,000 is due to a lower CBCM contribution from SaskTel than budgeted offset by a surplus of \$157,424 from the expired loan that remained budgeted.

#### Community Support

The deficit in the Community Support business line is \$446,637. Expenditure savings were realized due to the ongoing COVID-19 impacts on services or events like school usage by Community Associations as fewer programs were offered, reduced Leisure Access admissions, reduction in provision for civic services as fewer festivals and events occurred, as well as spending and hiring restrictions. Additional expenditures for the SPCA contract within this Business Line are offset through the Corporate

Governance Business Line with a reduced transfer to Reserve for Capital Expenditures (RCE) and through reduced SPCA grants. Additional expenditures were also realized within the economic incentives for additional abatements and incentives given throughout the year.

The Administration is recommending surpluses from savings due to COVID-19 impacts, that would get transferred to various reserves as per Reserve for Future Expenditures Policy C03-003 (Policy), remain within the service line to help offset the corporate deficit. These items are as follows:

- Animal Services experienced a surplus partially due to under expenditures from staff vacancies and reduced dangerous animal investigations due to COVID-19. As per Policy, any positive amounts from a current year's operating revenues minus operating expenditures for the Animal Service Program should be transferred to the Animal Service Reserve and in 2022 an amount of \$17,659 was transferred to this reserve. The Administration is recommending that this surplus of \$17,659, related to services reduced or not carried out due to ongoing COVID-19 impacts, not be transferred to the reserve but instead remain within the service line to help offset the overall corporate deficit. This will leave a balance of \$107,363 within the reserve.
- As per Policy, any unexpended funds remaining in the operating budget for the Youth Sports Subsidy Program should be transferred to the Reserve for Unexpended Youth Sports Subsidy Funds and in 2022 an amount of \$173,248 was transferred to this reserve. The Administration is recommending this surplus related to services not completed due to ongoing COVID-19 impacts of \$173,248 not be transferred to the reserve but instead remain within the service line to help offset the overall corporate deficit. This will leave a balance of \$278,620 within the reserve.

#### Corporate Asset Management

There was a deficit of \$2.32 million within the Corporate Asset Management business line due mostly to cost overruns within Facilities Management due to higher natural gas rates including carbon taxes compared to budget, enhanced cleaning, fuel costs, and security checks at outdoor washrooms. Additional deficits were also realized within the Energy Management section mostly due to rate increases in Natural Gas and water usage at spray pads due to structural budget issues.

#### Corporate Governance & Finance

Corporate Governance & Finance experienced a deficit of \$6.59 million. This business line contains the budget for \$6.97 million of the global reduction or targeted savings. Many of these savings are recognized and detailed throughout this business line through savings in travel, training, and staff vacancies as well as in the various other business lines and summarized in the Overall Saving section of this Appendix. Some of the other key variances in this Business Line include:

- Information Technology (IT) related expenditures were unfavourable by a variance of \$2.40 million due to additional Microsoft licensing, and additional salaries for overtime for network standby, additional Tier 1 support response,



project managers, and relationship managers, additional computer replacements and the cyber security program.

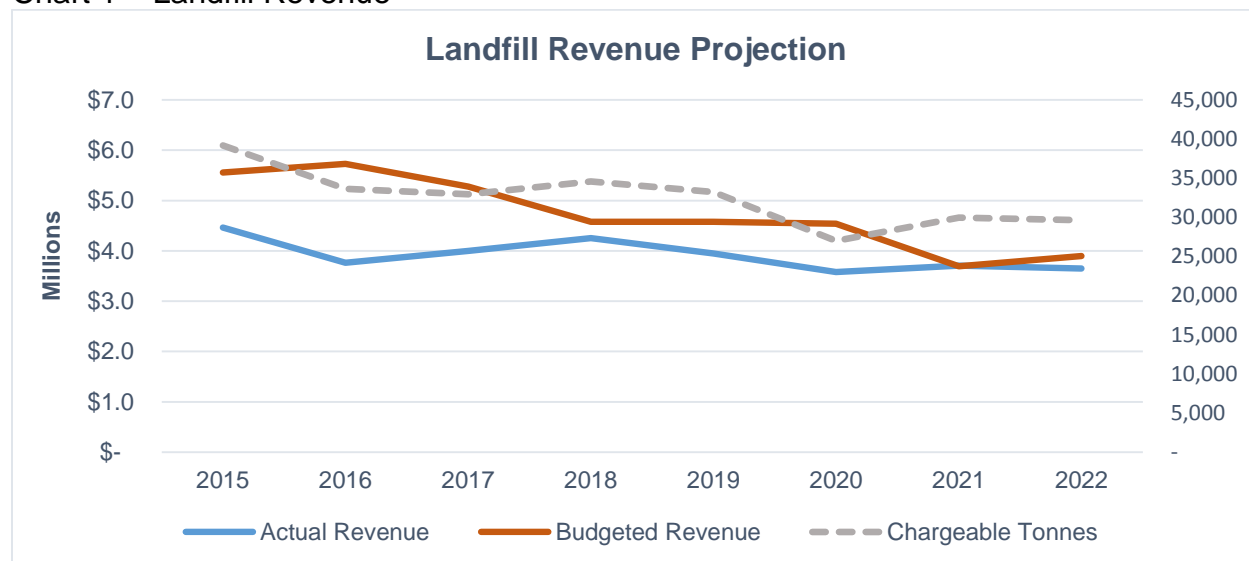
- An unfavourable variance of \$893,500 was also realized on administrative recoveries from water and wastewater due to a base budget item not being in alignment with current recovery rates. This base budget issue is being phased-in over future years budgets.
- An unfavourable variance in Human Resources of \$615,000 mostly due to additional salaries to support ongoing operations.
- A favourable variance of \$624,000 within Supply Chain Management due to vacant positions and delays in hiring as well as savings in training and office expenditures.
- A favourable variance of \$563,816 in Revenue Service and Assessment and Taxation resulting mostly from vacant positions and a reduction in office supplies, printing, mail or courier expenditures.
- A favourable variance of \$593,872 in COVID-19 related expenditures from less supplies and cleaning required.
- As per Policy, any unexpended funds in the Independent Office of the City Auditor program (Office) would get transferred to the Internal Audit Program Reserve. The Internal Audit Program Reserve has a balance of \$403,723 as of December 31, 2022. During 2022, \$412,670 of the total annual budget of \$426,900 was spent on staffing, external audit engagement, and administrative costs resulting in unexpended funding of \$14,220.47 which was transferred to the Internal Audit Program Reserve. The Office will have sufficient funding with the 2023 operating funds and the funds remaining in the Internal Audit Program Reserve for the execution of the Internal Audit Plan for 2023. Therefore, the Office is recommending waiving the transfer to the Internal Audit Program Reserve to help offset the corporate deficit.

#### Environmental Health

Overall, Environmental Health experienced a surplus of \$1.05 million. Waste Handling Services was the majority of this surplus due to savings in staffing and fewer temporary resources required, lower fleet and equipment charges, lower buildings and grounds maintenance expenditures because of deferring non-essential maintenance to reduce spending, and a reduced provision to the Landfill Replacement Reserve due to lower tipping fees. These savings are partially offset due to additional fuel charges.

Chart 1 illustrates the gap between budget and actual landfill revenues over the last eight years, overlaid with collection volumes, described as chargeable tonnes. To ensure comparative values with prior years, the budgeted and actual revenues in 2022 do not include the payment for airspace value consumed at the landfill. This chart shows the alignment between budgets and actual revenue.

Chart 1 – Landfill Revenue



A deficit was realized in Urban Forestry due to additional emergency work and callouts, tree stumping and fuel charges partially offset with reduced training. A surplus was realized in Sustainability largely due to savings in the Household Hazardous Waste program from lower costs per event and a cancellation of the November event due to weather.

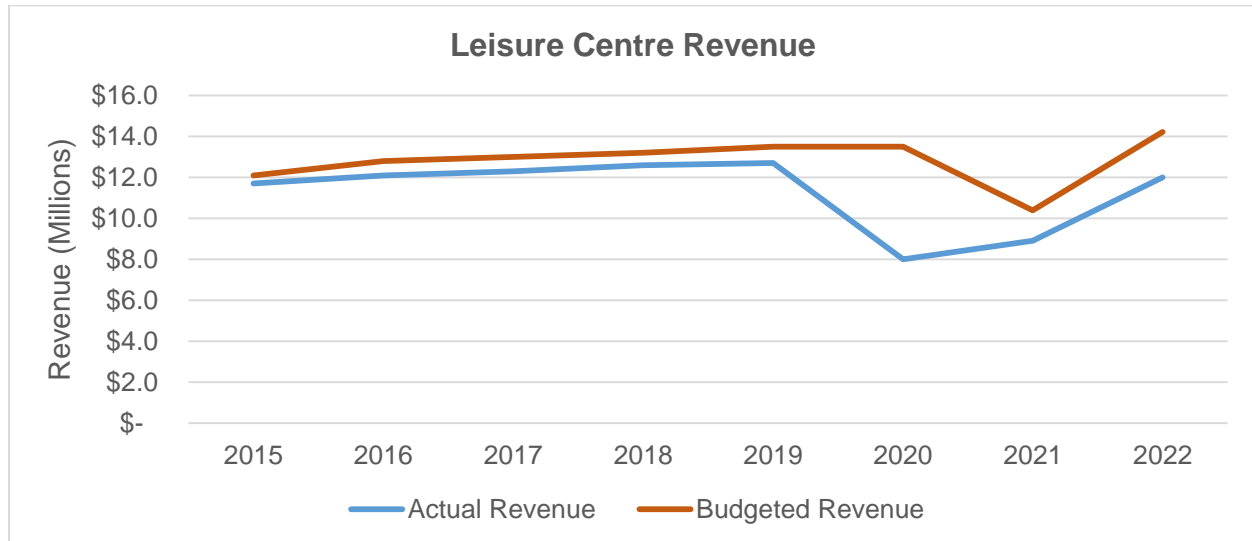
### Recreation & Culture

Recreation & Culture experienced a deficit of \$2.28 million. Revenue budgets within Recreation and Culture for 2021 were reduced due to ongoing COVID-19 related impacts on revenues. It was expected the revenues would return to pre-pandemic operations in 2022 and the budget was increased for this. The budget reduction in 2021 and subsequent increase in 2022, were done using a best estimate as to when full service of these programs would be achieved, however many of the programs remain below pre-pandemic revenues resulting in deficits within the programs.

- The Forestry Farm Park and Zoo had a deficit of \$318,249 due to lower-than-expected revenues and higher feed, supplies, vet care, fuel and natural gas costs.
- Golf Courses ended 2022 with a surplus of \$717,800 which was transferred to the Golf Course Capital Reserve and Holiday Park Redevelopment Reserve to balance the service line to \$0. This was a combination of favourable revenues, and lower staffing costs due to vacancies or delays in hiring.
- Gordie Howe Campsite increased the contribution to the Campsite Reserve to offset the surplus of \$29,100 which was due to higher rental revenue, and favourable expenditures.
- Indoor Rinks had a deficit of \$311,028 due to lower hourly rental and school use revenue as well as unfavourable expenditures from additional salaries required to operate two sites for summer ice while ACT Arena was closed for maintenance.
- Leisure Centres had a deficit of \$2.11 million due to revenues being lower than expected, (achieving between 69% to 85% of budgeted revenue) which were offset partially by reductions to staffing, training, memberships, materials and

office supplies. Chart 2 illustrates the gap between the impact on the budgeted revenues and actual revenue for the Leisure Centres mostly caused by COVID-19. It is important to note that the 2021 budgeted revenue was reduced for the expected COVID-19 impact, and the 2022 budgeted revenue was expected to recover to pre-pandemic levels, however the actual revenues were still lower than the revised 2021 and 2022 budgets.

Chart 2 – Leisure Centre Revenue



- Parks Maintenance & Design operations had a deficit of \$192,120 due to additional irrigation costs, materials and supplies and other inflationary pressures which were partially offset by savings in salaries and additional revenue from the Urban Highway Connector Program and proceeds from sales of scrap metal and surplus machinery. In accordance with Council Policy No. C03-003, the unexpended funds in Parks Maintenance & Design are to be transferred to the Parks Division Grounds Maintenance Stabilization Reserve or taken from the reserve in years of deficit to stabilize the program. A draw of \$192,120 was taken from the reserve resulting in a December 31, 2022 balance of \$268,183 remaining in the Parks Grounds Maintenance Stabilization Reserve.
- River Landing is a service line that is balanced to \$0 with a transfer from the RCE. Property tax revenue was lower than expected due to additional property tax abatements for the North Tower which were partially offset by savings in salaries, lower insurance, security and cleaning for the parkade resulting in an overall deficit of \$221,978 which was drawn from RCE to balance this service line to \$0.
- Targeted Programming had a surplus of \$192,874 resulting from reductions in salaries, vehicles, advertising and maintenance.

### Saskatoon Fire

The surplus of \$247,816 for Saskatoon Fire is mostly due savings in staff vacancies, security contract, training and office expenditures.

### Saskatoon Police Service

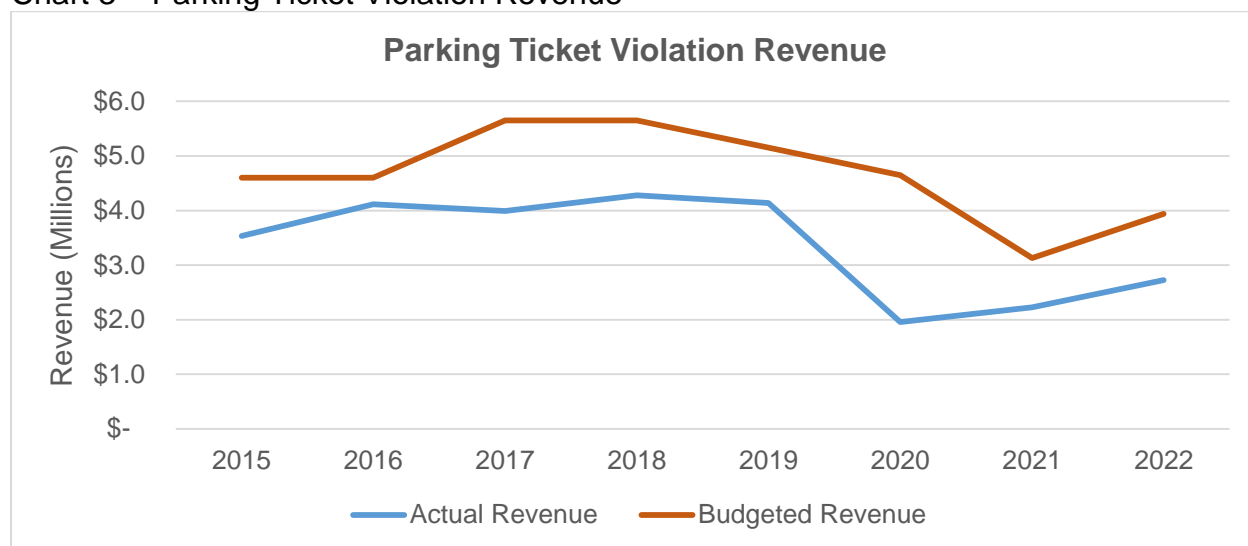
Saskatoon Police Service (SPS) realized a surplus of \$825,400 before transfers to reserves. From that surplus a transfer of \$240,000 was completed to the SPS Capital Reserve and \$285,400 to the SPS Fiscal Stabilization Reserve resulting in a net surplus of \$300,000 which helps to offset the overall City deficit. The surplus is largely due to additional revenues including federal revenues for SPS employees to teach policing techniques internationally. Increased fuel expenditures and salary costs were offset through non-salary related savings throughout all facets of SPS.

### Taxation & General Revenues

Taxation and General Revenues had a surplus of \$1.64 million which includes the transfer of \$354,410 from the Fuel Stabilization Reserve.

- Fines & Penalties had a \$914,505 deficit due to parking ticket violation revenue which had an unfavourable variance of \$1.21 million due to reduced parking (70% of budgeted revenue) and favourable variance in traffic violation revenue of \$300,000. The disparity between budget and actual revenue for parking tickets is a long-standing base budget issue as demonstrated in Chart 3, that shows since the implementation of the Way to Park parking system, the base budget for parking ticket violation revenue has also been too high for normal operations.

Chart 3 – Parking Ticket Violation Revenue



- Other levies had a surplus of \$960,032 due to additional Municipal Service Agreement revenue and tax penalty revenue received throughout the year.
- General Revenues had a \$1.86 million surplus mostly due to favourable amounts in investment income from capital gains and interest earned and increased transfers from City-Owned Property for leases. Lower than expected franchise fees from SaskEnergy are offset by higher than expected franchise fees from SaskPower and TransGas.
- Grants-in-Lieu of Taxes (GIL) had a small deficit of \$37,143 due to a lower payment from the Provincial and Federal entities offset by a surplus in the amount received from Saskatoon Light & Power (SL&P).

- Municipal Revenue Sharing (MRS) revenue is received from the provincial government and is based on Provincial Sales Tax revenue. The amount received was higher than budgeted by \$1.13 million.
- Supplemental Property Tax revenue was \$1.72 million lower than budget due to settlement of some larger property tax appeals

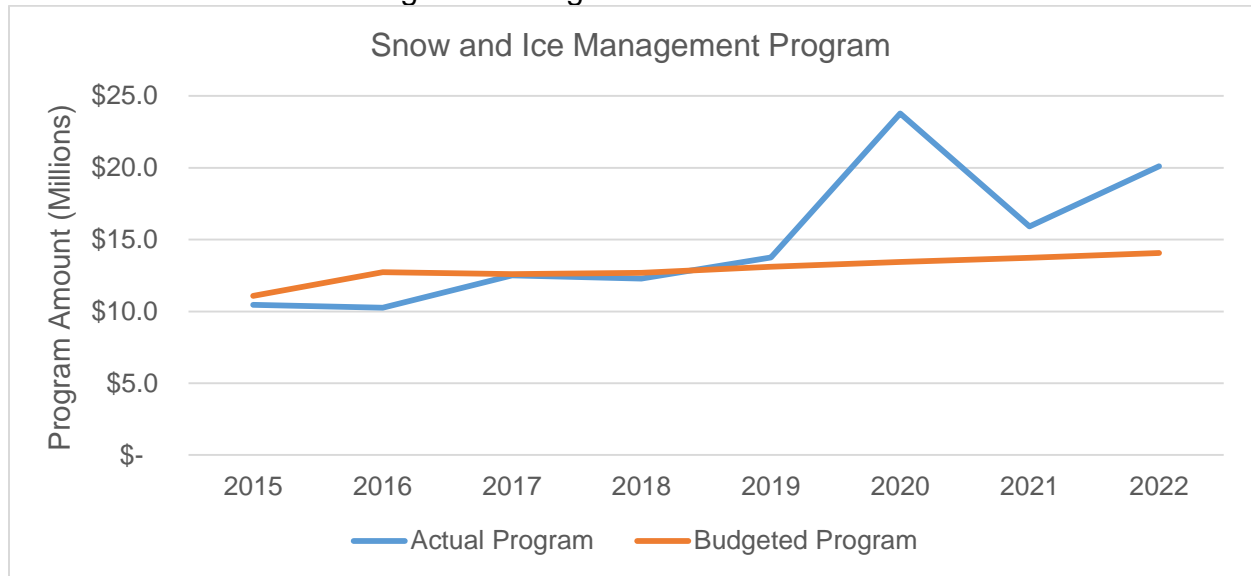
### Transportation

There was a deficit in Transportation of \$3.42 million including the December 2022 Snow Event.

- Road Maintenance had a surplus of \$458,524 due to additional funding from the Urban Highway Connector program partially offset with increased fuel costs.
- Access Transit had a surplus of \$1.05 million mostly related to salary savings from deferred hiring or less overtime than budgeted as well as fuel and maintenance savings due to less kilometers travelled compared to budget.
- Transit Operations had a surplus of \$2.30 million. Revenues were \$2.09 million favourable due to increased ridership. Expenditure savings due to salary savings from lower operator hours and vacant positions, uniform, training, and license and insurance expenditures which were partially offset with additional fuel and maintenance expenditures.
- Parking experienced a deficit of \$458,524. Revenues were under budget by \$946,900 due to parking revenue and late ticket revenue achieving only 82% and 81%, respectively, of the budgeted revenue. The revenues were partially offset by reduced commissionaire costs in the residential parking permit program, reduced terminal maintenance and vehicle rentals and inversely offset by higher bank charges and software licensing charges.
- Snow & Ice Management experienced a deficit of \$6.03 million. For budgetary purposes, it is estimated there will be an average of five snow events for a calendar year and in early 2022 to late fall, Saskatoon had eight events with high snow accumulation followed by the December 2022 snow events for a total of 10 events. Additionally, fuel costs were more than budget. Already included in the \$6.03 million deficit is the use of the Snow and Ice Management Contingency Reserve in the amount of \$488,500 which will leave \$0 remaining in the reserve. This reserve receives funds in years when there is a surplus in the operations and funds are used in years when deficits occur.

City Council also approved future borrowing for the December 2022 snow event to a maximum of \$20 million. In 2022 the costs for this snow event were \$1.97 million with the remaining expenditures to occur in 2023 for continued clearing and snow removal costs. After deducting the future borrowing for the Snow Event, the deficit amount remaining in the service line is \$4.06 million. Chart 4 shows the variability in a program which is weather dependant and the fluctuations that can occur.

Chart 4 – Snow & Ice Management Program



- Transportation Services had an unfavourable variance of \$839,935 due to lower than anticipated cost recoveries partially offset with savings in travel and training expenditures.

#### Urban Planning & Development

Urban Planning & Development had a surplus of \$762,180.

- Urban Design had a surplus of \$394,934 due to the reduced transfer to the Streetscape Reserve because of the reduced parking revenue as well as savings from staff vacancies, and unused maintenance response.
- Attainable Housing had a favourable variance of \$113,800 that was transferred to the Attainable Housing Reserve.
- Building and Plumbing Permits & Standards is a self-balancing program that had a \$127,000 transfer to the Building Standards Stabilization Reserve mostly due to savings in salaries, reduced car allowance and office expenditures partially offset by reduced revenues.
- Long Range Planning, Neighbourhood Planning, Planning Project Services, Regional Planning, and Research and Mapping had a combined surplus of \$574,381 due to savings in salaries, engagement, car allowance, travel and training and office expenditures.
- Development Review had a deficit of \$165,949 due to revenues being below budget partially offset with reduced expenditures from reduced staffing.

#### Utility Year-End Results

- Saskatoon Light & Power (SL&P) reported a surplus of \$1.22 million. SL&P revenues were more than expected due to the rate increase in September 2022 and overall sales volumes being 3.35% above budgeted levels. The increased revenues were partially offset by increased bulk power costs, more GIL transferred to the mill rate program, increased staffing costs, vehicle rental and fuel expenditures.

This surplus was transferred to the Electrical Revenue Stabilization Reserve which brought the reserve balance over the maximum allowable by the policy, therefore, an amount of \$1.17 million was subsequently transferred from this stabilization reserve to the Electrical Distribution Extension Reserve to support the Asset Management Plan, leaving a balance in the Electrical Revenue Stabilization Reserve of \$2.55 million.

- Water Utility reported a year-end deficit of \$1.59 million. Revenue was slightly higher than expected as sales volumes were aided by the late warmer than normal summer, in addition there were savings in electrical expenditures and staff vacancies. However, these savings were offset by additional expenditures for water main maintenance, security, and utility usage. Both the Water Utility surplus and the Wastewater Utility surplus were transferred to the Water and Wastewater Stabilization Reserve, which brought the reserve balance to \$8.15 million and within the maximum allowable per policy.
- Wastewater Utility reported a year-end surplus of \$1.08 million. Sales revenues were slightly above budget due to the warmer than normal late summer months. Expenditure savings due to lower grit hauling, staff vacancies, and travel and training were partially offset by higher sewer repair costs. As mentioned, both the Water and the Wastewater Utility surpluses were transferred to the Water and Wastewater Stabilization Reserve.
- Storm Water Management Utility reported a year-end surplus of \$657,233. This favourable surplus was due in part to higher revenues from network growth and savings in salaries. This surplus was transferred to the Storm Water Management Stabilization Reserve which brought the reserve balance over the maximum allowable by the policy, therefore, an amount of \$344,568 was subsequently transferred from this stabilization reserve to the Storm Water Capital Reserve, leaving a balance of \$1.67 million in the Storm Water Management Stabilization Reserve.
- Waste Services Utility reported a year end surplus of \$1.79 million. Increases in MMSW funding as well as growth within single-family recycling, multi-unit recycling and leaves and grass programs resulted in surplus revenue. Savings from contractor costs, lane maintenance, communications and staffing expenditures all contributed to the overall surplus. The surplus was transferred to the Waste Utilities Stabilization Reserve which brought the reserve balance over the maximum allowable by the policy, therefore, an amount of \$2.31 million was subsequently transferred from this stabilization reserve to the Waste Minimization Reserve, leaving a balance of \$1.24 million in the Waste Utilities Stabilization Reserve.

#### Training and Discretionary Spending Savings

Including the mill rate, and Utility programs, the staff training budget, materials, supplies office and other expenditures had a favourable variance of \$3.25 million. The Administration reduced these expenditures in a corporate-wide objective to help offset the revenue reductions or other budgetary pressures the City was experiencing throughout 2022.

### Fuel Unfavourable Variance

In accordance with Council Policy No. C03-003, the Fuel Stabilization Reserves' purpose is to offset any over-expenditures in the City's tax-supported fuel budget attributable to variations in fuel pricing, thereby stabilizing the effect on the mill rate. In 2022 the tax supported fuel budget had an unfavourable variance of \$1.94 million. The Fuel Stabilization Reserve had a balance of \$354,410, which was used to help offset this unfavourable variance leaving a \$0 balance in the Fuel Stabilization Reserve as of December 31, 2022.

### **RECOMMENDATIONS**

The Administration is recommending:

1. That the following transfers to reserves be waived and the surpluses remain within the programs to help offset the corporate deficit:
  - a. \$14,220 to the Internal Audit Program Reserve;
  - b. \$17,659 to the Animal Service Reserve; and
  - c. \$173,247 to the Reserve for Unexpended Youth Sports Subsidy Funds.
2. That a reduction in the transfer from the Roadways Operating program in the amount of \$710,740 to the Paved Roadways Infrastructure Reserve be approved;
3. That a one-time exception to Council Policy No. C03-003, Reserve for Future Expenditures be approved to allow a transfer of \$500,000 from the Special Events Reserve - Profile Saskatoon to the help offset the deficit;
4. That a one-time exception to Council Policy No. C03-003, Reserve for Future Expenditures be approved to allow a transfer of \$924,395 from the Land Operations Reserve to the help offset the deficit; and
5. That the remaining deficit of \$6.68 million be transferred from the Fiscal Stabilization Reserve to balance the budget.





## **GOVERNANCE AND PRIORITIES COMMITTEE**

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### **Downtown Event and Entertainment District Plan – Vision Statement and Guiding Principles**

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

That the vision statement and guiding principles for the Downtown Event and Entertainment District Plan, as contained in Appendix 2, be approved with accepted changes.

#### **History**

The Governance and Priorities Committee, at its meeting held on March 15, 2023, considered a report from the Administration regarding the above. The recommendation being put forward by Committee was not voted on unanimously.

Your Committee also resolved that Administration report back on an option(s) to include language around Saskatoon as a winter city and an option to include language about shared prosperity and success, seeking input from the Saskatoon Poverty Reduction Partnership.

#### **Attachment**

March 15, 2023 report of the Community Services Division

# Downtown Event and Entertainment District Plan – Vision Statement and Guiding Principles

## ISSUE

The vision for a Downtown Event and Entertainment District (District) is anchored around a new event centre and a new or expanded convention centre, made more accessible through the future Bus Rapid Transit System (BRT). The development of a comprehensive plan aims to establish the District as a hub for entertainment and cultural activities, with vibrant public spaces that are welcoming and accessible to everyone.

Administration is seeking City Council's consideration of the vision statement and guiding principles, which is a foundational element of the City of Saskatoon's (City) approach to this initiative.

## RECOMMENDATION

That the Governance and Priorities Committee recommend to City Council:

1. That the vision statement and guiding principles for the Downtown Event and Entertainment District Plan, as contained in Appendix 2, be approved with accepted changes.

## BACKGROUND

The Governance and Priorities Committee, at its [meeting](#) on February 14, 2023, received an information report regarding the District Plan. The report included a draft Vision Statement and Guiding Principles (see Appendix 1).

Prior to seeking City Council's consideration, Administration presented and will continue to present the draft vision statement and guiding principles to the Downtown Event and Entertainment District Advisory Group (DEED Advisory Group), and several City Council Advisory Committees (Advisory Committees) to garner input and perspectives from those Advisory Committees.

## DISCUSSION/ANALYSIS

The vision statement and guiding principles of the District Plan describe the District's aspirations as being the centre of commerce, tourism, services and entertainment, which will be inclusive and welcoming for everyone. The guiding principles form the foundation upon which the project will be developed and will guide development of the District Plan throughout the life of the project.

In addition to feedback from other Downtown Saskatoon initiatives and input received from Downtown businesses, residents and stakeholder groups, the basis for the District Plan's vision statement and guiding principles was formed collectively by referencing the City's 2022-2025 Strategic Plan, City Centre Plan, Imagine Idylwyld, Warehouse

District Local Area Plan, as well as Bylaw No. 9700 – Official Community Plan Bylaw, 2020. The guiding principles incorporate priorities, policies and strategic initiatives from these approved documents.

Prior to City Council consideration, a draft version (see Appendix 1) of the vision statement and guiding principles was presented to the DEED Advisory Group. In addition, the draft version was or will be presented to the following Advisory Committees on the following dates:

- Diversity, Equity and Inclusion Advisory Committee on February 24, 2023;
- Municipal Heritage Advisory Committee on February 21, 2023;
- Municipal Planning Commission on February 28, 2023;
- Public Art Advisory Committee on March 10, 2023;
- Saskatoon Accessibility Advisory Committee on March 10, 2023; and
- Saskatoon Environmental Advisory Committee on March 17, 2023.

Appendix 2 includes the updated vision statement and guiding principles which has been updated considering input from the DEED Advisory Group and the Advisory Committees, indicated by visible edits/changes. The justification for the proposed edits/changes and summary of input received from the DEED Advisory Group and the Advisory Committees is outlined in Appendix 3.

At the time of writing this report, consultation with the DEED Advisory Group and the Advisory Committees had only been partially completed, as some Advisory Committee meeting dates occurred after the publishing of this report for the Governance and Priorities Committee agenda.

Administration will provide an update at the March 15 GPC meeting, and the final recommended document will be included as part of the report scheduled for City Council's consideration on March 29, 2023. Administration felt it would be better to provide GPC with a near-final draft of the document and then provide the final recommended document to Council, as this process will give Council more time to consider this important document.

### **FINANCIAL IMPLICATIONS**

There are no financial implications.

### **OTHER IMPLICATIONS**

There are no Triple Bottom Line, policy, privacy or CPTED implications or considerations at this time. These will be considered in other future reports, as required.

### **NEXT STEPS**

Administration will prepare District Plan-related reports to the Governance and Priorities Committee and City Council at major milestones throughout the District Plan process.

Once approved, the vision statement and guiding principles will be referenced in future reports related to the District Plan and how the guiding principles have influenced that work.

## **APPENDICES**

1. Downtown Event and Entertainment District Vision and Guiding Principles – February 14, 2023 draft
2. Downtown Event and Entertainment District Vision Statement and Guiding Principles - edited
3. Downtown Event and Entertainment District and Advisory Committees Input Summary

## **REPORT APPROVAL**

Written by: Ian Williamson, Senior Project Planner  
Reviewed by: Dan Willems, Director of Technical Services  
Lesley Anderson, Director of Planning and Development  
Approval by: Lynne Lacroix, General Manager, Community Services Division  
Jeff Jorgenson, City Manager

SP/2023/CS/PD/ Downtown Event and Entertainment District Plan – Vision Statement and Guiding Principles.sk



## Vision Statement & Guiding Principles

As we work together on this city-building project, we acknowledge our ancestors and future generations. We honour Treaty 6 Territory and the Homeland of the Métis, by sharing this land under Treaty with the Cree, Saulteaux, Dakota, Métis, Dene and Non-Indigenous peoples. We commit to Truth and Reconciliation and the Calls to Action.

### VISION STATEMENT:

A vibrant downtown is a welcoming and inclusive place for all people to come together. It supports a strong economy, creates a sense of community, and attracts people to live, work and play in the Downtown.

### GUIDING PRINCIPLES:

#### A distinctive identity through placemaking/placekeeping:

Recognize and enhance a District that celebrates the city's history and heritage and fosters a year-round hub for culture and entertainment.

#### Architectural and public realm design excellence:

Inspire a sense of place through high quality facility design, the use of environmental design principles in buildings and public spaces and embracing all-season design.

#### Reconciliation by honouring Indigenous histories, languages and culture:

Enact inclusive, respectful and reciprocal processes throughout the District planning process that align with and support the Truth and Reconciliation Calls to Action and United Nations Declaration on the Rights of Indigenous Peoples.

#### Reliable and efficient transportation options:

Enhance accessibility and connectivity of all modes of transportation to allow for enjoyable, safe and cost-effective movement of people in, to, and around the District and adjacent neighbourhoods.

#### Downtown density with a focus on housing:

Plan and encourage a mix of housing choices in the District to attract a diversity of community members.

#### Leadership in sustainability and resiliency:

Demonstrate and exemplify leadership in sustainability through urban infill choices, economic development, climate resiliency and green infrastructure.

#### A robust and diverse economy:

Encourage a thriving, diverse economy that attracts local, regional and global business to the Downtown and city.

#### A healthy and safe community:

Support an authentic and welcoming community where everyone feels safe, has a sense of belonging and has the opportunity to participate.



# Vision Statement & Guiding Principles

As we work together on this city-building project, we acknowledge our ancestors and future generations. We honour Treaty 6 Territory and the Homeland of the Métis, by sharing this land under Treaty with the Cree, Saulteaux, Dakota, Métis, Dene and Non-Indigenous peoples. We commit to Truth and Reconciliation and the Calls to Action.

## VISION STATEMENT:

A **safe**<sup>1</sup> and vibrant Downtown is a **welcoming**<sup>2</sup> and inclusive place for all people to come together in **cooperative spirit**<sup>3</sup>. The **District**<sup>4</sup> supports a strong economy, **strengthens**<sup>5</sup> our **diverse**<sup>6</sup> community, and attracts people to live, work and play in the Downtown.

## GUIDING PRINCIPLES:

### Reconciliation by honouring Indigenous **Peoples**,<sup>7</sup> histories, languages and culture:

**Establish**<sup>8</sup> inclusive, respectful and reciprocal processes throughout the District planning process that align with and support the Truth and Reconciliation Calls to Action and United Nations Declaration on the Rights of Indigenous Peoples.

### A distinctive identity through placemaking/placekeeping:

Recognize and enhance a District that celebrates the **land's heritage**<sup>9</sup>, city's history, **community's culture**<sup>10</sup> and **embraces our winter city**<sup>11</sup> to foster a year-round hub for culture and entertainment.

### Architectural and public realm design excellence:

Inspire a sense of place through high quality facility design, the use of environmental design principles in buildings and public spaces and embracing all-season design.

### Reliable and efficient transportation options:

Enhance accessibility and connectivity of all modes of transportation to allow for enjoyable, safe and cost-effective movement of people in, to, and around the District and adjacent neighbourhoods.

### Downtown density with a focus on housing:

Plan and encourage a mix of housing choices in the District to attract a diversity of community members.

### Leadership in sustainability and resiliency:

Demonstrate and exemplify leadership in sustainability through urban infill choices, economic development, climate resiliency and green infrastructure.

### A robust and diverse economy:

**Preserve the Downtown as the cultural, social and employment center of the community**<sup>12</sup>, while encouraging a thriving, diverse economy that attracts local, regional and global business to the Downtown and city.

### A healthy and safe community:

Support an authentic and **welcoming**<sup>13</sup> community where everyone feels safe, has a sense of belonging and has the opportunity to participate.

## DEED Advisory Group and Advisory Committees Input Summary

*This table references the input and feedback from the DEED Advisory Group and Advisory Committees that has been included in the edited Vision Statement and Guiding Principles. The numbered edit reference applies to the highlighted change reflected in Appendix 2.*

<b>Edit Reference (Appendix 2)</b>	<b>Input/feedback received</b>	<b>Advisory Committee input/feedback received from:</b>
1	Inclusion of ' <i>safe Downtown</i> ' within the vision statement as safety is a priority for residents and visitors.	Municipal Heritage Advisory Committee
2	' <i>welcoming</i> ' was added to the vision statement as it is described as more inclusionary.	Diversity, Equity, Inclusion Advisory Committee
3	' <i>cooperative spirit</i> ' was added to the vision statement.	Diversity, Equity, Inclusion Advisory Committee
4	District was used rather than Downtown as Downtown is referenced twice in the vision statement, it was seen as more impactful to reference the District.	Municipal Heritage Advisory Committee
5	' <i>strengthens</i> ' replaced the word 'creates a sense of' as there is an existing sense of community in the Downtown.	Municipal Heritage Advisory Committee
6	' <i>our diverse</i> ' was added to the vision statement as a stronger recognition of reflecting the diversity of communities in Saskatoon.	Diversity, Equity, Inclusion Advisory Committee
7	' <i>Indigenous Peoples</i> ' was added to the guiding principle to honour Indigenous Peoples, in addition to histories, languages and culture.	DEED Advisory Group
8	' <i>Establish</i> ' replaced the word 'enact', as a more appropriate action in the context of this project.	DEED Advisory Group
9	Added ' <i>land's heritage</i> ' respective of the first peoples of the land and support reconciliation efforts.	Municipal Heritage Advisory Committee
10	...celebrate ' <i>community's culture</i> ' was incorporated based on feedback to emphasize celebrating culture.	Diversity, Equity, Inclusion Advisory Committee and Public Art Advisory Committee
11	' <i>embraces our winter city</i> ' was incorporated based on input and feedback.	Input through Technical Advisor workshops and GPC
12	' <i>Preserving the Downtown as the cultural, social and employment center of the community</i> ' was incorporated to emphasize the role of Downtown and how the project could provide a wider benefit to all.	Public Art Advisory Committee
13	' <i>welcoming</i> ' was added to promote inclusionary language.	Diversity, Equity, Inclusion Advisory Committee



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February 24, 2023

General Manager, Transportation and Construction Division  
Director of Technical Services  
General Manager, Community Services Division  
Senior Project Manager  
Senior Project Planner

Dear Administration:

**Re: Downtown Event and Entertainment Vision Statement and Guiding Principles - Feedback [MHAC2023-0201]**

The Municipal Heritage Advisory Committee, at its meeting held on February 21, 2023, heard a presentation from the Administration related to the draft Downtown Event and Entertainment Vision Statement and Guiding Principles.

During discussion of the matter, the Committee was requested to provide feedback on the matter.

Please find attached the requested feedback from the Municipal Heritage Advisory Committee.

Yours truly,

A handwritten signature in black ink, appearing to read "Stevie Horn".

**Stevie Horn, Chair**  
Municipal Heritage Advisory Committee

SH:ht



# Downtown Event and Entertainment District Vision Statement and Guiding Principles - Feedback



## Municipal Heritage Advisory Committee Feedback

February 24, 2023

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### Members Review and Comments

#### 1. From the perspective of the Municipal Heritage Advisory Committee, are there any major concerns about the draft vision statement or guiding principles?

- Happy to see indigenous history and reconciliation recognized. It may be helpful to expand on what TRC Calls to Action or areas of UNDRIP are being incorporated (although I understand that doesn't necessarily live in this document).
- Happy to see history/heritage in the first bullet point.
- The principles need to inspire us – and go beyond the general
- Believe the reconciliation item should be first.
- My major concern is that the vision could better emphasize its commitment to preserving and increasing awareness of Saskatoon's heritage.
  - Safety has been a number one priority for our residents, visitors, members, and partners in recent years, so I would love to see that addressed in the vision. **[Administration adjusted the vision statement to reflect this feedback]**
  - 'Downtown' is mentioned twice, so it might be more impactful to use it once. **[Administration adjusted the vision statement to reflect this feedback]**
  - "creates a sense of" - could be a more impactful phrase or word; maybe 'enriches', or 'nurtures', or 'strengthens' **[Administration adjusted the vision statement to reflect this feedback]**
  - "attracts" works, but it is slightly falling flat. I think a word such as 'inspires' denotes more of a level of engagement that we want people to feel when in the district. We want them to feel empowered to proactively engage with the centre, and their new surroundings.

I have adjusted the wording slightly to accommodate the suggestions: *"A safe and vibrant district that is a welcoming and inclusive place for all people to come together. It supports a strong economy, strengthens the community, and inspires people to live, work and play in the Downtown."* **[Administration adjusted the vision statement to reflect this feedback, while recognizing a balance for input and feedback from all advisory committees]**

#### 2. From the perspective of the Committee, is there anything missing from the draft vision statement or guiding principles?

- I would like to see Heritage recognized in two ways from the earliest stages of planning and incorporated into these foundational documents:

a) preservation of history/heritage - ensuring that any heritage resources/assets in the district and surrounding area are protected and not affected by the construction.

b) celebration/awareness of history/heritage - actively incorporating heritage/history into the planning and development (e.g. planning for showcasing features like infographic/wall installations that have historical information).

**[Administration has recorded the input and feedback of the committee regarding the project. Administration will consider this input and feedback for future project work and how this can inform future targeted and broad engagement plans]**

- The vision is thoughtfully worded. My suggestions clarify some elements and would build in a clearer commitment to heritage preservation. I have placed my edits in green simply to make them more obvious.
  - Vision statements second sentence “It supports **respect for heritage**, a strong economy and creates a sense of community which attracts people to live, work and play in the Downtown

**[Administration felt the intention of the guiding principle: *A distinctive identity through placemaking/placekeeping* responds to this by ...celebrating the land’s heritage, city’s history...]**

- Guiding Principles
  - Distinctive identity. In the spirit of TRC and the useful footnote in Appendix 4 (p 55 of MHAC agenda), I suggest placekeeping comes before placemaking. Then to enhance this concept I suggest “celebrates **the land’s heritage**, the city’s history etc”

**[Administration adjusted the guiding principle to reflect this feedback]**

- Place Reconciliation section following Distinctive Identity which supports comments about placekeeping and TRC commitment.
  - Add **public** to Reliable and efficient **public** transportation options
- [Administration felt the intention of the guiding principle: *Reliable and efficient transportation options* speaks to both public and private options]**

- Add to Leadership in Sustainability etc. ... through **respect for heritage**, urban infill choices etc.

**[Administration felt the intention of the guiding principle: *A distinctive identity through placemaking/placekeeping* responds to this by ...celebrating the land’s heritage, city’s history...]**

- I believe MHAC requirements are captured within this statement: Recognize and enhance a District that celebrates the city’s history and heritage.
- I assume to be able to celebrate, that encompasses a few things relevant to MHAC:
  - having an inventory of valuable heritage in the area before its potential removal/change,
  - appropriately incorporating relevant stories (perhaps physical plaques/monuments, but also intangibly in things like the name) within the new district build,

- recognizing that there may be nothing of significance worth carrying forward.
- of note, the Sid Buckwold Theatre should probably make it onto that inventory list...

#### **Additional comments.**

- I've been to several convention center's and sports arenas, and it is nice to see some of the displays that are in these spaces that tell the story of the city (or in some cases the sports team or prominent community figures, etc.) or are spaces for actuary displaying historically significant items.
- It is really important to emphasize is that the addition of the arena district – really enhances and deepens the story of Saskatoon as a new addition to the heart of our community! And adds to the historic fabric that will, hopefully, remain a marker for a 100+ years – and not something that has to be demised in 40 years or less as we currently do with such structures. But rather, something that can be built – that can be innovative, adaptive and a contributing and respectful member of our community's heritage.
- Imagine – we do such good through this development – that it stands the true test of time alongside the Bess, the Sturdy Stone Building and other spaces around our downtown.
- We need to do this in a beautiful, thoughtful, respectful, well-meaning way.
- I do welcome the opportunity as both an MHAC member and Saskatoon Heritage Society rep – (coupled with a planner's hat on too) to continue to influence hopefully in thoughtful and meaningful ways – alongside all the other fabulous colleagues we have amongst us through MHAC and beyond.
- I appreciate admin requesting input from the city's 6 advisory committees.

**[Administration has recorded the input and feedback of the committee regarding the project. Administration will consider this input and feedback for future project work and how this can inform future targeted and broad engagement plans]**

## **Input and feedback received from the Diversity, Equity, Inclusion Advisory Committee – February 24, 2023.**

### Input and feedback related to the vision statement and guiding principles:

- Stronger recognition of diversity of communities in Saskatoon. It should be clearer that the District is inclusive of all communities in the city.

**[Administration adjusted the vision statement to reflect this feedback]**

- Is there a way to indicate that we would optimize or take advantage of the other projects in the City? Can we put this into the guiding principles? Like BRT, etc.

**[Administration felt the intention of the guiding principles responded to this feedback]**

- Appreciates the guiding principles. They are positive and demonstrate the importance of how this project can enhance peoples lives in the city and beyond. They are comprehensive and appreciated.
- Related to the vision statement – the first sentence regarding a welcoming and inclusive place is a good start, but it could also incorporate the guiding principles in a stronger way.

**[Administration adjusted the vision statement to reflect this feedback]**

- Guiding principle related to Reconciliation – a stronger sentiment could be integrated into the vision. City clearly wants to do a good job of showcasing diversity, but it could be stronger in the vision statement.

**[Administration adjusted the vision statement to reflect this feedback]**

- This document doesn't capture how these principles will be visualized and acted upon.
- Celebration is a good word to use to express celebrating cultural diversity.

**[Administration adjusted the guiding principles to reflect this feedback]**

- Suggestion to incorporate '*co operative spirit where all diverse communities may live, work and play*'. We need to work on cooperation and living, working and playing together.

**[Administration adjusted the vision statement to reflect this feedback]**

- The guiding principles should make it clear that spaces can exist within the entertainment district where you do not have to spend money.

**[Administration felt the intention of the guiding principle: *A healthy and safe community, responds to this by including that ...everyone feels safe, has a sense of belonging and has the opportunity to participate*]**

### Input, feedback, comments related to the overall project:

- Look to other entertainment districts (Edmonton) ensuring that Indigenous language is utilized.
- Regarding architecture and public realm – gender inclusive washrooms should be flagged for facilities. These should not be combined with family and accessible washrooms. These facilities are difficult to change after they have been developed and can have a large impact on how users enjoy/experience potential future events.
- Are there ways to mitigate risk in the engagement strategy so that it's clear that human rights are not determined for public debate?
- Specific language around Reconciliation is appreciated. Other languages should also be included to enhance inclusion and diversity of those in our community.

- Would like the City to look into community benefit agreements so that various inclusive practices that the City does are expanded upon. As this project relates to infrastructure and development of Downtown, having community benefit agreements thought about at this stage is critical.

**[Administration has recorded the input and feedback of the committee regarding the project. Administration will consider this input and feedback for future project work and how this can inform future targeted and broad engagement plans]**

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**Input and feedback received from the Municipal Planning Commission – February 28, 2023.**

Input, feedback, comments related to the overall project:

- How will transportation into Downtown be addressed?
- Clarification regarding Bus Rapid Transit, is it included with the District Plan or separate?
- Any changes Downtown will have impacts elsewhere, considerations should be made for surrounding neighbourhoods.
- What is being done with the current SaskTel Centre building and site?
- Are all modes of transportation going to be given equal weight and consideration?
- The BRT project is top of mind for a lot of the public, the BRT system will have to be ready in order to support the District.
- Downtown rail tracks should be considered for accommodating vehicles coming in from the north end. Only two streets from the north end to get Downtown, this will have an impact.
- Another topic that is top of mind for the public is Downtown grocery store(s), that should be considered within the project work, along with other previously identified issues in the city.
- Regarding a robust and diverse economy guiding principle – the District is more than just an arena, consideration should be given for commercial vacancy rate before introducing more commercial spaces.
- The commission deals with the Zoning Bylaw – what impact will the District plan have on the Zoning Bylaw?
- The City should look into and consider what other cities in Canada have done regarding entertainment districts.

**[Administration has recorded the input and feedback of the committee regarding the project. Administration will consider this input and feedback for future project work and how this can inform future targeted and broad engagement plans]**

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**Input and feedback received from the Saskatoon Accessibility Advisory Committee – March 10, 2023.**

Input and feedback related to the vision statement and guiding principles:

- Just as there is a huge emphasis being placed on people who are Indigenous at this point of time, the entire spectrum of the group of those with living experiences of systemic barriers needs to also be included in the same manner as is afforded the Indigenous community.
- Every attention being provided to the Indigenous community should be afforded to all the people who are included in the people living with experiences of systemic barriers. The

statement used in regards to Indigenous Peoples should be repeated for people with living experiences of systemic barriers.

**[Administration felt the intention of the guiding principle: *A healthy and safe community*, responds to this by including that ...everyone feels safe, has a sense of belonging and has the opportunity to participate. Engagement Plans for the project include targeted engagement with individuals with living experience.]**

- Just as the United Nations Declaration on the Rights of Indigenous Peoples is included in the guiding principles, so also, should these two be included: United Nations Convention on the Rights of Persons with Disabilities (CRPD) and the United Nations Declaration on the Rights of Disabled Persons.

**[Administration included United Nations Declarations on the Rights of Indigenous Peoples (UNDRIP) in the guiding principles as the City of Saskatoon has adopted UNDRIP]**

- Accessibility is incorporated and referenced within the guiding principles. Appreciates the consideration given to inclusion of this within this document.

Input, feedback, comments related to the overall project:

- Significant challenge in the Downtown now for people who are disabled. A lot of streets have clutter, making it difficult for people using mobility aids to move around and navigate obstacles.
- Considerations for the deaf community. If this goes ahead, considerations for deaf people being closer to the front (event centre and convention centre), if there is going to be an interpreter, and that deaf people need to be closer to the front. Think about things from the perspective of deaf people.
- There are four broad categories of accessibility to consider:
  - Information technology
  - Communications
  - Services
  - InfrastructureAll of these should be considered at the beginning, throughout and implementation of the project.
- There is a Saskatoon accessibility program which allows those who have an accessible placard to park in loading zones and loading bays. Will this cause a conflict to loading materials, food, instruments, etc. into the entertainment venue? How can accessible parking and events with a time deadline be accommodated if the loading zone has this dual purpose.

**[Administration has recorded the input and feedback of the committee regarding the project. Administration will consider this input and feedback for future project work and how this can inform future targeted and broad engagement plans]**

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**Input and feedback received from the Saskatoon Environmental Advisory Committee – March 17, 2023.**

Input and feedback related to the vision statement and guiding principles:

- The guiding principles appear to balance environmental, social and economic factors.
- There is an expectation that this is a revitalization of Downtown.
- It's positive there is a focus on social aspects and Indigenous reconciliation.

- Transportation aspects should focus beyond parking, glad to see a focus on other forms of transportation such as BRT. Accessibility advisory committee would have lots to comment regarding transportation.
- Specific architectural features should be considered such as solar panels, wind studies, reducing bird strikes, grey water reuse.
- Using sustainable/recycled building materials would save on costs and waste.

**[Administration felt the intention of the guiding principle: *Architectural and public realm design excellence*, responds to this by including that ...the use of environmental design principles in buildings and public spaces.]**

- Currently there is not a lot of high rises Downtown to support density. Need to eliminate grade level parking that exists, including city owned. 26% of the city centre is surface parking lots. Where is the grocer? Vacancy rate in Downtown is high (18.4%).

**[Administration felt the intention of the guiding principle: *Downtown density with a focus on housing*, strives to address this concern.]**

- Will LEED certification be followed in the building design.

**[Administration felt the intention of the guiding principle: *Architectural and public realm design excellence*, responds to this by including that ...the use of environmental design principles in buildings and public spaces. All civic facilities of a certain size must comply with the City's High Performance Civic Building Policy]**

Input, feedback, comments related to the overall project:

- What's the relationship to between the Transportation Master Plan and the District?
- Consideration for the impact on the rest of the transportation network in the city if transit is being directed to the District. Access to the Downtown core is important, but what's the impact on the rest of the city?
- In-camera meetings and the lack of transparency are a cause for concern.
- Cost is a concern. The population base of Saskatoon is too small to support a high level use. What's included as part of this project and the cost, does it include TCU Place?
- Outdoor gathering space would be nice for a variety of users.
- Need a Downtown Community Association.
- Engagement with surrounding community associations should be considered, particularly regarding traffic, parking and noise and the impact this will have on adjacent neighbourhoods.
- How is this going to impact other City programs and services due to cost. What is the long-term affect to property taxes?
- Consideration for barriers due to construction – access to services such as dental offices and the YMCA.

**[Administration has recorded the input and feedback of the committee regarding the project. Administration will consider this input and feedback for future project work and how this can inform future targeted and broad engagement plans]**

**Input and feedback received from the Public Art Advisory Committee – March 17, 2023.**

Input and feedback related to the vision statement and guiding principles:

- The guiding principle related to '*A robust and diverse economy*' could be elaborated on what that diverse economy looks like.

**[Administration adjusted the guiding principle to reflect this feedback]**

- It would be great if a public arts sector is included. Art space is trying to find a suitable place within the city that can accommodate a lot of businesses like glassworks, ceramics, etc. that can all be located within a centralized area. If this economy could be included, that would be great.
- Site could include cultural sector, professional art businesses, not just hobby artists.

**[Administration adjusted the guiding principle to reflect this feedback]**

- This project could be successful if the City is creating space for a launching platform for the artistic community in this plan. Studio spaces for artists include glassblowing courses, clay or silk-screening workshops.
- Indigenous component is important to consider for public art.

**[Administration felt the intention of the guiding principle: *Reconciliation by honouring Indigenous Peoples, histories, languages and culture and A distinctive identity through placemaking/placekeeping*, responds to this input.]**

Input, feedback, comments related to the overall project:

- Is there a grocery store coming back to the area?
- Other cities have located artist's hub nearby to busy locations like this.
- Having a focal point as a catalyst can provide opportunities for this. Other cities have utilized empty store spaces and other incredible ideas.
- Consideration for placemaking/placekeeping to be a consistent theme throughout the District.
- Assurance that there are places where public art can be exhibited within this new area.
- Art must be prioritized at this stage of planning.
- The committee would like to see administration come back later in the process to clarify the role of the Public Art Advisory Committee in relation to the project.

**[Administration has recorded the input and feedback of the committee regarding the project. Administration will consider this input and feedback for future project work and how this can inform future targeted and broad engagement plans]**

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## Additional Input and Options of the vision statement and guiding principles

### History

The Governance and Priorities Committee, at its meeting held on March 15, 2023, considered a report from the Administration regarding the Downtown Event and Entertainment District Plan – Vision Statement and Guiding Principles.

The Governance and Priorities Committee resolved that Administration report back on:

1. an option(s) to include language around Saskatoon as a winter city; and
2. an option to include language about shared prosperity and success, seeking input from the Saskatoon Poverty Reduction Partnership.

### 1. Option for language around Saskatoon as a winter city:

Input and feedback received regarding the design of the Downtown Event and Entertainment District has included an emphasis on embracing Saskatoon as a winter city. Administration has included the following option around Saskatoon as a winter city within the guiding principle:

***A distinctive identity through placemaking/placekeeping:***

*Recognize and enhance a District that celebrates the land's heritage, city's history, community's culture and embraces our winter city to foster a year-round hub for culture and entertainment.*

This option has been incorporated in Appendix 2 for City Council's consideration.

## **2. Option for language about shared prosperity and success, seeking input from the Saskatoon Poverty Reduction Partnership:**

Administration met with the coordinator of the Saskatoon Poverty Reduction Partnership (SPRP) regarding input and feedback for the vision statement and guiding principles for the District Plan. The following is summarized input, received from the coordinator of the SPRP, related to the vision statement and guiding principles:

- Economic growth is defined more broadly when the term ‘employers’ is used rather than ‘business’. ‘Employers’ refers to businesses, service providers, non-profit and charitable sector, all of which employ people and contribute to the economy.
- Including the word ‘learn’ into the vision statement would reflect the educational opportunities and providers in the city. ‘Live, work, play and **learn...**’
- Could the guiding principles include living wages? How can economic growth be created without considering the types of jobs being created?
- The guiding principles that reference transportation and housing could be broader to encompass all things in the market basket of goods that are used to measure poverty levels – transportation, wifi, childcare, food, clothing, etc.
- Guiding principles will be important to resolve future conflict regarding the project and should be strategically tied to the Official Community Plan in a way that sustainable development principles are the foundation.

Based on this input and feedback, Administration recommends the following options to the vision statement and guiding principles for City Council's consideration:

### **VISION STATEMENT:**

A safe and vibrant Downtown is a welcoming and inclusive place for all people to come together in cooperative spirit. The District supports a strong economy, strengthens our diverse community, and attracts people to live, work, play and **learn** in the Downtown.

### ***A robust and diverse economy:***

*Preserve the Downtown as the cultural, social and employment center of the community, while encouraging a thriving, diverse economy that attracts local, regional, and global **employers** to the Downtown and city.*

### ***A healthy and safe community:***

*Support an authentic and welcoming community **that promotes equitable opportunities for all to participate, fosters a safe and inclusive environment and cultivates a strong sense of belonging.***

These options have not been incorporated in Appendix 2, however, Administration wanted to highlight these options for City Council's consideration.

The following is additional summarized input and feedback received from the coordinator of the SPRP regarding the overall project:

- How can the use of tools within municipal jurisdiction advance the SPRP commitment that no one working full-time in Saskatoon is living below the poverty line?
  - A collaboration between for profit goods and services, charitable sector and government that creates vibrant neighbourhoods/communities.
  - Individuals and families in Saskatchewan can be below the poverty line working full-time at minimum wage.
  - Minimum wage policy can exclude people from the economy and requires injections of support from agencies, service providers and governments.
  - Acknowledges that minimum wage increases can be difficult for small and medium enterprises – but how does the municipal, provincial and federal governments offset gaps and how could governments use their influence so that changes may benefit small and medium enterprises (e.g. zoning provisions, licensing incentives).
- Animation and activation of the area for non-event times will be important to consider.
  - Consider collaboration between other spaces – library, outdoor festival site, etc.
- Access to public washrooms is critical. How will people access washroom facilities in the area when facilities may not be open.
- 'Shared prosperity' and 'success' relates to not separating social inclusion and economic growth in sustainable development.
- Consider a large subsection of the population who feels excluded from the conversation because they cannot afford to attend an event.
- This space is meant to be welcoming to all, how will the basic human rights of people be addressed? (access to public washrooms, placemaking, art and culture, transportation, culture, transportation, child care, access to food and water, access to shelter).
- How can public space be used in the Downtown to create equity?
- There is a high degree of vulnerability. Make sure that folks are not criminalized for visiting the public space and are made welcome to use the space.
  - If people show up that need assistance – what are the purposeful and immediate solutions for supports, rather than creating a space that is unwelcoming.
- Consider the event centre facility in case of emergency need. How is this civic infrastructure animated for both direct and indirect uses?
- Consideration for childcare in facility sites – an option while parents are attending events and allows for a different type of animation during non-event times.
- Public wifi should be considered as part of this project.
- Consideration for spaces for families.
- Need for community spaces to gather – free or inexpensive (small, medium and larger meeting spaces)

## Janzen, Heather

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**Subject:** FW: Email - Communication - Peggy Sarjeant - Downtown Event and Entertainment District: Vision and Guidelines - CK 4130-14  
**Attachments:** Downtown Event and Entertainment District Vision and Guiding Principles letter to CoS March 2023.docx

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**From:** Web NoReply <[web-noreply@Saskatoon.ca](mailto:web-noreply@Saskatoon.ca)>

**Sent:** Monday, March 20, 2023 12:51 AM

**To:** City Council <[City.Council@Saskatoon.ca](mailto:City.Council@Saskatoon.ca)>

**Subject:** Email - Communication - Peggy Sarjeant - Downtown Event and Entertainment District: Vision and Guidelines - CK 4130-14

--- Replies to this email will go to [REDACTED] ---

Submitted on Monday, March 20, 2023 - 00:49

Submitted by user: [REDACTED]

Submitted values are:

**I have read and understand the above statements.:** Yes

**Date:** Monday, March 20, 2023

**To:** His Worship the Mayor and Members of City Council

**First Name:** Peggy

**Last Name:** Sarjeant

**Phone Number :** [13066529801](tel:13066529801)

**Email:** [REDACTED]

**Address:** [REDACTED] University Drive

**City:** Saskatoon

**Province:** Saskatchewan

**Postal Code:** [REDACTED]

**Name of the organization or agency you are representing (if applicable):** Saskatoon Heritage Society

**What do you wish to do ?:** Submit Comments

**What meeting do you wish to speak/submit comments ? (if known)::** City Council and PDCS

**What agenda item do you wish to comment on ?:** Downtown Event and Entertainment District: Vision and Guidelines

**Comments:**

Please see attached letter

**Attachments:**

- [Downtown Event and Entertainment District Vision and Guiding Principles letter to CoS March 2023.docx](#)35.92 KB

**Will you be submitting a video to be vetted prior to council meeting?:** No



March 20, 2023

### Downtown Event and Entertainment District: Vision and Guiding Principles

Mayor and Councillors,

The Saskatoon Heritage Society has followed with interest the discussions surrounding the proposed Downtown Event and Entertainment District. Any development downtown will inevitably have an impact, either positively or negatively, on the core of heritage buildings which provides our city centre with a distinct identity.

We understand that a draft Vision Statement and a set of Guiding Principles for the District is in the process of being developed. We also understand that the area under consideration will include streets and blocks surrounding the proposed site for the new arena. This will include the majority of our downtown heritage buildings.

Unfortunately, we have had difficulty accessing the Draft Vision and Guiding Principles but we have learned that one of the Guiding Principles is to promote a distinct identity for the District. This is to be applauded. We assume that identity will focus on the recognition and preservation of our built heritage along with their associated history and stories.

Prior to embarking on considering the area to be covered by the District, we hope that the City will undertake a baseline inventory of all the heritage buildings in the area. This would include all buildings listed in the Heritage Register, whether designated as Heritage Property or not. We would stress, however, that the inventory should not be limited to those buildings on the Register. Although most buildings of interest will have been captured, we feel that there are buildings, especially within the Warehouse District, which may have escaped attention, yet have interesting stories to tell and contribute to Saskatoon's identity. We are thinking in particular of the Western Supplies building adjacent to the former bus station and Rose Marking Devices at 23<sup>rd</sup> Street and Wall Street, which was a well-known Chinese café. There may well be others. And, of course, we should recognize the former STC bus station, itself – the work (although now substantially altered) of notable Saskatoon architect, John Holliday-Scott.

The Saskatoon Heritage Society would be pleased to offer input into any discussions surrounding the District's historical identity and built heritage.

Sincerely,

Peggy Sarjeant, President, Saskatoon Heritage Society

## **Request to Sell City-Owned Property – Marquis Industrial Area Phase 13 – 64<sup>th</sup> Street and Radu Crescent**

### **ISSUE**

Declining inventory has increased the need for the availability of more industrial parcels to ensure an adequate supply of serviced Heavy Industrial sites. There are 18 parcels in the Marquis Industrial area on 64<sup>th</sup> Street and Radu Crescent zoned Heavy Industrial District (IH District) which were serviced completely in late fall of 2022 and ready to be released for sale.

### **RECOMMENDATION**

1. That Administration be authorized to sell Lots 1-11, Block 947; and Lots 1-8, Block 948, Plan 102393828, through the open market (standard terms) sales approach with prices as listed in the report;
2. That the Administration be authorized to make minor adjustments to the approved list pricing that may be necessary to account for changes in servicing costs and parcels being returned; and
3. That the City Solicitor be requested to prepare the appropriate agreements and that His Worship the Mayor and the City Clerk be authorized to execute the agreements under the Corporate Seal.

### **BACKGROUND**

Eighteen parcels of land within Phase 13 of the Marquis Industrial area are fully serviced and ready to be released. Twenty parcels of Limited Heavy Industrial (IH2) land were released to market in August 2022, and there are no remaining Heavy Industrial (IH) zoned parcels in inventory. These 18 parcels are zoned Heavy Industrial (IH) and range from 0.44 -10.89 acres in size. Some of the parcels, sized at 0.5 acres, have been subdivided to provide the opportunity for purchase by owner/occupied small businesses, a segment of the local market that has previously not been served in past industrial land offerings (see Appendix 1).

At its meeting on March 14, 2022, SPC on Finance approved the direct sale of four parcels totalling 16.69 acres (Lots 8-11, Block 947, Plan 102393828) to Matrix Equities Inc (Matrix) on behalf of TrioInvest). On February 28, 2023 Matrix informed Saskatoon Land they would not be proceeding with the sale within an extended due diligence period due to concerns with the soil stratigraphy on lot 8 identified in their geotechnical review. Additional testing performed by a 3<sup>rd</sup> party engineering consultant hired by the City has confirmed the existing soil conditions are consistent with City standards and specifications for site grading. While this additional information was provided to Matrix, they decided not to move forward with closing of the purchase. Considering this, Administration plans to release Parcels 8-11, Block 947 as part of this open market public offering.

## **DISCUSSION/ANALYSIS**

### Zoning and Pricing

All parcels have been zoned IH – Heavy Industrial District which accommodates a wide range of permitted uses. The average price per acre for all parcels within this phase ranges from \$550,000 to \$796,500 and the total sales revenue for all parcels is estimated to be \$16.43 million. These prices have been determined through an examination of current industrial parcel prices in the Saskatoon market, prepaid servicing costs, site locational factors and the developable site area for each parcel.

Proposed pricing for this phase of development is reflective of the 2022 City of Saskatoon Industrial Prepaid Service Rates schedule, approved by City Council last December and the process used by the City for calculating pre-paid servicing rates. The ½ acre sized lots have an average price per acre list price set 28% higher than the remaining lots in this phase mainly due to the additional servicing costs associated with smaller lots as required in the Saskatoon Industrial prepaid Service Rates schedule. Of note, approved Increases for Industrial lands total 12.2% over the last two years.

### Sales Method

Administration is recommending an open market (standard terms) sales approach be used for the release of the parcels (see Appendix 2). If approved, the parcels will be offered publicly at the approved list price. Interested parties will have a designated period to submit offers on the parcels offered through the open market (standard terms) sales approach.

Offers received will be reviewed by Administration to determine compliance with set terms and to identify which proponent will be contacted for negotiation of a sale agreement for the respective parcels. It is generally accepted that the highest offer received determines the preferred proponent, assuming the standard terms and conditions are met. If no offers are received, the parcels will remain available over the counter until an acceptable offer is received. Any accepted offer below list price will be conditional upon approval of the Chief Financial Officer.

Utilizing the open market (standard terms) sales approach provides purchasers the flexibility to make offers with assurance that Administration can entertain their submission based on the criteria set out in the standard terms. Administration is suggesting this process due to the number of inquiries received from some parties for the direct purchase of parcels in this area. The sale of these parcels using this approach is consistent with Council Policy No. C09-033, Sale of Serviced City-Owned Lands.

Within the prepared sales information documentation, all potential purchasers will be provided a copy of the Phase 1 Environmental Site Assessment and the Geotechnical Report prepared for Parcels 8-11.



## **FINANCIAL IMPLICATIONS**

Net proceeds from the sale of these parcels will be deposited into the Property Realized Reserve. Servicing charges are deposited in the Prepaid Reserve.

## **OTHER IMPLICATIONS**

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

## **NEXT STEPS**

If approved, a sales package with a public release date will be sent to participating industrial and commercial builders who have requested to be on Saskatoon Land's notice list. Notice of the public release will also be advertised in the Saskatoon Star Phoenix City page a minimum of two Saturdays prior to the offer period closing and will also be posted on Saskatoon Land's website.

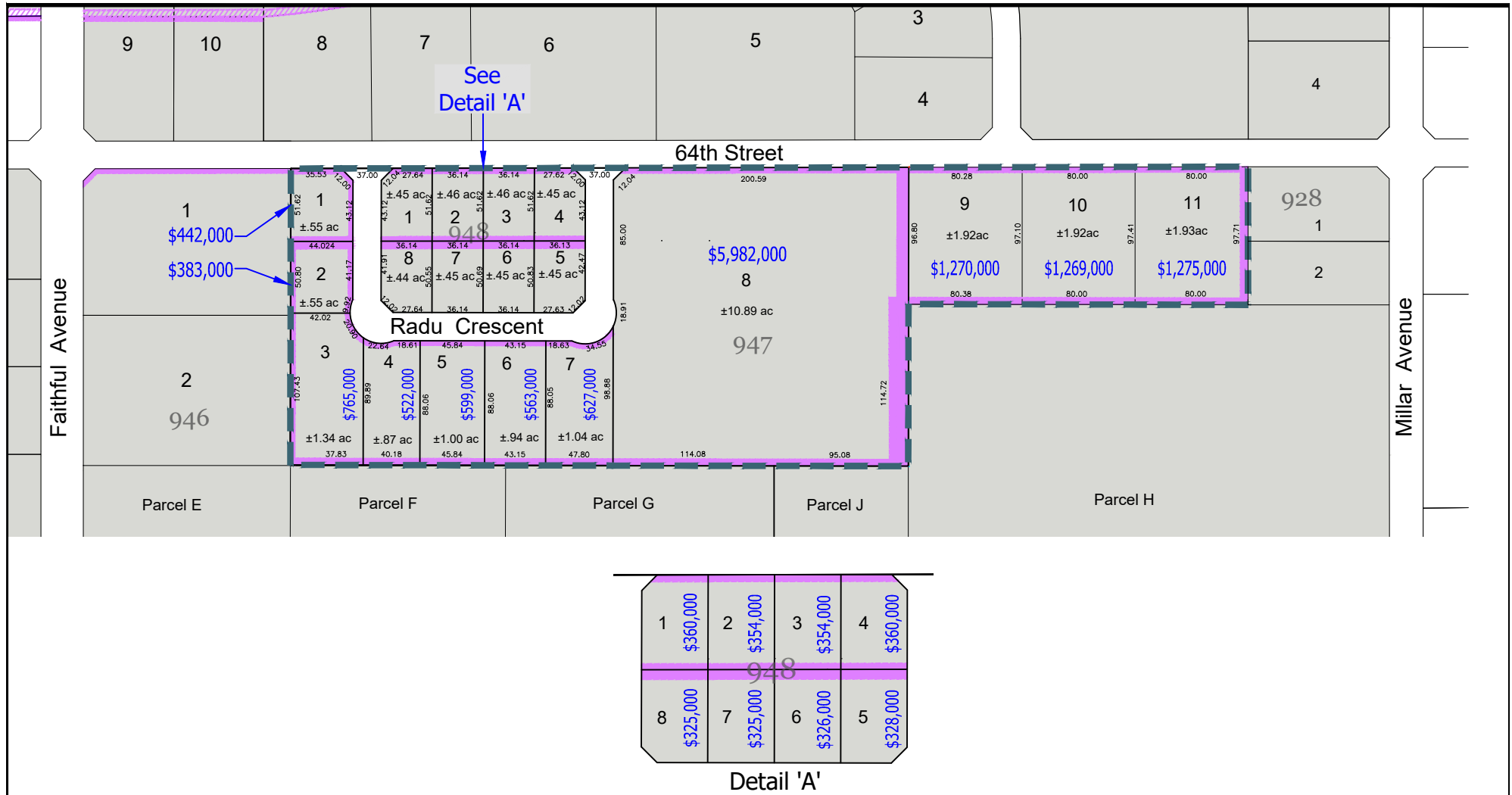
## **APPENDICES**

1. Marquis Industrial Phase 13B – Lot Sales Map and List Pricing
2. Marquis Industrial Phase 13B - Open Market Sale Standard Terms and Conditions

## **REPORT APPROVAL**

Written by: Clayton Waldbauer, Senior Land Development Planner  
Reviewed by: Frank Long, Director of Saskatoon Land  
Approved by: Clae Hack, Chief Financial Officer, City of Saskatoon

Admin Report - Request to Sell City-Owned Property – Marquis Industrial Area.docx



## Legend

Civic Address 123  
Block Number 123  
Lot Number 3

Heavy Industrial  
Easements



Open Market Sites  
Proposed Price \$0,000,000



**City of  
Saskatoon**

Saskatoon Land - March 2023



Note: The Saskatoon Land does not guarantee the accuracy of this plan. Lot dimensions and the location of other features are compiled from available information and are subject to change without notice. Park and buffer renderings are for illustrative purposes only and does not represent what will be constructed. To ensure accuracy, please refer to the Registered Plan of Survey. Distances are in meters unless shown otherwise. Do not scale.

**Marquis Industrial Phase 13B - Open Market Sale  
Standard Terms and Conditions**

1. Deposit/Closing Date/Possession/Adjustment Date:
  - (i.) 10% deposit plus applicable taxes due within ten (10) days of offer acceptance or as agreed to between the vendor and the purchaser.
  - (ii.) Sixty (60) days following acceptance of the Saskatoon Land proposal letter or as agreed to between the vendor and the purchaser.
  
2. Conditions Precedent:
  - (i.) Approval of the sale by the Chief Financial Officer, City of Saskatoon.
  
3. Terms and Conditions:
  - (i.) 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. Current Phase 1 Environmental Site Assessment will be provided for the land parcel.
  
  - (ii.) Real Estate Commissions, if applicable, to be paid based on the following as outlined in Council Policy No. C09-015, Real Estate Commissions – Sale of City-owned Land:
    - 5% for the first \$1 million;
    - 3% for any amounts above \$1 million to \$2 million; and
    - 1% for any amounts above \$2 million to a maximum payment of \$150,000.
  
  - (iii.) The purchaser further agrees to grant 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.

## **Bylaw No. 8491, The Campaign Disclosure and Spending Limits Bylaw, 2006 – Campaign Contributions Residency Requirements**

### **ISSUE**

Bylaw No. 8491, *The Campaign Disclosure and Spending Limits Bylaw, 2006* (“Bylaw”) is currently silent as to the receipt of campaign contributions from out of province or out of country. Should contributions from out of province or out of country be permitted and if so, what conditions, if any, should be attached and how should they be reported?

### **BACKGROUND**

#### **2.1 History**

During the 2020 election process, the Returning Officer received an inquiry about the receipt of out of country campaign contributions. Absent specific direction contained in the Bylaw, the Returning Officer permitted receipt of the campaign contribution and required reporting of the amount received as converted to Canadian dollars.

At the [Regular Business Meeting of City Council on May 24, 2022](#), the Administration sought direction from City Council regarding the receipt of out of country campaign contributions. City Council resolved, in part:

That Administration report back on options for restricting each of the home province and country of campaign donors, including property ownership.

The receipt of out of province campaign contributions has been the subject of previous reporting and recommendations from the Saskatoon Municipal Review Commission (“SMRC”). Their recommendation has consistently been to amend the Bylaw to restrict donations to municipal candidates to those that come only from individuals normally resident in Saskatchewan. However, *The Local Government Election Act, 2015* (“LGEA”) does not provide the City with jurisdiction to limit campaign contributions. Amendments to the LGEA were sought at the direction of City Council following the initial SMRC report. To date, the LGEA has not been amended to permit the City to limit campaign contributions. Attached at Appendix 1 is a more detailed review of the previous discussion of out of province contributions.

**2.2 Current Status**

Pursuant to sections 9.1 and 34 of the LGEA, the City has jurisdiction, by bylaw, to establish disclosure requirements respecting campaign contributions and expenses and to establish election campaign spending limits. The LGEA is silent with respect to restrictions regarding the acceptance of campaign contributions.

The Bylaw currently provides no specific direction with respect to the acceptance and reporting of out of province or out of country campaign contributions.

**2.3 Public Engagement**

There has been no public engagement apart from any previous engagement conducted by the SMRC in the context of its reporting and recommendations on this issue.

**2.4 City of Saskatoon's Current Approach**

The City does not currently have a consistent or prescribed approach to the acceptance of out of province or out of country campaign contributions. Inquiries have been considered on a case-by-case basis. Absent specific rules, the Returning Officer's approach during the 2020 election process was to permit acceptance of an out of country contribution and require that it be reported as converted to Canadian dollars.

**2.5 Approaches in Other Jurisdictions**

Research indicates that the City of Regina's bylaw is silent on this issue. Local government election legislation in Alberta, Manitoba and Ontario all restrict the receipt of campaign contributions from persons ordinarily resident in the province. The rules for the province of British Columbia contain a similar restriction.

## **OPTIONS**

**Option 1: Status Quo**

This option would result in the Bylaw remaining silent as to the rules regarding the acceptance of out of province or out of country campaign contributions without restriction. The Bylaw, while defining "campaign contribution" does not specifically identify acceptable sources of those contributions. For example, it does not specifically identify corporations or trade unions as acceptable donors or otherwise limit the ability of candidates to accept those contributions. Therefore, remaining silent in the context of out of province or out of country campaign contributions would be consistent with the existing scheme of the Bylaw.

However, out of province and out of country contributions may be distinguished from these other sources in that their acceptance may require further explanation. For example, where a residency requirement does not exist, contributions may be subject to foreign currency exchange and therefore without an amendment to the Bylaw or other means of communicating any rules associated with out of province or out of country contributions, there would continue to be no clarity for candidates or the Returning Officer regarding the acceptance and reporting of such contributions.

**Option 2: Include Provisions Regarding Out of Province/Country Contributions in the Bylaw**

This option would require an amendment to the Bylaw permitting the acceptance of out of province or out of country contributions or outlining the parameters for acceptance and reporting of these contributions. Including these rules in the Bylaw would provide clarity and certainty for candidates and help ensure that reporting requirements will be followed consistently and transparently. Such an approach would be consistent with the authority provided to the City in accordance with the LGEA. Rather than permit acceptance of out of province or out of country contributions in the Bylaw, the amendment could simply clarify how such contributions are to be reported.

**Option 3: Include Information Regarding Out of Province/Country Contributions in Candidate Communications**

This option would require the inclusion of information about the acceptance of out of province and out of country campaign contributions in candidate communications, but not include a Bylaw amendment. This would leave the current scheme of the Bylaw intact, but still provide some clear direction to candidates and the Returning Officer as to how such contributions shall be reported to ensure consistency and transparency in the handling of these contributions.

**RECOMMENDATION**

The Administration recommends that City Council approve option 3, that candidate communications include information regarding the acceptance and disclosure of out of province/out of country campaign contributions.

**RATIONALE**

Given the limited jurisdiction afforded to the City by the LGEA, the City's options are likewise limited. There is no ability for the City to restrict or limit campaign contributions by imposing residency requirements on contributors, or otherwise. In these circumstances, it is recommended that the rules for acceptance of such contributions should apply as communicated and applied by the Returning Officer as during the 2020 election process. In other words, it is recommended that contributions that are subject to a foreign currency exchange would be accepted and reported subject to the appropriate foreign currency exchange rate. Candidates are required to maintain complete and proper accounting records of all contributions and once converted,

cumulative donations from the same contributor in the amount of \$100 or more would be required to be disclosed in accordance with the Bylaw.

The Administration sees the merit in clarifying the rules regarding out of province and out of country contributions to ensure consistent and transparent reporting and disclosure. Candidates should have the benefit of knowing how to handle these contributions and publicizing the rules will ensure a consistent approach by the Returning Officer. In order to maintain the scheme of the current Bylaw, rather than a Bylaw amendment, it is recommended that candidate communications, including the Candidate Guide, be amended to include information about the acceptance and disclosure requirements associated with out of province/out of country campaign contributions.

### **Election Day Timeframes**

When the last round of amendments to the Bylaw were considered by City Council in the spring of 2022, our Office undertook to revisit the issue of timelines contained in the Bylaw and Policy No. C01-027, *The Communications and Constituency Relations Allowance Policy* as they relate to “election day”. No formal direction was provided.

Our Office was waiting for further information from the Province as to whether “election day” would be changed for the next civic election and into the future before undertaking this review. The latest information suggests that “election day” will remain as November 13, 2024, and the second Wednesday in November every four years thereafter. New emergency powers are proposed for the Returning Officer to suspend and postpone voting to a maximum of seven days from election day.

Our Office has reviewed the references and the timeframes associated with election day contained in the Bylaw and Policy No. C01-027. Given that election day is to remain in November, our Office recommends that the definitions as they relate to election day and the obligations of candidates as they relate to timeframes around election day are clear as currently worded and no recommendation for change is being suggested. The Bylaw currently contains a mix of language in providing clarity for candidates; in relation to definitions of “campaign contribution period” and “campaign expense period”, for example, the Bylaw references specific dates around election day rather than a timeframe around election day, which would require candidates to count either forward or backwards from election day to determine the appropriate dates. Elsewhere in the Bylaw, where appropriate, obligations are addressed by counting forwards or backwards within so many months of election day.

As a result of the Returning Officer’s new emergency powers, election day may be postponed for a maximum of seven days. The set timeframes contained in the Bylaw, for example the defined “campaign contribution period” and “campaign expense period” are sufficiently generous post election day to accommodate a seven day “extension” and therefore no change is being recommended as a result of this new power.

## **COMMUNICATION ACTIVITIES**

If option 3 is approved, the City Clerks Office will ensure that candidate communications are appropriately amended to include reference and requirements related to out of province/country campaign contributions. Those communications will be shared in the normal course.

## **APPENDICES**

1. History of Discussions – Out of Province/Country Campaign Contributions

### **Report Approval**

Written by: Christine G. Bogad, Director of Legal Services  
Reviewed by: Adam Tittlemore, City Clerk  
Jeff Jorgenson, City Manager  
Approved by: Cindy Yelland, City Solicitor

Admin Report - Bylaw No. 8491, The Campaign Disclosure and Spending Limits Bylaw, 2006 – Campaign Contributions Residency Requirements.docx



## **History of Discussions Receipt of Out of Province Campaign Contributions by Municipal Candidates**

- **November 19, 2015 - Saskatoon Municipal Review Commission Report**
  - Noted that the City of Saskatoon was out of step with other jurisdictions with respect to accepting contributions from individuals residing outside of the province.
  - Contained a recommendation that the Bylaw be amended “to restrict donations to municipal candidates to those that come only from individuals normally resident in Saskatchewan”. This recommendation was made in conjunction with two others: (i) to place a limit on the total amount that individuals may contribute to candidates for municipal office; and (ii) to prevent donations to candidates for municipal office from corporations or trade unions.
  - The rationale for the out of province contribution recommendation was that the SMRC was of the view that only those who reside in the province should participate in municipal elections in Saskatoon and they noted that adopting this recommendation would bring Saskatoon in line with other jurisdictions (Alberta, Winnipeg and Ontario were noted).
  - Noted that the City’s jurisdiction to pass these amendments would require a legislative amendment to *The Local Government Election Act*.
- **January 25, 2016 - Regular Business Meeting of City Council**
  - City Council directed the Administration to seek the required legislative amendment to provide authority to limit campaign contributions.
  - A review of the debate when these recommendations were considered demonstrates that the then City Council was not in favour of either a general campaign contribution limit or limiting contributions from corporations and trade unions. The then City Council was, however, in support of a Canadian residency requirement, subject to obtaining the legislative amendment.
- **August 2016 – Legislative Amendment Follow Up**
  - The Administration provided an Information Report to City Council to report on the status of the legislative amendments indicating that the correspondence seemed to be well-received and indicating that the Minister had made note of the amendments and requested that they be brought to the Ministry’s attention again after the 2016 election when the LGEA was reopened for consideration.

- **June 20, 2017 - Saskatoon Municipal Review Commission Report**
  - The same three recommendations related to limiting campaign contributions were made, again noting that Saskatoon is out of step with other municipalities.
  - The SMRC noted that electoral candidates indicated that the lack of rules regarding campaign donations is concerning, as it was felt there is a strong correlation between fundraising and electoral success.
  - The SMRC further noted that unlike much of Canada, corporations, unions, trust funds and unincorporated groups can donate to Saskatchewan electoral candidates for municipal and provincial elections without limit.
  - There was no further discussion of jurisdiction or legislative amendments.
- **May 22, 2018 - Administrative Report on June 2017 Saskatoon Municipal Commission Report**
  - Contains no comment other than to indicate that the previous recommendation from 2015 was defeated.
- **May 15, 2019 - Bill 134 Received Royal Assent**
  - Bill 134 containing amendments to *The Local Government Election Act, 2015* received Royal Assent on May 15, 2019. It did not include amendments to the City's jurisdiction to limit campaign contributions.
- **June 7, 2021 - Saskatoon Municipal Review Commission Report**
  - The issue of limiting campaign contributions, including the imposition of residency requirements to restrict out of province contributions was not raised.

# The Electric Light and Power Amendment Bylaw, 2023

## ISSUE

This report submits Bylaw No. 9876, *The Electric Light and Power Amendment Bylaw, 2023* ("Bylaw"), which increases, on average, the rates for electricity provided by Saskatoon Light & Power to match the increases to rates being implemented by SaskPower.

## RECOMMENDATION

That City Council consider Bylaw No. 9876, *The Electric Light and Power Amendment Bylaw, 2023*.

## BACKGROUND

At its [August 29, 2022 Regular Business Meeting](#), City Council considered a report of the General Manager, Utilities and Environment, dated August 8, 2022, and resolved:

1. That the proposed September 1, 2022, and April 1, 2023, electrical rate increases be approved for Saskatoon Light & Power as outlined within the report; and
2. That the City Solicitor be requested to prepare the appropriate bylaw amendments to Bylaw No. 2685, *The Electric Light and Power Bylaw, 1940*.

## DISCUSSION/ANALYSIS

The Bylaw implements the second set of rate changes effective April 1, 2023 referred to in the above resolution of City Council. In accordance with City Council's instructions, we are pleased to submit Bylaw No. 9876, *The Electric Light and Power Amendment Bylaw, 2023*.

## APPENDIX

1. Proposed Bylaw No. 9876, *The Electric Light and Power Amendment Bylaw, 2023*.

## Report Approval

Written by: Erik Agrey, Solicitor  
Approved by: Cindy Yelland, City Solicitor

Admin Report - The Electric Light and Power Amendment Bylaw, 2023.docx

## BYLAW NO. 9876

### The Electric Light and Power Amendment Bylaw, 2023

The Council of the City of Saskatoon enacts:

#### Short Title

1. This Bylaw may be cited as *The Electric Light and Power Amendment Bylaw, 2023*.

#### Purpose

2. The purpose of this Bylaw is to amend *A bylaw to regulate the sale of electric light and power in the City of Saskatoon and fixing the rates and deposits therefor* by adjusting:
  - (a) residential and general service rates;
  - (b) street lighting and off-street floodlighting rates; and
  - (c) other miscellaneous rates.

#### Bylaw No. 2685 Amended

3. *A bylaw to regulate the sale of electric light and power in the City of Saskatoon and fixing the rates and deposits therefor* is amended in the manner set forth in this Bylaw.

#### Section 6 Amended

4. Subsection 6.(1) is repealed and the following substituted:

“**6.(1)** From and after April 1, 2023, the following shall be the rates for the supply of electric current for light and/or power by the City of Saskatoon and all charges for electric current consumed on and after the said date shall be computed on the following applicable rates:

## Rates

All rates apply to individual customers on a monthly basis, and the City of Saskatoon reserves the right to:

- (a) require separate metering for each customer; and
- (b) specify the service voltage.

## Residential

To apply to all residential customers for domestic use only.

**Service Charge** .....\$32.99 per month

**Energy Charge**..... 16.38¢ per kWh

**Carbon Tax Charge** ..... 1.11¢ per kWh

**Minimum Bill**... the service charge, less any applicable rebates

**NOTE: The bulk metered rate option is closed to new customers**

Where one meter supplies more than one family dwelling unit, all rate blocks, the service charge, less any applicable rebates and the minimum bill shall be multiplied by 100% of the total number of dwelling units in the premises.

## General Service II

To apply to all non-residential customers to which no other rates apply and having a monthly demand less than 15 kVA.

**Service Charge** .....\$45.30 per month

### **Energy Charges**

First 14,500 kWh per month ..... 16.52¢ per kWh

Balance over 14,500 kWh per month ... 6.77¢ per kWh

**Carbon Tax Charge** ..... 1.11¢ per kWh

**Minimum Bill...** the service charge, less any applicable rebates

If the customer's demand is 15 kVA or greater, the customer will advance to the General Service III rate.

### **General Service III**

To apply to all non-residential customers to which no other rates apply and having billing demands from 15 kVA to 75 kVA inclusive.

**Service Charge** .....\$45.30 per month

#### **Energy Charges**

First 14,500 kWh per month ..... 16.52¢ per kWh

Balance over 14,500 kWh per month ... 6.77¢ per kWh

**Carbon Tax Charge** ..... 1.11¢ per kWh

#### **Demand Charges**

First 50 kVA of  
billing demand per month .....no charge

Balance over 50 kVA of  
billing demand per month .....\$22.01 per kVA

#### **Minimum Bill**

The service charge, less any applicable rebates, plus \$5.36 per kVA of maximum billing demand over 50 kVA recorded in the previous 11 months.

#### **Billing Demand**

The billing demand shall be the maximum demand registered in the current billing period. If such demand exceeds 75 kVA, then the customer advances to General Service IV rate.

If a customer's billing demand is less than 15 kVA, then the customer reverts to General Service II rate.

## General Service IV

To apply to all non-residential customers to which no other rates apply and having billing demands greater than 75 kVA and up to and including 500 kVA.

**Service Charge** .....\$80.30 per month

### Energy Charges

First 16,750 kWh per month ..... 12.67¢ per kWh

Balance over 16,750 kWh per month ... 7.94¢ per kWh

**Carbon Tax Charge** ..... 1.11¢ per kWh

### Demand Charges

First 50 kVA of  
billing demand per month .....no charge

Balance over 50 kVA of  
billing demand per month .....\$22.90 per kVA

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher:

**Service Charge** .....\$306.55 per month

**Energy Charge**..... 7.72¢ per kWh

**Carbon Tax Charge** ..... 1.11¢ per kWh

**Demand Charge**.....\$21.21 per kVA of billing  
demand per month

### Minimum Bill

The service charge, less any applicable rebates, plus \$5.36 per kVA of maximum billing demand over 50 kVA in the previous 11 months.

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher, the service charge, less any applicable rebates, plus \$5.36 per kVA of maximum billing demand in the previous 11 months.

### **Billing Demand**

The billing demand shall be the maximum demand registered in the current billing period.

If the billing demand exceeds 500 kVA, then the customer advances to General Service V rate.

If a customer's billing demand is equal to, or less than 75 kVA, then the customer reverts to General Service III rate.

### **General Service V**

To apply to all non-residential customers to which no other rates apply and having billing demands greater than 500 kVA and up to and including 3,000 kVA.

**Service Charge** .....\$80.30 per month

#### **Energy Charges**

First 16,750 kWh per month ..... 12.67¢ per kWh

Balance over 16,750 kWh per month ... 7.94¢ per kWh

**Carbon Tax Charge** ..... 1.11¢ per kWh

#### **Demand Charges**

First 50 kVA of  
billing demand per month .....no charge

Balance over 50 kVA of  
billing demand per month ..... \$22.90 per kVA

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher:

**Service Charge** .....\$306.55 per month

**Energy Charge**..... 7.72¢ per kWh

**Carbon Tax Charge** ..... 1.11¢ per kWh



**Demand Charge**.....\$21.21 per kVA of billing  
demand per month

### **Minimum Bill**

The service charge, less any applicable rebates, plus \$5.36 per kVA of maximum billing demand over 50 kVA in the previous 11 months.

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher, the service charge, less any applicable rebates, plus \$5.36 per kVA of maximum billing demand in the previous 11 months.

### **Billing Demand**

The billing demand shall be the maximum demand registered in the current billing period;

or

For those services with approved time-of-day metering (costs to be borne by the customer), the greater of the maximum kVA demand registered between the hours of 07:00 to 22:00 local time Monday through Friday excluding statutory holidays or 80% of the maximum kVA demand registered at any other time during the current month.

If the billing demand exceeds 3,000 kVA, then the customer advances to General Service VI rate.

If the customer's billing demand is equal to, or less than 500 kVA, then the customer reverts to General Service IV rate.

## **General Service VI**

To apply to all non-residential customers to which no other rates apply and having billing demands greater than 3,000 kVA and up to and including 15,000 kVA.

**Service Charge** .....\$7,435.13 per month

**Energy Charge**..... 6.88¢ per kWh

**Carbon Tax Charge** ..... 1.04¢ per kWh

At the customer's request, an alternative energy charge is available. If a customer registers for this energy charge, the customer must remain on this energy charge for a period of at least one year. To be eligible, the customer must have approved time-of-day metering (costs to be borne by the customer).

**On-Peak Energy Consumption** – monthly energy consumed between the hours of 07:00 to 22:00 hours Monday through Friday excluding statutory holidays ("on-peak hours").

**Off-Peak Energy Consumption** – monthly energy consumed in all hours excluding on-peak hours.

**On-Peak Energy Charge** ..... 7.51¢ per kWh

**Off-Peak Energy Charge** ..... 6.41¢ per kWh

**Carbon Tax Charge** ..... 1.04¢ per kWh

**Demand Charge**.....\$21.22 per kVA of billing  
demand per month

For those customers who own the supply transformer and receive service at primary voltages of 4,160 volts or higher, the demand charge shall be \$19.80 per kVA of billing demand.

### **Minimum Bill**

The demand charge plus the service charge, less any applicable rebates.

### **Recorded Demand**

The monthly recorded demand shall be the maximum kVA demand registered during the current month.

### **Billing Demand**

The billing demand shall be the monthly recorded demand or 75% of the maximum billing demand in the previous 11 billing periods, whichever is the greater.

If a customer's billing demand is equal to, or less than 3,000 kVA, then the customer reverts to General Service V rate.

## Unmetered Services

To apply to all unmetered services where the electrical consumption is constant and predictable. Examples of this type of load are SaskTel telephone booths, crosswalk lighting, school warning lights, automated railway crossing protection, street traffic counters, traffic lights, Public Library bookmobiles, and other miscellaneous services. This rate is not applicable to decorative lighting, dusk to dawn lighting where the City owns and maintains the equipment, SaskEnergy rectifiers, and cable television power supply units.

### Rate

Charge per 100 watts of calculated  
average demand per month .....\$12.96

**Minimum Bill...** \$24.45 per month, less any applicable rebates

## Decorative Lighting

To apply to all unmetered electricity where the City owns and maintains the lighting equipment used for decorative lighting.

### Rate

Charge per 100 watts of calculated  
average demand per month .....\$5.62

**Minimum Bill...** \$24.45 per month, less any applicable rebates

## Street Lighting and Off-Street Floodlighting

To apply to all unmetered lighting operated dusk to dawn by photo control where the City owns and maintains the lighting equipment. These rates apply to all City and Department of Highway street lighting, and to the floodlighting of public areas, lanes and private parking areas. With the exception of City accounts, these rates are closed to both existing and new customers for the purpose of off-street floodlighting.

### Fixture Wattage and Type

Rate Code	Ornamental HPS	HPS	Ornamental MH	LED	MH	Monthly Rate
SL13	50 W					\$16.65
SL14	70 W					\$17.34
SL15	100 W					\$17.85
SL16	150 W					\$22.27
SL17	250 W					\$25.64
SL18		100 W				\$17.00
SL19		150 W				\$18.87
SL20		250 W				\$23.45
SL21		400 W				\$28.49
SL22		1000 W				\$48.86
SL23	400 W					\$30.65
SL24					400 W	\$29.15
SL25		200 W				\$25.15
SL26			50 W			\$20.58
SL27			100 W			\$23.95
SL28			250 W			\$30.13
SL29				100 W		\$18.31

### SaskEnergy Rectifiers

To apply to all unmetered Cathodic Protection rectifiers.

#### Rate

Charge per rectifier per month .....\$36.92

#### Minimum Bill

Charge per rectifier \$36.92 per unit, less any applicable rebates

### Cable Television Power Supply Units

To apply to all unmetered Cable Television power supply units.

#### Rate

Charge per power supply unit per month .....\$90.40

## Minimum Bill

Charge per power supply unit per month \$90.40 per unit, less any applicable rebates.”.

## Coming into Force

5. This Bylaw comes into force on April 1, 2023.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

Mayor

City Clerk

## Shared Electric Kick Scooter Pilot Program – Bylaw Amendments

### ISSUE

This report submits Bylaw No. 9879, *The Traffic Amendment Bylaw, 2023* and Bylaw No. 9880, *The Recreation Facilities and Parks Usage Amendment Bylaw, 2023* for City Council's consideration. These amendments implement City Council's decision to begin a shared electric kick scooter pilot program.

### RECOMMENDATION

That City Council consider:

1. Bylaw No. 9879, *The Traffic Amendment Bylaw, 2023*; and
2. Bylaw No. 9880, *The Recreation Facilities and Parks Usage Amendment Bylaw, 2023*.

### BACKGROUND

At its [November 21, 2022 Regular Business Meeting](#), City Council considered a report of the General Manager, Transportation and Construction dated November 7, 2022, and resolved:

That the shared electric kick scooter pilot project regulatory framework as outlined in this report be approved but that the scope of the project includes two vendors instead of the one proposed in the first year of the electric kick scooter pilot project; and

That the City Solicitor be requested to prepare the appropriate bylaw amendments to enable the pilot project to proceed.

### DISCUSSION/ANALYSIS

A two-year pilot program was approved by City Council, however for flexibility purposes this timeframe was excluded from the Bylaw. Prior to the expiration of the pilot program, a report will be submitted to City Council to determine whether the electric kick scooter provisions should be repealed.

In accordance with City Council's instructions, we are pleased to submit Bylaw No. 9879, *The Traffic Amendment Bylaw, 2023* and Bylaw No. 9880, *The Recreation Facilities and Parks Usage Amendment Bylaw, 2023* for City Council's consideration.

### NEXT STEPS

Once enacted, the City Solicitor shall ensure Saskatchewan Government Insurance is notified of the amendments, as required by subsection 7(3) of *The Limited Speed Motor Vehicle Regulations*.

## APPENDICES

1. Proposed Bylaw No. 9879, *The Traffic Amendment Bylaw, 2023*
2. Proposed Bylaw No. 9880, *The Recreation Facilities and Parks Usage Amendment Bylaw, 2023*

### Report Approval

Written by: Erik Agrey, Solicitor

Approved by: Cindy Yelland, City Solicitor

Admin Report - Shared Electric Kick Scooter Pilot Program – Bylaw Amendments.docx

## **BYLAW NO. 9879**

### **The Traffic Amendment Bylaw, 2023**

The Council of the City of Saskatoon enacts:

#### **Short Title**

1. This Bylaw may be cited as *The Traffic Amendment Bylaw, 2023*.

#### **Purpose**

2. The purpose of this Bylaw is to amend *The Traffic Bylaw* to implement a shared electric kick scooter pilot program.

#### **Bylaw No. 7200 Amended**

3. *The Traffic Bylaw* is amended in the manner set forth in this Bylaw.

#### **Section 2 Amended**

4. The following clause is added after clause 2(1)(k):

“(k.1) **“crosswalk”** means:

- (i) a clearly marked pedestrian crossing; or
- (ii) if there is no clearly marked pedestrian crossing, the prolongation through the intersection of the lateral boundary lines of the adjacent or intersecting sidewalks at the end of a block;”.

#### **New Sections 34.4 and 34.5**

5. The following sections are added after section 34.3:

##### **“E-Scooters**

- 34.4 (1) In this section:



- (a) **“e-scooter”** means an electric kick scooter as defined in *The Limited Speed Motor Vehicle Regulations*;
  - (b) **“furniture zone”** means the portion of a street:
    - (i) between the portion of the street provided for the passage of pedestrians and the portion of the street provided for the passage and parking of vehicles; and
    - (ii) that typically contains street furniture such as streetlights or bicycle racks;
  - (c) **“motor vehicle”** does not include an e-scooter;
  - (d) **“shared-use path”** means a shared-use path as defined in *The Bicycle Bylaw, 2020*.
- (2) Provisions of this Bylaw that apply to motor vehicles and vehicles apply to e-scooters, except to the extent that they conflict with this section.
  - (3) No person shall operate an e-scooter unless it is owned by a business that has received a permit from the City pursuant to section 34.5 to provide e-scooter rentals.
  - (4) An e-scooter may only be operated as follows:
    - (a) on a shared-use path;
    - (b) where a street has a speed limit of 50 km/h or lower and does not have a cycle track or shared-use path, on the portion of the street that is meant for the passage of motor vehicles;
    - (c) where a street has a speed limit of 50 km/h or lower and has a cycle track or shared-use path, on the portion of the street that is a cycle track or shared-use path;
    - (d) where a street has a speed limit of greater than 50 km/h, on the portion of the street that is a cycle track or shared-use path;
    - (e) in a public parking lot;
    - (f) on private property with the consent of the property owner.

- (5) For greater certainty with respect to subsection (4), an e-scooter may not be operated as follows:
  - (a) on a crosswalk for the purpose of crossing a street;
  - (b) on a sidewalk, other than a sidewalk that is a shared-use path;
  - (c) in a building or parking structure owned by the City;
  - (d) in a Public Square as defined in *The Recreation Facilities and Parks Usage Bylaw, 1998*;
  - (e) on a Saskatoon Transit vehicle;
  - (f) in a skate park or spray park owned by the City.
- (6) No person operating an e-scooter shall:
  - (a) fail to comply with subsections (4) or (5);
  - (b) except in the case of parking permitted by clause (7)(c), fail to comply with traffic signs;
  - (c) fail to operate with due care and attention;
  - (d) fail to yield to pedestrians;
  - (e) operate with a passenger;
  - (f) when operating on the portion of a street meant for the passage of motor vehicles, fail to travel in the direction of traffic;
  - (g) when operating on a cycle track or shared-use path, fail to travel in the direction of traffic, if any;
  - (h) carry any object, item or thing that:
    - (i) prevents the person from being able to keep both hands on the steering handlebar; or
    - (ii) obstructs the person's view;
  - (i) perform or engage in any stunt or other activity that is likely to distract, startle, endanger or interfere with pedestrians, vehicles or other street users;

- (j) fail to signal by hand and arm prior to turning as follows:
    - (i) when making a left-hand turn, by extending the left arm horizontally;
    - (ii) when making a right-hand turn, by extending the left arm bent vertically upward;
  - (k) hold onto another vehicle that is in motion;
  - (l) operate in a position other than standing on the platform of the e-scooter; or
  - (m) fail to comply with any provision of *The Limited Speed Motor Vehicle Regulations*.
- (7) An e-scooter may only be parked as follows:
- (a) notwithstanding any other provision of this Bylaw, in an area approved by the City for the parking of e-scooters, as designated by signs, markings or other means;
  - (b) in an area where a motor vehicle may be parked, other than in:
    - (i) an area that is subject to signage that limits parking to a specified amount of time;
    - (ii) a bus stop or taxicab stand;
    - (iii) a parking structure owned by the City;
    - (iv) an area marked for persons with disabilities; or
    - (v) a loading zone;
  - (c) within 10 metres of an intersection where:
    - (i) the e-scooter is parked as close as possible to the curb on the portion of the street meant for the passage of motor vehicles;
    - (ii) the portion of the street on which the e-scooter is parked is immediately adjacent to an area that is subject to signage that limits parking to a specified amount of time; and

- (iii) in accordance with subclause (8)(c)(vi), the e-scooter is parked at least 1 metre away from a crosswalk;
  - (d) in a park as defined in *The Recreation Facilities and Parks Usage Bylaw, 1998* if the e-scooter is:
    - (i) not parked on, or within 1 metre of, a pathway; and
    - (ii) not parked on an area meant for the planting of flowers or shrubs;
  - (e) in a furniture zone;
  - (f) on private property with the consent of the owner.
- (8) No person shall park an e-scooter:
- (a) contrary to subsection (7);
  - (b) in such a way that it:
    - (i) impedes the movement of motor vehicles or pedestrians;
    - (ii) may cause damage or pose a hazard to pedestrians or property;
    - (iii) is not standing self-supported and upright with both wheels in contact with the ground; or
    - (iv) is in contact with, or may cause damage to, a tree;
  - (c) within 1 metre of anything requiring pedestrian or vehicular access, including the following:
    - (i) benches;
    - (ii) bus shelters;
    - (iii) parking pay stations;
    - (iv) pedestrian push buttons;
    - (v) wheelchair, bicycle or curb ramps;

- (vi) crosswalks; or
- (d) on a Saskatoon Transit vehicle.
- (9) Unless the General Manager has provided written permission to do otherwise, the owner of an e-scooter must remove or relocate any e-scooter that has been parked in any location for more than 48 hours.
- (10) The City may do any of the following:
  - (a) relocate, remove or store e-scooters for any purpose considered necessary, including for the purpose of carrying out street maintenance or purposes related to safety;
  - (b) at the expense and risk of the owner, relocate, remove or store any e-scooter that:
    - (i) is parked in contravention of this Bylaw; or
    - (ii) contravenes the terms or conditions of a permit issued pursuant to section 34.5;
  - (c) impose temporary restrictions on the areas where e-scooters may park or operate for any purpose, such as in emergency circumstances, and require the owner of e-scooters to remove some or all e-scooters from, and cease operating in, specified areas for the duration of the temporary restriction.

### **Permits to Provide E-Scooter Rentals**

- 34.5 (1) No person shall provide e-scooter rentals without a permit issued pursuant to this section.
- (2) As a pilot program, the City will issue up to two permits for the years 2023 and 2024.
  - (3) Permits will be awarded to the highest scoring applicants who submit applications that meet the requirements of the City's Request for Applications No. 23-0096.
  - (4) The conditions that must be met to obtain a permit are fully set out in Request for Applications No. 23-0096, and include:
    - (a) payment of required fees;

- (b) obtainment of a general business licence from the City; and
  - (c) submission of required documentation such as proof of adequate insurance and a plan respecting the establishment of designated e-scooter parking areas.
- (5) The City may attach to a permit any of the terms and conditions outlined in Request for Applications No. 23-0096, as may be modified or expanded upon to reflect or incorporate the contents of applications received.
- (6) The City may suspend, revoke or amend a permit issued pursuant to this section:
  - (a) as permitted by and in accordance with the permit; or
  - (b) where a permit holder:
    - (i) fails to comply with any provision of this Bylaw;
    - (ii) fails to comply with a term or condition of their permit; or
    - (iii) gave false or misleading information in an application for a permit.
- (7) A permit issued pursuant to this section remains at all times the sole property of the City and does not confer any property rights.
- (8) There is no right of appeal in respect to the City's decision to deny, revoke, suspend or amend a permit issued pursuant to this section.
- (9) Fees to obtain a permit, as well as other fees associated with maintaining a permit, are set out in Schedule No. 19.
- (10) No person shall:
  - (a) fail to comply with any term or condition of a permit issued pursuant to this section;
  - (b) sell, assign, transfer, lease or otherwise dispose of or give up control of a permit issued pursuant to this section; or
  - (c) fail to surrender a permit to the City immediately upon the request of the City."

**Schedule No. 10 Amended**

6. Section 1 of Schedule No. 10 is amended by adding the following after “34 Semi-trailer backed to curb \$50 \$30”:
- |             |                                                                                                 |      |      |
|-------------|-------------------------------------------------------------------------------------------------|------|------|
| “34.4(3)    | Operate an e-scooter that is not owned by a business with a permit to provide e-scooter rentals | \$50 | \$30 |
| 34.4(6)     | Improper operation of an e-scooter                                                              | \$50 | \$30 |
| 34.4(8)     | Improper parking of an e-scooter                                                                | \$50 | \$30 |
| 34.4(9)     | Park an e-scooter for longer than 48 hours                                                      | \$50 | \$30 |
| 34.4(10)(c) | Failure to comply with temporary e-scooter parking or operating restrictions”.                  | \$50 | \$30 |

**Schedule No. 19 Added**

7. The schedule marked as Schedule “A” to this Bylaw is added after Schedule No. 18 as Schedule No. 19.

**Coming into Force**

8. This Bylaw comes into force on the day of its final passing.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

\_\_\_\_\_  
Mayor

\_\_\_\_\_  
City Clerk

## Schedule “A” to Bylaw No. 9879

### Schedule No. 19 Fees for E-Scooter Permits

1. In this Schedule, “**operating season**” means the period of time in a year that e-scooters are permitted to operate within the City, as identified in the permit.
2. The following fees must be paid annually in respect to e-scooter permits:
  - (a) E-Scooter Program Fee: \$4,000.00;
  - (b) Engagement and Communications Fee: \$18,000.00;
  - (c) Fee for designated e-scooter parking areas in furniture zones or other off-street areas: \$100 per area;
  - (d) Fees for designated e-scooter parking areas on streets:
    - (i) \$14.40 per day for the first 30 paid parking days;
    - (ii) \$12.96 per day after the first 30 paid parking days; and
    - (iii) an administrative fee of \$52.50 per application to designate an area or areas as an e-scooter parking area;
  - (e) Deposit: \$10,000.00.
3. The fee identified in clause 2(a) is based on e-scooters being able to operate within the City between April 15 and October 31 and may be prorated in the event the operating season is shorter.
4. In the event there is more than one permittee:
  - (a) the fees identified in clauses 2(a) and (b) are to be shared between permittees, with each permittee’s share calculated in relation to their respective number of e-scooters (for example, if permittee X has 100 e-scooters and permittee Y has 200 scooters, permittee X would be responsible for paying 1/3 of the fees and permittee Y would be responsible for paying 2/3 of the fees); and
  - (b) the fees identified in clauses 2(c) and (d) are to be shared equally between permittees, with each permittee responsible for paying 50 percent of the fees.



5. (1) The fees identified in clauses 2(a), (b) and (e) are due:
  - (a) in the year 2023, prior to permit issuance; and
  - (b) in the year 2024, prior to April 1, 2024.
- (2) The fees identified in clauses 2(c) and (d) must be paid prior to any designated e-scooter parking area being established.
6. The City may deduct money from the deposit for any reason permitted by the permit.
7. In the event the deposit amount falls below \$5,000.00, the City may require a permittee to top up the deposit amount, up to a maximum amount of \$10,000.00.
8. Unused deposit amounts will be returned to permit holders, subject to any potential remaining draws on the deposit:
  - (a) within 30 days after the end of the operating season; or
  - (b) in the event the permittee ceases operations and returns their permit to the City prior to its expiration, within 30 days after the permit is returned.

**BYLAW NO. 9880****The Recreation Facilities and Parks Usage Amendment  
Bylaw, 2023**

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, 2023*.

**Purpose**

2. The purpose of this Bylaw is to amend *The Recreation Facilities and Parks Usage Bylaw, 1998* to permit the use of shared electric kick scooters in parks.

**Bylaw No. 7767 Amended**

3. *The Recreation Facilities and Parks Usage Bylaw, 1998* is amended in the manner set forth in this Bylaw.

**Section 27 Amended**

4. Subsection 27(3) is repealed and the following substituted:

“(3) This Section does not apply to the following:

- (a) City maintenance vehicles;
- (b) electric kick scooters as defined in *The Limited Speed Motor Vehicle Regulations*.”.

**Coming into Force**

5. This Bylaw comes into force on the day of its final passing.

Read a first time this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

Read a second time this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

Read a third time and passed this \_\_\_\_\_ day of \_\_\_\_\_, 2023.

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Mayor

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City Clerk